A Comprehensive Disparity Study of the City of Tucson MWBE Program

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Final Report

For the project entitled:

Comprehensive Disparity Study of City of Tucson MWBE Program

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

In October 2007, the City of Tucson (City) engaged D. Wilson Consulting Group, LLC to conduct a Comprehensive Disparity Study of their Minority and Women Owned Business Program. In addition to D. Wilson Consulting Group, the research team included Fields & Brown, LLC and Lines and Lights Technology.

A five year study was conducted that included procurement activity from January 1, 2002 through December 31, 2006 (FY2002 - FY2006).

Background

The primary objectives of the study were to address and identify:

- If ongoing effects of past discrimination still exist against minority and woman-owned businesses in the construction, professional services, and general services sectors within the relevant market area.
- Whether MWBE participation is representative of the availability of minority and woman owned businesses ready, willing and able to participate in contracts with the City of Tucson.
- Whether discrimination exists, and if found, will race- or gender-neutral measures effectively remedy the discrimination.
- Current and historical MWBE participation in the City's MWBE program during the study period of January 1, 2002 through December 31, 2006.
- The effectiveness of the race-and gender neutral/conscious goals established during the study period.
- Identify narrowly tailored race-and gender-specific remedies to be used to redress any discrimination.

Methodology

Legal Analysis

Reviewed the impact of relevant court decisions on race or gender conscious remedial programs, including *City of Richmond v. J.A. Croson Company*; *Adarand Constructor v. Pena*; *Contractors Ass'n. of Eastern Pennsylvania v. City of Philadelphia, Engineering Contractors of South Florida v. Metropolitan Dade County, Concrete Works of Colorado v. City and County of Denver, Northern Contracting, Inc. v. State of Illinois, et al.,* and *Western States Paving Co. v. Washington Department of Transportation*.

Review of Contracting Policies, Procedures, and Practices

- Reviewed the City of Tucson's contracting and purchasing manuals and special provisions currently in place.

- Reviewed the City of Tucson's past contracting and purchasing manuals and policies in effect December 31, 2006 and any changes in contracting and purchasing manuals since January 1, 2002.

- Interviewed the procurement and Office of Equal Opportunity Programs (OEOP) managers and staff regarding the contracting, purchasing and MWBE policies, manuals and contract provisions in order to evaluate the effects they have had on the OEOP Programs.

- Interviewed key procurement personnel to determine how the policies and procedures have been implemented in the past and how they are currently being implemented.

- Reviewed statutes, federal regulations, city ordinances, policies and procedures that implement the City's MWBE Program and procurement.

- Summarized the City of Tucson's administration of its policies and procedures in its Services Contracting, Purchasing, and Design and Construction Divisions so that the Study could determine how they affect utilization of MWBEs by the City of Tucson.

- The City of Tucson certifies local Pima County MWBE's using the standards set forth in 49 CFR Part 26. The Wilson Group reviewed the City of Tucson's MWBE Program and its implementation based on the MWBEs' perspectives and the interviews and public hearings.

Statistical Analysis

Data Collection

- Collected and analyzed data for the City's prime and subcontractor contracts awarded from January 1, 2002 through December 31, 2006.

- The Standard Industrial Classification (SIC) was utilized to define each business category. The business categories analyzed in the study are construction, professional services and goods and services;

- The following race and gender classifications are included in the study:

  - African Americans
  - Native Americans
  - Asian Pacific Americans
  - Subcontinent Asian Americans
  - Hispanic Americans

  - Women
  - Non-MWBEs

- Developed a data collection plan that included the development of an assessment tool for fact finding about data sources and formats and conducted interviews with key staff members. Electronic and hard copy data were provided.

Relevant Market Area

For this study, the relevant market area was defined as those United States counties in which the City of Tucson expended 75 percent or more of total expenditures during the study period. The established relevant market for each business category is:

- Construction – Pima County, Arizona
- Professional Services – Pima County and Maricopa County, Arizona
- Goods & Services – Pima and Maricopa County, Arizona; San Mateo and Los Angeles County, California; Rio Arriba County, New Mexico and El Paso County, Colorado

Utilization Analysis

Contracts awarded within the relevant market area for the City of Tucson were analyzed to determine if firms utilized were MWBEs or non-MWBEs. This analysis was used to determine the utilization of MWBE or non-MWBE firms. For the five-year study period, the percentage of dollars awarded to MWBEs and non-MWBEs within the relevant market were calculated for each business category.

MWBE firm utilization averaged 7.28 percent for construction and 4.31 for professional services.

Availability Analysis

A master data base was created based on the following data sources:

- City Of Tucson Business License Vendors
- City of Tucson Procurement and Tracking Systems Vendors (OPIS, OEOP and PaymentNet)
- Dun and Bradstreet Arizona Firm Database (2007)
- National Minority Suppliers Development Council (Arizona Firms)
- Pima County Procurement and Tracking Systems Vendors (FMS, Synergen, and MWBE Tracking)

Based on these sources, a master database was created that reflected a pool of over 51,000 firms that indicated an interest in performing work with the City by registering their firm with one or more of the data sources listed above. In order to extract a subset of qualified, willing and able firms the following filtering criteria were utilized:

- Past patterns of revenue generation and the telephone survey of over 400 participants provided empirical evidence to assess firm qualifications, willingness, availability and firm capacity.
- Firms were classified into one of the business categories evaluated in this study.
- Excluded from consideration in this analysis were firms that did not identify lines of business and firms that provided services other than construction, professional services and goods and services.
- The number of firms that domiciled in the relevant market area was further analyzed to evaluate the availability of the firms to perform work.

These data were evaluated and weights were developed and applied based on responses to the telephone survey, firm capacity and willingness to perform work for the City. This process produced an adjusted list of qualified, willing and able prime contractors and subcontractors within the relevant market area. MWBE firms represent approximately:

- 6.08 percent of the construction firms available to work on the City of Tucson contracts
- 30.20 percent of the professional services firms available to work on the City of Tucson contracts
- 15.71 percent of the goods and services firms available to work on the City of Tucson contracts

Disparity Analysis

The Wilson Group conducted a disparity analysis by business category to determine the differences between the utilization of MWBEs and the availability of such firms within the relevant market area. The data presented in the Availability and Utilization Analyses were used as the basis to determine if MWBEs received a fair and equitable share of the contracts awarded by the City. This was determined through the disparity index calculation which was obtained by dividing the percent of utilization by the percent of availability and multiplying the result by 100. A disparity index of 100 indicates parity, a balance between utilization and availability. A disparity index of less than 100 may indicate that firms are underutilized or overutilized if greater than 100. An index of less than 80 may indicate significant underutilization and an index of 0.00 indicates no utilization.

The following are the results for the construction, professional services and goods and services contracts independently:

a. Construction – African Americans and Asian Pacific Americans were significantly underutilized; Native Americans and non-minority Women were underutilized and Hispanic Americans were overutilized.

b. Professional Services – All MWBE groups were significantly underutilized with the exception of Subcontinent Asian Americans.

c. Good and Services – African Americans and Asian Pacific Americans were significantly underutilized.

Private Sector Regression Analysis

The private sector analysis is useful to provide a general feel for how firms fare in their attempts to do business in the private sector. This quantitative analysis in conjunction with the anecdotal evidence in this report provides the reader a context to gauge the level of success of firms doing business in the private sector in the state of Arizona.

The analytical results show that White Male-owned firms submitted a larger number of bids for construction subcontracts and reported greater success as demonstrated by the higher number of awarded subcontracts. Woman-owned firms were the next most successful business owner groups in construction subcontracting in terms of bid attempts and subcontract wins. The data show that White Male-owned firms reported the highest number of subcontracts (3,028) followed by Woman-owned firms at 1,545 subcontracts. Of note, African American-owned firms bid and successfully competed for construction subcontracts (this group was unsuccessful as construction prime contractors). Hispanic American-owned firms did not report bids on subcontracts in construction.

In architectural and engineering subconsultant opportunities, Woman-owned firms submitted twice as many proposals as White Male-owned firms. The data show that Woman-owned firms submitted 1,025 compared to 507 for White Male-owned firms. Native American-owned firms submitted 372 proposals. Most firms reported win percentages of around 40 percent.

The PUMS analysis of the likelihood of self employment in the state of Arizona indicates that race and gender have a statistically significant impact on entrepreneurship. Whether the model is for the overall data set, construction, or professional services, Hispanic Americans are significantly less likely to become entrepreneurs than white males. For the overall data set and professional services, race/gender variables have a pronounced and statistically significant

negative impact on the likelihood of becoming an entrepreneur. In construction, except for Hispanic Americans, the relationships fail to reach statistical significance, but the direction of the coefficients, with the exception of Asian Americans, is consistent with the other two models. Overall, the results of the models are fairly consistent when it comes to the direction of the relationship between race/gender and entrepreneurship, but the strength of the relationship varies by race/gender grouping and industry.

Anecdotal Analysis

Several methods were utilized to collect anecdotal data from individuals representing both MWBE and non-MWBE businesses. The anecdotal data collected were a result of:

- Personal Interviews – Forty-nine (49) personal interviews were conducted with business owners who conducted business with or attempted to conduct business with the City or County as a prime contractor or as a subcontractor on a project that was awarded during the study period. An interview guide was developed that covered a range of questions concerning a firm's experiences in conducting or attempting to conduct business with the City or County, experiences contracting with general contractors on projects, and the firm's business operations and instances of discrimination experienced by the firm.

- Public Hearings – A total of two (2) public hearings were conducted; one on January 22, 2008 at the Northwest Neighborhood Center and one on January 23, 2008 at the Abrams Health Center. The hearings provided MWBE and non-MWBE business owners the opportunity to present testimony regarding any incidents of discrimination experienced when conducting business with one of the participating Agencies.

- Telephone Surveys – A total of 3,305 calls were made which resulted in 435 completed surveys. The questions asked during the telephone survey were divided into four (4) categories:

  - General demographic questions

  - Questions that addressed possible barriers business owners may have encountered when attempting to do business with the City or County.

  - Questions that addressed possible discriminatory practices of prime contractors.

  - Questions that addressed availability to work for the City or County.

CONCLUSION

The results of the statistical analyses for Construction contracts found significant disparity between utilization and availability of African American and Asian Pacific American owned firms. Native American and non-minority Women owned firms were underutilized and

Hispanic American owned firms were overutilized. For professional services contracts the statistical analyses found significant disparity for all MWBEs except Subcontinent Asian Americans. The study also found a statistically significant disparity in the utilization of African Americans and Asian Pacific American businesses for goods and services.

Based on the data analyzed for the study period, the Wilson Group recommends the following:

- The City of Tucson should amend its MWBE Program to set a race-specific annual goal of one (1) percent for African American and Asian Pacific American-owned firms and set contract specific goals for these MBEs in order to meet the annual goal.

- The City of Tucson should amend its MWBE Program to include MWBE goals on professional services contracts in the amount of 20 percent for MBEs and 10 percent for WBEs.

- The OEOP office should develop a subcontract goals program for professional services that is similar to the construction contract MWBE program.

- The City should continue to implement the seven (7) and five (5) percent price preference points for African-American and Asian Pacific-American businesses for Goods and Services.

- Develop a stronger compliance section within the MWBE program office.

- Develop a Small Business Program.

CHAPTER 1.0 – INTRODUCTION

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In October, 2007, the City of Tucson engaged D. Wilson Consulting Group, LLC to conduct a Comprehensive Disparity Study of its Minority and Woman-Owned Business Enterprise (MWBE) Program. In addition to D. Wilson Consulting Group, the research team included Fields & Brown, LLC and Lines and Lights Technology.

The primary objectives of the study were to address and identify:

1. If ongoing effects of past discrimination still exist against minority and woman-owned businesses in the construction, professional services, and goods and services sectors within the relevant market area.

2. Whether MWBE participation is representative of the availability of minority and woman owned businesses ready, willing and able to participate in contracts with the City of Tucson.

3. Whether discrimination exists, and if found, will race- or gender-neutral measures effectively remedy the discrimination.

4. Current and historical MWBE participation in the City's MWBE program during the study period of January 1, 2002 through December 31, 2006.

5. The effectiveness of the race-and gender neutral/conscious goals established during the study period.

6. Identify narrowly tailored race-and gender-specific remedies to be used to redress any discrimination.

To meet the objectives of the study, the study was conducted in 10 stages:

1. Reviewed the impact of relevant court decisions on race or gender conscious remedial programs, including *City of Richmond v. J.A. Croson Company*; *Adarand Constructor v. Pena*; *Contractors Ass'n. of Eastern Pennsylvania v. City of Philadelphia, Engineering Contractors of South Florida v. Metropolitan Dade County, Concrete Works of Colorado v. City and County of Denver, Northern Contracting, Inc. v. State of Illinois, et al.,* and *Western States Paving Co. v. Washington Department of Transportation*.

2. Reviewed procurement policies, procedures and programs.

    a. Reviewed and analyzed written documents regarding contracting and procurement of construction, professional services, goods and services and the MWBE program.

    b. Interviewed key personnel associated with contracting and procurement and the MWBE program.

3. Determined the relevant geographic market area for each business category.

   a. The relevant geographic market area is determined in two steps. The first takes in to consideration the political jurisdiction. The second part takes into consideration where the City spent at least 75 percent of its contracting dollars.

   b. The relevant geographic market area for each business category is:

      - Construction – Pima County, Arizona
      - Professional Services – Pima County and Maricopa County, Arizona
      - Goods & Services – Pima and Maricopa County, Arizona; San Mateo and Los Angeles County, California; Rio Arriba County, New Mexico and El Paso County, Colorado

4. Determined the availability of non-minority, minority and woman owned businesses in the relevant market area by business category.

   a. The availability of MWBEs and non-MWBEs were identified within the City of Tucson. Through a business survey, demographic and capability data were collected and analyzed. These data parameters were then applied to the firms to determine if they were ready, willing and able.

   b. MWBE firms represent approximately:

      - 6.08 percent of the construction firms available to work on the City of Tucson contracts
      - 30.20 percent of the professional services firms available to work on the City of Tucson contracts
      - 15.71 percent of the goods and services firms available to work on the City of Tucson contracts

5. Determined what percentage of the contracts and contract dollars were paid to Minority and Woman-Owned Businesses as defined by the City's MWBE Ordinance (Tucson City Code Chapter 28, Article XIV).

   a. Contract award and payment data were collected from the City in electronic format and through a manual review of contracts.

   b. The utilization was calculated by dividing the dollars paid to MWBEs by the total dollars paid.

   c. Utilization analyses were performed for each minority/ethnic/gender group.

   d. MWBE firm utilization averaged 7.28 percent for construction and 4.31 for professional services.

6. Determined if a disparity exists between the utilization of MWBE firms versus the available MWBE firms; and if so, determined if the disparity is statistically significant.

    a. Compared the availability data to the utilization data to determine if disparity exists; and, if the disparity is statistically significant.

    b. The following are the results for the construction and professional services contracts independently.

        i. Construction – African Americans and Asian Pacific Americans were significantly underutilized; Native Americans and non-minority Women were underutilized and Hispanic Americans were overutilized.

        ii. Professional Services – All MWBE groups were significantly underutilized with the exception of Subcontinent Asian Americans.

        iii. Goods and Services – African Americans and Asian Pacific Americans were significantly underutilized.

7. Collected and analyzed anecdotal testimony from MWBE and non-MWBE firms through interviews and public hearings. The anecdotal evidence assists to explain the disparity identified, if any. The information came from business owners reciting their experiences in contracting or attempting to contract with the City or its prime contractors.

    a. Personal interviews were conducted with 39 MWBE, 9 non-MWBE firms and 1 other.

    b. Two public hearings were held in Tucson, Arizona.

8. Conducted an analysis of the private market contracting from questions in the telephone survey (described below) that provided a basis to extrapolate data representative of firm experience in bidding and winning contracts in the private sector.

    a. Key areas addressed in the telephone survey asked about line of business, number of bid attempts, contracts won and largest contract secured during the study period.

    b. The telephone survey also distinguished between public sector and private sector experiences.

9. Collected and analyzed 435 telephone survey responses. The questions asked during the telephone survey were divided into four (4) categories:

    a. General demographic questions.

    b. Questions that addressed possible barriers business owners may have encountered when attempting to do business with the City.

c. Questions that addressed possible discriminatory practices of prime contractors.

d. Questions that addressed availability to work for the City.

10. Reviewed current procurement and MWBE program based on the findings of the study components. Findings and Recommendations are provided for :

    a. Goal Setting – Construction and Professional Services;

    b. Policies and Procedures
        i. Job Order Contracting
        ii. Compliance – Construction and Professional Services
        iii. Race-Neutral Program
        iv. Goods and Services
        v. Waivers
        vi. Data Collection

The following chapters detail the methodology, findings and recommendations.

CHAPTER 2.0 – LEGAL ANALYSIS

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2.1 Introduction

This chapter provides a summary of the state of the law applicable to affirmative action programs of public contracting agencies as the law has been interpreted and evolved in the federal courts.

In the leading United States Supreme Court cases of *City of Richmond v. J.A. Croson Co. (Croson)* and *Adarand v. Pena (Adarand),*[1] the Supreme Court held that the constitutionality of remedial race conscious affirmative action programs are subject to strict judicial scrutiny under the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution.[2]

Since the *Adarand* decision, five Federal Court of Appeals decisions have addressed the evidence necessary in a disparity study to support any race-conscious remedies put into place by governmental agencies. These cases include *Contractors Ass'n. of Eastern Pennsylvania v. City of Philadelphia,* 6 F.3d 990 (3d Cir. 1993), *on remand,* 893 F.Supp. 419 (E.D. Pa. 1995), *aff'd,* 91 F.3d 586 (3d Cir. 1996) *("Contractors I, II and III")*; *Engineering Contractors of South Florida v. Metropolitan Dade County,* 943 F. Supp. 1546 (S.D. Fla. 1996), *aff'd,* 122 F.3d 895 (11th Cir. 1997); *Concrete Works of Colorado v. City and County of Denver,* 823 F.Supp. 821 (D. Colo. 1993), *rev'd* 321 F.3d 950 (10th Cir. 2003) ("*Concrete Works II"); Western States Paving Co., Inc. v. Washington State Department of Transportation,* 407 F.3d 983 (9th Cir. 2005) (*"Western States Paving");* and *Northern Contracting, Inc. v. State of Illinois, et al.,* 473 F.3d 715 (7th Cir. 2007). These cases and other lower court cases have caused the requirements for race- and gender-conscious programs to evolve since the *Croson* decision.

In general, the requirements for race- or gender-conscious programs include:

- A race-based remedial program subject to strict judicial scrutiny which requires that the government must show a strong basis in the evidence for the compelling governmental interest.
- Any race- or gender-conscious program must be narrowly tailored to remedy the identified compelling governmental interest.
- Statistical evidence of discrimination is necessary; anecdotal evidence of discrimination is complementary to statistical evidence of discrimination.

[1] *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989) held that the strict scrutiny standard applies to state and local race conscious affirmative action programs and *Adarand Constructors, Inc. v. Frederico Pena*, 115 S. Ct. 2097 (1995) held that the strict scrutiny standard applies to federal affirmative action programs.
[2] *Id*.

- A lesser standard, intermediate judicial scrutiny, is applicable when analyzing the constitutionality of gender-based programs. The intermediate judicial scrutiny standard requires that a gender-based remedial program must serve important governmental objectives and be substantially related to the achievement of those objectives.

This chapter analyzes how these federal courts have evaluated the constitutionality of race- and gender-conscious programs. Although all federal circuits will be discussed, particular emphasis will be placed on the decisions of the Ninth Circuit.[3]

2.2 Standards of Review for Race- and Gender-Conscious Remedial Programs

2.1.1 Race-conscious Remedial Programs

In *Croson,* the United States Supreme Court affirmed that under the Fourteenth Amendment of the United States Constitution, the proper standard for state and local Minority and Women-owned Business Enterprise programs is strict scrutiny.[4] The governmental entity must show that the racial classification is narrowly tailored to achieve a compelling governmental interest.[5] The Court held that a state or local governmental entity may create a race-based remedial program to rectify the effects of identified, systemic, past racial discrimination within its jurisdiction.[6]

2.1.2 Gender-Conscious Remedial Programs

In evaluating gender-conscious remedial classifications that operate to the advantage of women, the Supreme Court has used an "intermediate" level of scrutiny, which is a less stringent level of review than the strict scrutiny level of review used to analyze race-based classifications. Most "intermediate" level of review cases require the governmental entity to demonstrate an important governmental objective and to develop a program that bears a direct and substantial relation to achieving that objective.[7] Under the intermediate level of scrutiny, some degree of discrimination must be demonstrated in a particular industry before a gender-specific remedy may be instituted in that industry. In *Coral Construction v. King County,*[8] the

[3] The jurisdiction of the Ninth Circuit includes the States of Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon and Washington
[4] *Croson,* 488 U.S. at 493-95.
[5] *Id*. at 493.
[6] *Id*. at 509.
[7] *Mississippi University for Women v. Hogan,* 458 U.S. 718, 724 (1982); *Craig v. Boran,* 429 U.S. 190, 211 (1976) (Powell, J. concurring).
[8] 961 F.2d 910 (9th Cir. 1991), *cert. denied,* 502 U.S. 1033 (1992).

Ninth Circuit Court of Appeals noted that: "The mere recitation of a benign, compensatory purpose will not automatically shield a gender-specific program from constitutional scrutiny."[9]

Although the United States Supreme Court has not ruled directly on the type of scrutiny it would use for a WBE program, the lower federal courts have applied the "intermediate" scrutiny level of review rather than the strict scrutiny applicable to race-conscious programs.[10] However, some cases have required that the classification based on gender satisfy an "exceedingly persuasive" justification test.[11] In the *Engineering Contractors* case, the Eleventh Circuit Court of Appeals recognized that the U.S. Supreme Court's decision in *United States v. Virginia,*[12] may have "signaled" a heightened level of scrutiny by stating that a governmental agency must demonstrate an "exceedingly persuasive justification" for that action; however, the court concluded that unless and until the United States Supreme Court indicated otherwise, intermediate scrutiny remains the applicable Constitutional standard in gender discrimination cases and a gender-conscious program may be upheld as long as it is substantially related to an important governmental objective.[13]

2.3 Evidence Necessary For Minority, Women And Disadvantaged Business Enterprise Programs

In response to the *Adarand* Supreme Court decision, the U.S. Department of Transportation (USDOT) revised its DBE regulations in February 1999 in an attempt to modify the federal DBE program consistent with the "narrow tailoring" requirements set forth in *Adarand III.*[14] The District Court in the *Adarand* case had held that the prior federal regulations were not narrowly tailored for various reasons.[15] Although the DBE regulations are not specifically related to the MBE/WBE programs, the analysis used by the Ninth Circuit would be applicable to the MBE/WBE programs.

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[9] 961 F.2d at 932.
[10] *See, e.g., Concrete Works II, 321 F.3d 950 (10th Cir. 2003); Coral Construction Co. v. King County,* 941 F.2d 910 (9th Cir. 1991); *Philadelphia,* 91 F.3d 586 (3d Cir. 1996); *Engineering Contractors Association of South Florida, Inc., et. al. v. Metropolitan Dade County, et. al.,("Engineering Contractors"),* 122 F.3d 895 (11th Cir. 1997).
[11] *United States v. Virginia Military Institute,* 518 U.S. 515 (1996); *Mississippi University for Women v. Hogan*, 458 U.S. 718 (1982); *Michigan Road Builders Ass'n., Inc. v. Milliken*, 834 F.2d 583, 595 (6th Cir. 1987); *Associated General Contractors of California v. City and County of San Francisco,* 813 F.2d 922, 940 (9th Cir. 1987).
[12] 518 U.S. 515 (1996).
[13] *Engineering Contractors,* 122 F.3d at 908.
[14] *Adarand III,* 515 U.S. 200 (1995); 49 CFR Parts 23 and 26, 64 Fed. Reg. 5095 (February 2, 1999).
[15] For example, the District Court held that the DBE regulations were over-inclusive and under-inclusive, i.e., they caused presumptions of disadvantage for groups of individuals who were not disadvantaged, and they excluded groups of individuals who were disadvantaged. In response to the modifications to the federal DBE regulations in *Adarand v. Slater,*15 the Tenth Circuit Court of Appeals upheld the modified federal regulations.

Subsequent to the Tenth Circuit in *Adarand* and the Eighth Circuit in the *Gross Seed and Sherbrooke Turf* decisions holding that the revisions to the federal regulations rendered DBE programs constitutional, in *Western States Paving Co., Inc. v. Washington State Department of Transportation,*[16] the Ninth Circuit Court of Appeals agreed that: "[i]n light of the substantial body of statistical and anecdotal material considered at the time of TEA-21's enactment, Congress had a strong basis in evidence for concluding that-in at least some parts of the country-discrimination within the transportation contracting industry hinders minorities' ability to compete for federally funded contracts". By stating that Congress had a strong basis to conclude that in at least some parts of the country discrimination within the transportation contracting industry exists, the *Western States Paving* decision left open the question of whether it exists in specific the state and local governments of the Ninth Circuit. Therefore, it is necessary to show that discrimination in the transportation industry in the Pima and Tucson market exists. In addition, the Ninth Circuit in *Western States Paving* stated that both statistical and anecdotal evidence of discrimination are relevant in identifying the existence of discrimination.

Once the City/County has shown a compelling governmental interest, it must show that its program is narrowly tailored to remedy that interest. The Ninth Circuit noted that the Supreme Court has identified several factors that are relevant in determining whether a racial classification is narrowly tailored: "the efficacy of alternative remedies; the flexibility and duration of the relief, including the availability of waiver provisions; the relationship of the numerical goals to the relevant labor market; and the impact of the relief on the rights of third parties".[17]

2.4 Burden of Proof

The *Croson* decision imposes the original burden of proof upon the government to demonstrate that a challenged MBE/WBE program is supported by documented evidence of past discrimination and/or current discrimination. The plaintiff then has the burden to prove that the MBE/WBE program is unconstitutional through various methods such as the methodology used by the government to show that past and/or present discrimination exists is flawed; the disparity exists due to race-neutral reasons or controverting data exists.

[16] 407 F.3d 983 (9th Cir. 2005).
[17] *Id*. at 993 (citing *United States v. Paradise,* 480 U.S. 149 (1987).

2.4.1 *Western States Paving* Conclusions

In *Western States Paving,* the constitutionality of the requirement that contractors use race and gender based criteria when awarding sub-contracts was challenged both "on its face" and "as applied". A program is unconstitutional "on its face" when it is unconstitutional in all circumstances of its application. For example, as the Court held in *Western States Paving,* the U.S. Congress could find that discrimination exists across the country. On the other hand, a program can be constitutional "on its face" but unconstitutional "as applied" in a particular case. For example, while discrimination exists across the country, it may not exist in the jurisdiction that has the race and gender based case.

While the Ninth Circuit Court of Appeals in *Western States Paving* held that the revised federal DBE regulations served a compelling government interest nationally and that the regulations were narrowly tailored for the transportation contracting industry, the Court held that the State of Washington failed to prove that there was any evidence of discrimination within its own contracting market and thus failed to meet its burden of demonstrating that its DBE program was narrowly tailored to further Congress's compelling remedial interest. It was necessary for Washington State Department of Transportation (WSDOT) to conduct a disparity study to be able to show that its DBE program was narrowly tailored.

2.4.2 Race-Neutral Remedies

The *Western States Paving* case noted that although narrow tailoring does not require exhaustion of every conceivable race-neutral alternative, "it does require serious, good faith consideration of workable race-neutral alternatives." *Grutter v. Bollinger*, 539 U.S. 306, 339, 123 S.Ct. 2325, 156 L.Ed.2d 304 (2003); also see *Adarand III*, 515 U.S. at 237-38 (when undertaking narrow tailoring analysis, courts must inquire "whether there was any consideration of the use of race-neutral means to increase minority business participation in government contracting" (internal quotation marks omitted).

TEA-21 DBE regulations place a preference on the use of race-neutral means, including informational and instructional programs targeted toward all small businesses, to achieve a government's DBE utilization goal. The regulations require a State to "meet the maximum feasible portion of [its] overall goal by using race-neutral means". 49 C.F.R. § 26.51(a). The Ninth Circuit would require the same of a City/County MBE/WBE program. Only when race-neutral efforts prove inadequate is a City or County authorized to resort to race-conscious measures to achieve the remainder of its DBE utilization goal. *Western States Paving*

recognized "[w]e therefore are dealing here with [regulations] that emphasize the continuing need to employ non-race-conscious methods even as the need for race-conscious remedies is recognized".[18] The same race neutral requirements would be applicable to the City of Tucson and Pima County.

2.4.3 Flexibility

Western States Paving also emphasizes the need for flexibility to show narrowly tailoring in a minority-race conscious program and prohibition of quotas. The Court noted that a quota system is the hallmark of an inflexible affirmative action program. The Court quoted *Grutter* stating that *"[w]*hile [q]uotas impose a fixed number or percentage which must be attained, or which cannot be exceeded, a permissible goal requires only a good-faith effort to come within a range demarcated by the goal itself".[19] Therefore, it is important where race-conscious contracting goals are used, prime contractors can meet that goal either by subcontracting the requisite amount of work to MBE s or WBEs or by demonstrating good faith efforts to do so.

2.4.4 Time Limitations for a Race-Conscious Program

The *Western States Paving* Court also noted that a narrowly tailored remedial program must also include adequate durational limitations. The Court noted that TEA-21 comports with this requirement because it is subject to periodic reauthorization by Congress. Therefore, a City/County MBE and WBE program must contain adequate durational limitations. Other cases have noted that time limitations are required for DBE/MBE/WBE programs. *See Grutter v. Bollinger,* 539 U.S. 306 (2003); *Richmond v. Croson,* 488 U.S. 469 (1989) (federal DBE regulations are limited to three years); *Sherbrooke and Gross Seed*, 345 F.3d 964 (2003) (states may terminate their programs if they meet their annual overall goal through race-neutral means for two consecutive years).

2.4.5 Relevant Market

To be narrowly tailored, a minority preference program must establish utilization goals that bear a close relationship to minority firms' availability in a particular market. In *Croson* for example, one of the constitutional shortcomings that the Court identified in the Richmond program was the city's use of the proportion of minorities in the local population to establish the 30 percent quota.[20] The Court explained that this numerical goal "rest[ed] upon the completely

[18] *Id.* at 994, citing *Adarand VII,* 228 F.3d at 1179.
[19] Insert Grutter cite.
[20] *Croson*, 488 U.S. at 729-730.

unrealistic assumption that minorities will choose a particular trade in lockstep proportion to their representation in the local population".[21]

2.4.6 Ready, Willing and Able DBEs

The Ninth Circuit requires that each race conscious program establish a MBE and WBE utilization goal that is based upon the proportion of ready, willing and able M/WBEs in the City and County's transportation contracting industry.[22] This provision ensures that each governmental agency set a minority utilization goal that reflects the realities of its own labor market. Implementation of race-conscious contracting goals will inevitably result in bids submitted by non-M/WBE firms being rejected in favor of higher bids from M/WBEs. Although this places a very real burden on non-M/WBE firms, the Ninth Circuit held that this fact alone does not invalidate a race-conscious program. If it did, all affirmative action programs would be unconstitutional because of the burden upon non-minorities.[23]

2.4.7 Evidentiary Framework

Discriminatory Evidence *Croson* established that a governmental entity must demonstrate identified, systemic discrimination on the basis of race.[24] Mere statistics and broad assertions of societal discrimination will not support a race or gender-conscious remedial program. The governmental agency must demonstrate a pattern of such discrimination in the relevant market area to establish adequate evidence of discrimination.[25] The evidence must cover each racial group to whom a remedy would apply.[26]

In *Northern Contracting, Inc. v. State of Illinois, et al.,* 473 F.3d 715 (7th Cir. 2007), the Seventh Circuit Court of Appeals held that relative available DBE/MBE/WBE firms are those that are "ready, willing and able to participate on DOT contracts" and it accepted use of custom census data vs. simply using prequalified DBE firms.[27] The Court noted that the federal regulations gave no indication that DOT intended to narrow ready, willing and able firms to prequalified firms. In *Concrete Works of Colorado v. City and County of Denver,* 321 F.3d 950 (10th Cir. 2003), the Tenth Circuit recognized that disparity studies must only determine whether

[21] *Western States Paving*, 407 F.3d at 995.
[22] Se, e.g., 64 Fed.Reg. 21 (February 2, 1999).
[23] *Western States Paving,* 407 F.3d at 995.
[24] *Croson*, 488 U.S. at 469.
[25] *Croson*, 488 U.S. at 509.
[26] *Croson*, 488 U.S. at 506.
[27] *Id.* at 723.

the firms are capable of "undertak[ing] prime or subcontracting work in public construction projects."[28]

There are several ways to establish the necessary evidence to support a race- or gender-conscious remedial program. The first and most important type of evidence is a statistically significant disparity between the number of available contractors ready, willing and able to perform a particular service and the number utilized by the governmental entity or the entity's prime contractors. The second type of evidence is evidence of a pattern of individual discriminatory acts that are supported by appropriate statistical proof.[29] The third type of evidence, which was required by the Ninth Circuit Court of Appeals in *Coral Construction*, was both statistical and anecdotal evidence. The Court noted that anecdotal evidence is important because the individuals who testify about their personal experiences bring "the cold numbers convincingly to life".[30] The Court recognized that the anecdotal evidence provided in *Coral Construction* was considerably more than that provided by the Richmond City Council in *Croson,* including convincing affidavits of fifty-seven minority and female contractors.[31]

<u>Availability Analysis</u> In addition to a firm being in the relevant geographic market area, the firm must be ready, willing and able to perform the work for the governmental entity or its prime contractors. In order to be ready, the DBE firm must be qualified to do the work. In *Croson,* the Supreme Court held that where special qualifications are required to fill particular types of work, comparisons to the general population rather than to those who are capable of performing the specialized work, have no probative value.[32] Courts have held that when examining capacity or readiness it is necessary to examine prime contractors and subcontractors separately.[33]

The DBE firms must also be willing to provide the required services. In *Contractors Association of Eastern Pennsylvania v. City of Philadelphia,*[34] the Third Circuit Court of Appeals

[28] *Id.* at 984. The Tenth Circuit Court of Appeals accepted the argument that the minority-owned firm's size is a result of discrimination instead of an indication of its qualifications, willingness, or ability to perform construction services. The Court also rejected the concept that a minority-owned firm must be capable of performing a particular contract, but instead must only be capable of performing City construction contracts.
[29] *Croson*, 488 U.S. at 509.
[30] *Coral Construction*, 941 F.2d at 919.
[31] *Coral Construction*, 941 F.2d at 917-18. See also, *Associated General Contractors of California v. Coalition for Economic Equity and City and County of San Francisco*, 950 F.2d 1401 (9th Cir. 1991)(Anecdotal evidence included evidence that MBS were denied contracts even though they were the low bidders; MBEs were told that they were not qualified when later they were found to be qualified ; MBEs were refused work even when they had been awarded the contract as a low bidder; and MBEs were harassed by City personnel to discourage them from bidding on City contracts).
[32] *Croson*, 488 U.S. at 501.
[33] *Scott v. City of Jackson*, 199 F.3d 206 (5th Cir. 1999); *Engineering Contractors v. Dade County*, 943 F.Supp. 1546 (S.D. Fla. 1996).
[34] 91 F.3d 586, 603 (3d Cir. 1996).

stated that in the absence of a reason to believe otherwise, one can assume that participants in a market with the ability to undertake specific work are "willing" to undertake such work.[35]

Finally, the DBE firms must be able to perform the required services. Challenges to DBE programs often focus on the fact that DBE firms are not able to perform the work because of the smaller size of DBE firms.[36] In *Engineering Contractors,* the court held that any remaining disparity after controlling for firm size no longer provided a "strong basis in evidence" to justify a procurement preference to black firms.[37]

The Ninth Circuit in *Western States Paving* agreed with the *Sherbrooke and Gross Seed* cases that it is necessary to undertake an as applied inquiry into whether a government's DBE program is narrowly tailored. The *Western States Paving* Court stated that even when discrimination is present within a State, a remedial program is only narrowly tailored if its application is limited to those minority groups that have actually suffered discrimination. In *Croson,* for example, one of the rationales upon which the Supreme Court relied to invalidate the city's quota system was the program's expansive definition of "[m]inority group members", which encompassed "[c]itizens of the United States who are Blacks, Spanish-speaking, Orientals, Indians, Eskimos and Aleuts". 488 U.S. at 478, 109 S.Ct. 706 (second alteration in original). The Court admonished that the random inclusion of racial groups that, as a practical matter, may never have suffered from discrimination in the construction industry in Richmond suggested that perhaps the city's purpose was not in fact to remedy past discrimination.

The Ninth Circuit Court of Appeals noted that it had previously expressed similar concerns about the haphazard inclusion of minority groups in affirmative action programs ostensibly designed to remedy the effects of discrimination. In *Monterey Mechanical Co. v. Wilson,* 125 F.3d at 704, the Ninth Circuit relied upon *Croson* to invalidate a California statute that required prime contractors on public projects to subcontract 15 percent of the work to minority-owned businesses and 5 percent to woman-owned businesses. The statute defined the term "minority" to include Blacks, Hispanics, Native Americans, Pacific-Asians, Asian-Indians and over two-dozen subgroups. *Id.* at 714, 109 S.Ct. 706. The Court concluded that the statute was not narrowly tailored because it provided race-based preferences to "groups highly unlikely to have been discriminated against in the California construction industry". *Id.* The overly inclusive designation of benefited minority groups was a "red flag [ ] signaling that the statute is not, as the Equal Protection Clause requires, narrowly tailored". *Id.* The Court also cited *Builders Ass'n of Greater Chicago v. County of Cook,* 256 F.3d 642, 647 (7th

[35] See also, *Concrete Works*, 36 F.3d at 1529.
[36] *Concrete Works*, 6 F.3d at 1528-29.
[37] *Engineering Contractors* at 913-924.

Cir.2001) holding that an ordinance that established minimum levels of minority participation in county construction contracts was not narrowly tailored because it afforded preferences to a "laundry list" of minorities, not all of whom had suffered discrimination; *Associated Gen. Contractors of Ohio, Inc. v. Drabik,* 214 F.3d 730, 737 (6th Cir.2000) invalidating a state statute that set aside 5 percent of state construction contracts for "Blacks, American Indians, Hispanics, and Orientals" because "[b]y lumping together [these] groups, ... the [program] may well provide preference where there has been no discrimination, and may not provide relief to groups where discrimination might have been proven"; *O'Donnell Constr. Co. v. District of Columbia,* 963 F.2d 420, 427 (D.C.Cir.1992) "the random inclusion of racial groups for which there is no evidence of past discrimination in the construction industry raises doubts about the remedial nature of [a minority set-aside] program" (internal quotation marks omitted).

Accordingly, each of the principal minority groups benefited by the state's DBE program must have suffered discrimination within the State. If that is not the case, then the DBE program provides minorities who have not encountered discriminatory barriers with an unconstitutional competitive advantage at the expense of both non-minorities and any minority groups that have actually been targeted for discrimination.

The Ninth Circuit also noted that Washington's DBE program closely tracked the sample DBE program developed by the USDOT. In setting its DBE goal for the year 2000, the WSDOT first calculated the relative availability of ready, willing and able DBEs in the State. It did so by dividing the number of transportation contracting firms in the Washington State Office of Minority, Women and Disadvantaged Business Enterprises Directory by the total number of transportation contracting firms listed in the Census Bureau's Washington database. This calculation yielded a figure of 11.17 percent, which represented the baseline availability of DBEs.

The WSDOT then adjusted this figure to account for the proven capacity of DBEs to perform work, as reflected by the volume of work performed by DBEs on state projects between 1994 and 1998. The WSDOT determined that an upward adjustment was necessary to account for capacity because DBEs had performed approximately 18 percent of the work on state projects during that period. No adjustment was made, however, to account for discriminatory barriers in obtaining bonding and financing. The WSDOT likewise did not make any adjustment to its base figure to reflect the effects of past or present discrimination because it lacked any statistical studies evidencing such discrimination. On the basis of the upward adjustment for capacity, the WSDOT arrived at a final DBE utilization goal of 14 percent. The WSDOT then sought to ascertain the proportion of this goal that could be achieved through race-neutral

means. In making that determination it relied upon the 9 percent DBE participation rate on state-funded contracts that did not include affirmative action components. The WSDOT accordingly reasoned that it would need to achieve 5 percent of its 14 percent DBE utilization goal through race-conscious means. The USDOT approved the WSDOT's goal-setting methodology and the totality of its 2000 DBE program. The Ninth Circuit concluded, however, that the information relied upon by WSDOT was inadequate and that a disparity study was necessary. The Court referred to WSDOT's adjustments as oversimplified and held that it had not properly adjusted its availability pool of DBEs to those ready, willing and able in its jurisdiction.

WSDOT's statistical evidence had not accounted for factors that may affect the relative capacity of DBEs to undertake contracting work. The Court noted that the fact that DBEs constituted 11.17 percent of the Washington market did not establish that they were able to perform 11.17 percent of the work. See *Md. Troopers Ass'n v. Evans,* 993 F.2d 1072, 1077 (4th Cir.1993) "Inferring past discrimination from statistics alone assumes the most dubious of conclusions: that the true measure of racial equality is always to be found in numeric proportionality." The Court discussed that DBE firms may be smaller and less experienced than non-DBE firms, especially if they are new businesses started by recent immigrants or they may be concentrated in certain geographic areas of the State, rendering them unavailable for a disproportionate amount of work. See *Coral Constr. Co. v. King County,* 941 F.2d 910, 919 (9th Cir.1991) "Statistical evidence often does not fully account for the complex factors and motivations guiding employment decisions, many of which may be entirely race-neutral."; *Associated Gen. Contractors of Ohio, Inc.,* 214 F.3d at 736 "If [minority-owned firms] comprise 10 percent of the total number of contracting firms in the state, but only get 3 percent of the dollar value of certain contracts, that does not alone show discrimination, or even disparity. It does not account for the relative size of the firms, either in terms of their ability to do particular work or in terms of the number of tasks they have the resources to complete."; *O'Donnell Constr. Co.,* 963 F.2d at 426 holding that the small proportion of D.C. public contracts awarded to minority-owned firms did not establish discrimination because "[m]inority firms may not have bid on ... construction contracts because they were generally small companies incapable of taking on large projects; or they may have been fully occupied on other projects; or the District's contracts may not have been as lucrative as others available in the Washington metropolitan area; or they may not have had the expertise needed to perform the contracts; or they may have bid but were rejected because others came in with a lower price." The Court held that WSDOT's statistical evidence had not controlled for any of these factors and after controlling for

those factors there must exist a statistically significant disparity between the minority-owned firms ready, willing and able to do the work and those selected to do the work. The Court also recognized that this statistical evidence produced by WSDOT was not supported by sufficient anecdotal evidence.

Active or Passive Participation *Croson* requires that the governmental agency implementing a DBE program must have either actively or passively participated in the discrimination.[38] However, *Concrete Works* recently held that a court does not have to make an ultimate finding of discrimination before a municipality may take affirmative steps to eradicate discrimination.[39] An entity is an active participant if the evidence shows that it has created barriers that actively exclude DBEs from contracting opportunities. An entity is a passive participant in a private system of discrimination where it provides tax dollars into that discriminatory industry.[40]

Post-enactment Evidence The Supreme Court in *Croson* did not address the issue of whether post-enactment evidence could be used to justify an M/WBE program. However, since the *Croson* decision, numerous cases have found post-enactment evidence of discrimination sufficient to justify implementation of a DBE or M/WBE program.[41] The Ninth Circuit required both pre-enactment and post-enactment evidence in *Coral Construction v. King County,* 941 F.2d 910 (9th Cir. 1991).

In *Shaw v. Hunt*, 517 U.S. 899 (1996), the Supreme Court rejected the use of reports that provided evidence of discrimination in North Carolina because the reports were not developed before the voting districts at issue were designed. Since that case, two district courts have rejected the use of post-enactment evidence in the evaluation of minority business programs.[42]

Geographic Market The Ninth Circuit Court of Appeals clarified in *Coral Construction* that a DBE or M/WBE program must limit its geographical scope to the boundaries of the enacting jurisdiction.43 However, that case is currently under review.

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[38] *Id.*
[39] *Concrete Works*, 6 F.3d at 1522. The Tenth Circuit held that the City correctly showed that it indirectly contributed to private discrimination by awarding public contracts to firms that in turn discriminated against M/WBE subcontractors in other private portions of their business. Add cite. However, most courts have required active or passive participation in the discrimination.
[40] *Croson*, 488 U.S. at 492.
[41] See, e.g., *Engineering Contractors v. Dade County,* 122 F.3d 895, 911 (11th Cir. 1997); *Contractors Association v. Philadelphia,* 6 F.3d 990 (2d Cir. 1993); *Concrete Works*, 36 F.3d 1513 (10th Cir. 1994).
[42] *Associated Utility Contractors v. Baltimore,* 83 F.Supp.2d 613 (D. Md. 2000); *West Tenn. ABC v. Memphis City Schools,* 64 F.Supp.2d 714 (W.D. Tenn. 1999).
[43] *Coral Construction*, 941 F.2d at 925.

Relevant Time Frame for Analysis It is not clear how many years must be reviewed in a disparity study. One court has held that two years is inadequate.[44] Another court has held that it was acceptable to study only one year.[45] The *Croson* case, however, indicated that it may be a fatal flaw to rely on outdated evidence.[46] One District Court in the Northern District of California held that the most telling statistics may be an analysis of the evidence before there were any MBE/WBE programs, compared with the evidence once the programs were implemented.[47] There is no specific legal rule, however, on what time period is proper.

Statistical Significance In order to justify the need for a race-conscious remedial program, the disparity study must conclude that the disparity between available and utilized DBEs must be justified as a significant level of disparity. In *Engineering Contractors II,* the Eleventh Circuit held that disparity indices of 80 percent or greater are not considered significant.[48] This is consistent with *Contractors Association of Eastern Pennsylvania49* and *Concrete Works.*[50]

2.5 Conclusion

In creating and implementing a race- or gender-conscious program, it is necessary to understand how the cases have interpreted and evolved the requirements of a constitutional MBE/WBE program. The cases provide a foundation of what is necessary to withstand challenges to governmental race- and gender-conscious remedial programs. It is important to understand what the cases provide is the type of evidence necessary to justify a MBE/WBE program, as well as, what is necessary to narrowly tailor the program.

[44] *Phillips & Jordan v. Watts,* 13 F.Supp. 1308, 1315 (N.D. Fla. 1998).
[45] *AGCC v. Coalition for Economic Equity and City and County of San Francisco*, 950 F.2d 1401, 1414 (9th Cir. 1991).
[46] C*roson*, 488 U.S. at 499.
[47] *RGW Construction v. San Francisco Bay Area Rapid Transit District (BART*), No. C92-2938 (N.D. Cal. Sept. 18, 1992); *accord,* Concrete Works of Colorado v. City and County of Denver, 321 F.3d 950 (10th Cir., 2003).
[48] *Engineering Contractors Association of South Florida, Inc. v. Dade Count*y, 122 F.3d at 914. Eighty percent or greater is close to full participation by the minorities or women evaluated.
[49] 6 F.3d at 1005 (crediting disparity index of 4 percent).
[50] 36 F.3d at 1524 (crediting disparity index of up to 3.8 percent).

CHAPTER 3.0 – REVIEW OF CONTRACTING POLICIES, PROCEDURES AND PROGRAMS

CHAPTER 3.0 – REVIEW OF CONTRACTING POLICIES, PROCEDURES AND PROGRAMS

This section provides a comprehensive review of the purchasing and contracting policies, procedures and programs of the City of Tucson and how they impact certified Minority and Women Owned Business Enterprises (MWBEs). The purpose of this section is to describe the current effectiveness of the race-gender conscious, race neutral policies, procedures and programs of the City of Tucson. The report recommendations will be based on the effectiveness of these programs in addition to the data analysis and anecdotal analysis. The programs that will be described in this section include procurement, MWBE and other relevant City of Tucson programs. This section is organized as follows:

3.1 Methodology of Review
3.2 Title 34, Arizona Procurement Statute
3.3 Procurement Policies and Procedures
3.4 Office of Equal Opportunity Programs (OEOP) MWBE Program
3.5 MWBE Compliance and Enforcement
3.6 Minority and Women Business Enterprise Commission

Purchasing for the City of Tucson is organized in one Department of Procurement that performs procurements for all departments of the City. Procurement for the Department is generally included in three Divisions—Services Contracting, Purchasing and Design and Construction. The MWBE Program for the City is a part of the OEOP that works closely with the Department of Procurement and other City departments.

3.1 Methodology of Review

The following steps were taken to analyze and evaluate the City of Tucson's procurement policies, procedures and programs:

- Reviewed the City of Tucson contracting and purchasing manuals and special provisions currently in place.

- Reviewed the City of Tucson past contracting and purchasing manuals and policies in effect December 31, 2006 and any changes in contracting and purchasing manuals since January 1, 2002.

- Interviewed the procurement and OEOP managers and staff regarding the contracting, purchasing and MWBE policies, manuals and contract provisions in order to evaluate the effects they have had on the OEOP Programs.

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- Interviewed key procurement personnel to determine how the policies and procedures have been implemented in the past and how they are currently being implemented.

- Reviewed statutes, federal regulations, city ordinances, policies and procedures that implement the City's MWBE Program and all other areas of procurement.

- Summarized the City of Tucson's administration of its policies and procedures in its Services Contracting, Purchasing, and Design and Construction Divisions so that the Study could determine how they affect utilization of MWBEs by the City of Tucson.

- The City of Tucson certifies local Pima County MWBE's using the standards set forth in 49 CFR Part 26. The Wilson Group reviewed the City of Tucson's MWBE Program and its implementation based on the MWBEs' perspectives and the interviews and public hearings.

The following sections summarize our review of the applicable policies, procedures and practices cited above and the information gathered from the interviews with the City of Tucson personnel and the MWBE and non-MWBE contractors.

3.2 Title 34, Arizona Procurement Statute

Construction and Design Services. Title 34 of the Arizona Revised Statutes provides the City with procurement authority for architectural, engineering, construction and construction services. Section 28-2(5) of the Procurement Code defines construction as building, altering, repairing or improving any public facilities and construction services to include construction or any related design, finance, maintenance, operations and preconstruction services as they apply to sealed, design-build, construction-manager-at-risk or job-order-contracting delivery methods.

The Tucson Procurement Code Articles III and V authorize the procurement of construction services by the traditional sealed bid method. Chapter 6 of Title 34 provides authority for the procurement of architectural and engineering services and alternative project delivery method construction services—Design/Build, Construction Manager at Risk, and Job Order Contracting--using either a one- or two-step qualifications-based procedure.

In the one-step procedure, the Department of Procurement issues a request for qualifications and competitors submit statements of their qualifications that are evaluated and scored in accordance with the criteria in the solicitation to establish a ranked list of the three highest rated firms. The evaluation cannot include consideration of any cost or cost-type information. The City may then negotiate a contract with the highest rated firm. Negotiations

with that firm may be terminated if unsuccessful and negotiations then initiated with the next-ranked firm until a contract is concluded or the final list is exhausted.

In the two-step procedure, the Procurement Department first conducts a request for qualifications, and then issues a request for proposals (RFP) to the short-listed firms to solicit additional technical and qualifications-based information and a cost proposal for the project. The proposals are evaluated and scored in accordance with the criteria in the RFP. There is no two-step procedure for architectural or engineering services or Construction Manager at Risk.

Architectural and engineering services in the amount of $250,000 or less for architects or $500,000 or less for engineering services may be procured using the simplified procedures in Section 34-103. These procedures allow direct selection, competitive qualifications-based selection, or annual submission of statements of qualifications that are evaluated as projects arise. A&E services in excess of these amounts are procured using the one-step qualifications-based procurement procedure in Chapter 6 of Title 34. Cost information may not be requested or considered in selecting an A&E consultant.

Section 34-602 provides that procurement for all design and construction services may be procured under any of the following methods:

- Design-bid-build
- Construction-manager-at-risk
- Design-build
- Job-order-contracting.

The statute requires the request for qualification for the construction-manager-at-risk, design-build and job-order-contracting contracts to include a requirement that the contractor include a sub-contractor plan and the relative weight that will be given in the request for qualifications to the contractor's sub-contractor plan. The plan must set forth the contractor's plan to select subcontractors based solely on qualifications or on a combination of qualifications and price, and the criteria for qualifications. The contractor cannot select subcontractors on price alone. This requirement does not apply to design-bid-build contracts or to emergency contracts.

Section 28-48(2) of the Procurement Code requires contractors in the traditional design-bid-build method to submit a list for all first tier sub-contractors that are above $5,000 with their bids or they will be found non-responsive. Submission of the list serves as a certification that the work will be performed by the contractor or the sub-contractors listed. Substitution of the sub-contractors may be allowed only with prior approval from the City.

Section 34-605 allows job-order-contracting for a period of up to 5 years if deemed in the best interest of the agency.

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Section 34-221(G) provides that contractors must pay to their sub-contractors or material suppliers and each sub-contractor must pay to its sub-contractor or materials supplier, within 7 days of receipt of each progress payment, unless otherwise agreed to in writing by the parties, for progress payments based on the work performed and payments received from the City. If not, the contractor or sub-contractor must pay additional interest in the amount of one percent per month or a fraction of a month on such unpaid balance that is due. Section 34-222 of the statutes provides that for all City construction contracts, a performance bond and a payment bond in the amount of the contract is required from the contractor.

3.3 Procurement Policies and Procedures

In addition to the state procurement statute, the legal authority for the Tucson Procurement Department is established by the Tucson Procurement Code, Chapter 28 of Ordinance No. 10404 (the "Procurement Code"), the City Charter and the Resolutions adopted by the Mayor and City Council.

The City of Tucson was first incorporated as a city on February 7, 1877, and became a charter city on March 7, 1883. The present City Charter was ratified on March 26, 1929 and became effective upon approval of the Governor May 23, 1929. Chapter XV of the charter created the Department of Procurement and made the Director of Procurement the central Contract Officer of the City. The City adopted the Tucson Code in 1964, and it became effective in 1965. The City adopted the Procurement Code in 1993. Chapter 28 of the Tucson City Code applies to all expenditures of public monies by the City, including federal assistance monies, or where the City awards something of value to the business community other than money. The only items that are exempt from the requirements of the Procurement Code include:

- Grants awarded by the City;
- The sale or lease of City real property;
- Contracts for professional witnesses to provide services related to an existing or probable judicial proceeding;
- The purchases of materials for resale in a concession operation;
- Contracts for municipal improvement districts; and
- Agreements negotiated by the City Attorney in settlement of litigation or threatened litigation.

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During the study period, during 2002, the City combined procurement of construction and architectural and design into the same Division. Prior to that time, they were in separate Divisions.

The Department of Procurement has seven Divisions, including three contracting Divisions. They are the Purchasing, Design and Construction, and Services Contracting Divisions. Purchasing is responsible for the purchase of tangible goods, inventory and some non-professional services. Design and Construction is responsible for the solicitation of construction and construction services, and Architectural and Engineering services. The Service Contracting Division is responsible for the purchase of professional and non-professional services.

In addition, the City has a Division of Administration responsible for administration of the Department, a Mail Services Division that processes interdepartmental and postal mail, a Stores division that manages inventory and the Reprographics Division that is responsible for in-house typesetting and printing services.

Types of purchases under the procurement code include all types of City agreements, whether they are contracts for the procurement of materials, services, design or construction. The following methods of contracting are permitted under the Procurement Code:

A. Competitive sealed proposals are solicited through a request for proposals (RFP) posted electronically not less than 14 days prior to the date of proposal receipt. The RFP includes a scope of work and applicable evaluation criteria, and may include contractual terms and conditions. Evaluation criteria are required to be included in the RFP, but specific numerical weighting is not required. The Director appoints a selection committee to evaluate the proposals and make a recommendation based on the criteria in the RFPs. No other factors or criteria are allowed to be used in the evaluation.

B. Professional design and construction-related professional services are solicited through a Request for Qualifications (RFQ) procedure. The RFQ includes a scope of work, applicable evaluation criteria and contractual terms and conditions. A selection committee is formed and they evaluate the statements of qualifications of the proposers. Based on the qualifications, the committee ranks the proposers in order of preference. If the solicitation is for multiple contracts, the committee selects a final list for each contract, unless the solicitation provides that the contracts are to be awarded to a single contractor, in which the committee selects one contractor. Contractors cannot be selected based on price alone, however, they may be selected on a combination of qualifications and price.

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C. Contracting for legal counsel is awarded with the authorization of the City Attorney and is awarded under the procurement code unless it is determined by the City Attorney that direct selection is necessary.

D. Pursuant to Section 28-20(2) of the Procurement Code, for any contracts over $5,000 but less than $50,000, insofar as is practicable, no less than three businesses must be solicited to submit quotations. Awards are made to the responsible bidder submitting the quotation which is most advantageous to the City and conforms in all material respects to the solicitation.

E. The Procurement Department is allowed to adopt its own procedures for purchases under $5,000.

F. Sole source procurements are allowed when the Director of Procurement determines, in writing, that there is only one source for the required material, service, or construction item.

G. Emergency procurements are allowed when the Director of Procurement determines that a threat exists to public health, welfare, or safety or if a situation exists where it is in the best interest of the City to accomplish the procurement without compliance with other procurement methods, and authorizes an emergency procurement.

H. Notwithstanding any other procurement requirements, the Director of Procurement may make or authorize others to make "Special Procurements" above $50,000 when, due to unusual circumstances, it would be in the best interest of the City.

I. Competitive reverse auction bids may be issued by the Procurement Department, with or without a prequalification process.

J. Competitive sealed bidding is solicited through an invitation for bids posted electronically not less than 14 days prior to the date for opening of bids. Invitations for bids may be posted for less than 14 days if determined appropriate by the Director of Procurement. Competitive sealed bids are awarded to the lowest responsible and responsive bidder whose bid conforms in all material respects to requirements and criteria set forth in the invitation for bids or to the bidder that provides the best value to the City if that was included in the invitation for bid.

   Section 28.26(a) of the Procurement Code provides that bids can be rejected by the City if the bidder is determined to be non-responsible, the bid is nonresponsive, or it is not otherwise advantageous to the City.

Section 28.26(b) provides that proposals, statements of qualifications, reverse auction bids or quotations may be rejected if the person responding to the solicitation is determined to be non-responsible, it is unacceptable, the proposed price is unreasonable or it is otherwise not advantageous to the City. Proposals, statements of qualifications, reverse auction bids or quotations may be rejected if the person responding to the solicitation is determined to be non-

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responsible, if it is unacceptable, if the proposal price exceeds available funds or is unacceptable, or if it is otherwise not advantageous to the City. The reasons for rejection must be in writing and made a part of the procurement file and available for public inspection.

3.3.1 Construction and Architectural and Design Services

For procurement of construction services and capital improvements, the types of contracts the City uses include:

A. Construction-manager-at-risk, where there is a separate contract for design and a separate contract for construction services may be entered into at the same time or in sequential or concurrent phases.

B. Design-bid-build, where there is a sequential award of two separate contracts—the first contract is for design services and the second contract is for construction services.

C. Design-build, where there is a single contract for design and construction services.

D. Force account where construction work is performed by the City's regularly employed personnel.

E. Job-order-contracting, where the contract is a requirements contract for indefinite quantities of construction, and job orders are issued during the contract period.

Section 25-150(1) provides that Contract goals are set on individual contracts or projects to meet the aspirational annual goals depending upon the availability of qualified MWBE firms, the nature of the project, the adverse impact on non-MWBE firms, the good faith efforts of contractors and other factors as determined by the OEOP. Section 28-150(3) of the Tucson Procurement Code provides that construction contracts under the City's formal solicitation threshold, the Contract Officer is required to solicit, if available, a minimum of one MWBE contractor from the City's MWBE directory. The Procurement Department is also required to maintain records of its solicitation activities, including MBEs and WBEs, and the resulting award information for each project.

A & E contracts are either specific or on-call contracts. During the disparity study period, there was one MBE consultant ranked as one of the most qualified A & E contractors for on-call contracts, but at the present time there are no MWBE consultants on the on-call contracts. For projects under $50,000 the preference of the City is to procure services through on-call contracts instead of project specific contracts. However, other A & E contracts are acquired through Requests for Qualifications.

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Design consultants are required to be registered with the State of Arizona if they are awarded a contract but not required to be pre-qualified. The requests for qualification do not include MWBE goals, but instead consultants receive preference points if they are certified MWBEs. Consultants can receive up to five (5) points for each of: (1) MWBE participation as a prime consultant; (2) local preference; or (3) performance of the least amount of previous work with the City—but the maximum points a consultant is able to receive for the combination of the three is 10 points. None of the contract officers were aware of any MWBE prime consultants who had proposed or bid on contracts over the $50,000 formal threshold.

Approximately 4.5 years ago A & E and Construction procurement were combined. The large construction contracts are specific project contracts. The trend is to procure construction for smaller, routine jobs through job-order-contracting. From 2002 through 2006 the contracts were approximately 50/50 job order contracting. Job-order-contracting is an innovative contracting method that is authorized by Arizona Statute Annotated 34-603. It may include one contract for many different jobs, and the jobs are authorized on a job-by-job basis-similar to the on-call contracts issued for professional services. The job-order-contracting has created challenges for the OEOP Department in monitoring and reporting MWBE participation. MWBE goals are set on an annual basis for job-order-contracts.

On job-order-contracts over $50,000, the OEOP Department sets an aspirational MWBE goal on the entire contract, requires the contractor to file an Intent to Comply, and then determines an MWBE goal on each job award over $50,000. The same type of process is used on design-build contracts and construction-manager-at-risk contracts.

Also, in the past, the contractor has had to bond the entire contract at the time the contractor is selected on a job-order-contract. However, now the Procurement Department, in 2008, changed the bonding requirements to permit bonding per job in order to alleviate that problem.

3.3.2 Procurement of Materials, Goods and Services

For purchases of goods and services in excess of $5,000 but less than $50,000, Section 28.20 requires the Contract Officer to solicit at least three quotations, insofar as it is practicable. For purchases less than $5,000, there are no solicitation requirements. For contracts for goods, materials or services in which the cost is estimated to be between $50,000 and $250,000, certified MWBE firms may receive up to a seven (7) percent price preference when a solicitation was eligible for the MWBE preference. However, all of the preference points discussed in this section are applicable only to MWBEs that were found to be underutilized in the last disparity

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study in 2002. In determining the lowest responsive and responsible bid or price proposal submitted by a certified underutilized MWBE, the price is adjusted by reducing the price by seven (7) percent for contracts between $50,000 and $150,000, and five (5) percent for contracts exceeding $150,000 and ranging up to $250,000. In 2006, the Department of Procurement began tracking in a database when a certified MWBE firm submitted an offer for a solicitation.

A joint venture receives a price preference for all eligible contracts when underutilized MBE or WBE participation equals or exceeds 35 percent of the joint venture. The price preference is seven (7) percent for contracts between $50,000 and $150,000, and five (5) percent for contracts exceeding $150,000 and ranging up to $250,000. The MWBE must be responsible for a clearly defined portion of the work to be performed, and share in the ownership control, management responsibilities, risks and profits of the joint venture. However, procurement does not evaluate how much of the actual work the MWBE is actually performing under the contract.

The current procedure of the Department of Procurement is that for solicitation of quotes for purchase orders between $5,000 and $50,000, the Contract Officer is required to solicit three quotes insofar as is practical. At least one of the quotes should be submitted to a certified underutilized MWBE firm if one is available. The interviews with the procurement department showed that existing Contract Officers knew who the MWBEs were in their area of contracting, but there were not many MWBEs in each of their areas of contracting.

Procurements for less than $5,000 are made on a much more informal basis. The City may use PCards (or purchasing credit cards) or informal quotes from one supplier. There are no MWBE requirements for purchases less than $5,000. The pCard program has been in place since a trial program was initiated in November 2004. The current pCard program was initiated in 2005.

Purchases less than $500 must be made with the pCard. City pCard holders are encouraged to purchase items between $500 and $5,000 with their pCards. The Tucson pCard is a JPMorgan Chase VISA credit card issued either to an individual (which card is non-transferable and non-assignable) or to a City Department. The City Department's name appears on the Department credit card and the cards are transferable and assignable, and remain the property of the City and JPMorgan Case. Suggested uses for the pCard include:

- Petty cash purchases
- Non-contracted items up to $2,500 (changed after the study period to $5,000)

- Contracted purchases at the point of sale (where no invoice will be generated)
- Blanket purchase orders when a direct release is not required in OPIS, e.g., office supplies, safety shoes, uniforms.
- Payment of a specific invoice on specific or blanket orders or
- Travel (other than per diem expenses).

Each Department Director authorizes the initial request for pCards, designates a pCard Liaison, and develops the Department's internal department and policies. Each Department is responsible for the pCards issued by it and it includes the pCard holders, a pCard Reconciler (who can be the cardholder) and an Approver who cannot be the cardholder and who affirms that the pCard procedures and policies have been followed and receipts have been submitted. The pCard personnel in the Procurement Department pCard program conduct a training for the Cardholder, the Reconcilers and the Approvers, assist the Departments, and maintain the pCard records. PCards cannot be used for personal use, purchases conflicting with federal requirements, computer software or hardware (without approval from the Information Technology Department), inventory or warehousing items, reprographics/printing (without approval from Reprographics) or two-way radios. The pCards are blocked for liquor, furriers, casinos, jewelry stores, bail bonds and other high risk categories. Before a card is issued, the cardholder or card user is required to sign an agreement that he/she will comply with the City requirements and to go through training. Fraudulent or intentional misuse results in cancellation of the pCard, potential termination of employment and possible criminal charges, depending on the violation.

3.4 Office of Equal Opportunity Programs (OEOP) MWBE Program

The City's OEOP includes a manager and five employees who on a full or half time basis coordinate the certification process, set MWBE goals, maintain the data reporting and analysis, conduct on-site reviews when available and perform outreach and conduct training for the city departments on general MWBE information. MWBEs are local firms (within Pima County) who have the same certification requirements of Disadvantaged Business Enterprises (DBEs) as the federal DBE regulatory requirements.

City Ordinance No. 9801 provides that up to a seven (7) percent MWBE price preference will be given to local certified MWBEs who submit bids for good, materials and general services, for contracts that exceed the formal bid threshold and are less than $250,000. Preference points are given to underutilized MWBE A & E consultants. However, preference points are not

always given to MWBEs for goods, materials and general services if they are not currently underutilized.

For construction projects, a MWBE goal is set on the project. The Project Manager submits a Construction Project Form which itemizes the listing of the City's cost estimate for the project and includes an identification of subcontracting opportunities. OEOP staff reviews the cost estimate and subcontracting opportunities and discusses the form with the Project Manager if the OEOP staff does not agree with his/her assessment and they ultimately agree on a goal and complete a MWBE Subcontracting Goals Form. The OEOP staff may discuss the subcontracting opportunities with the Project Manager and with MWBEs to see if there are more ready, willing and able MWBEs available to perform on the project.

If the prime contractor does not meet the MWBE goal, the OEOP staff may grant a partial or complete waiver if the contractor shows documentation of at least four of the following:

- Attendance at a pre-bid meeting or pre-solicitation meeting that is scheduled by the City to inform MWBEs of prime and subcontracting opportunities;
- Copies of written notification to MBEs and WBEs that interest/bids in the subcontract had been solicited;
- Documentation of communication with OEOP seeking technical/professional assistance in identifying available MWBEs;
- Documentation of efforts made to select portions of work for MWBE subcontracting, including where appropriate breaking down subcontracts into economically feasible units in order to facilitate MWBE participation;
- Documentation of efforts to assist and negotiate with MWBEs for specific sub-bids and reasons for rejection of any such bids, including the names, addresses, and telephone numbers of MWBEs and the reasons for rejection of their bids;
- Evidence that the contractor provided MWBEs with adequate information, plans, specifications and requirements of the contract;
- As to each MBE and WBE contacted which the bidder considered not to be qualified, a written reason for the contractor's conclusion;
- Written quotes or records of verbal quotes solicited from MWBEs seeking subcontract work with the prime contractor at the time of the bidding; and
- Documentation of request of the most current OEOP MWBE directory from OEOP.

The decision of the OEOP Director of whether a partial or complete waiver is warranted is final. Over the study period, approximately 32 full waivers, and approximately 45 partial

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waivers were granted by the OEOP. Full MWBE waivers were granted on 8.3 percent of the construction contracts during the study period and 11.7 percent partial waivers were granted. Many times when contractors requested a full waiver, OEOP assisted the contractor in finding available MWBEs to perform part of the work on the contract. In addition, in many cases, the contractor may have not met the MBE goal but exceeded the WBE goal, or may not have met the WBE goal but exceeded the MBE goal. On some of the other projects, the MWBE work that the contractor had planned to subcontract to MWBEs was deleted by the City.

The outreach conducted by the OEOP includes outreach to the Service Providers Alliance, Minority and Women-Owned Businesses, Minority Enterprise Development Program; and training with procurement approximately three times a year on how to do business with the City to MWBE's and other small businesses. The OEOP conducts many presentations when asked. The office also works closely with the Governor's Office of Equity in State Contracting Commission with the County and Arizona DOT. The OEOP developed the quarterly MWBE Newsletter, and is preparing to implement an electronic "Constant Contact" with MWBEs. The office also conducts the City's Diversity Initiative.

3.5 MWBE Compliance and Enforcement

If the OEOP determines that the prime contractor has failed to comply with the MWBE requirements, the OEOP may impose any of the following penalties on the contractor:

- In addition to retention requirements, withhold an additional 10 percent of all future payments on the involved contract until the contractor is in compliance;
- Withhold all future payments on the involved contract until it is determined that the contractor is in compliance; or
- Request the Procurement Department and the Director of Procurement to bring a debarment action against the contractor.

In addition, the OEOP Director may request that the Director of Procurement determine that the contractor's bid is non-responsive where the bidder: (1) failed to provide a completed MWBE plan; (2) failed to identify MBEs or WBEs by name, scope and value of work as a percentage sufficient to meet the applicable MWBE goal for the project; (3) failed to achieve the required MWBE participation to meet the project goals; or (4) failed to meet the requirements for a waiver of the project's MWBE goals. The OEOP Director's decision is final and not subject to appeal.

Over the contract period, penalties have not been implemented because the contractors have either met the MWBE Goal or have made a good faith effort to meet the goal.

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3.6 Minority and Women Business Enterprise Commission

The Minority and Women Business Enterprise Commission was created by the Mayor and the City Council in 1990 by Resolution No. 15463 to determine whether minority and/or women owned businesses had been denied the opportunity to participate in contracting opportunities as a result of discrimination. Each member of the Mayor and Council of the City appoints a member to serve for a term that is coterminous with the terms of office of the mayor or members of the city council who appointed them, or until their successors on the body are appointed, except such members may be removed with or without cause prior to the expiration of their term by the mayor or members of the city council who appointed them or by such mayor's or member of the city council's successor in office. In 1996, the Resolution was amended to provide that the purpose of the Commission is:

- To monitor local practices and policies which may have discriminatory impacts on minority and women-owned businesses by the City;
- To monitor the effectiveness of the City's MWBE Program;
- To determine whether additional or alternative measures to encourage minority participation are necessary;
- To oversee the formation of an MWBE subcommittee and assume responsibilities of this subcommittee; and
- To conduct hearings and report to the Mayor and City Council the findings of the MWBE subcommittee regarding implementation and progress of the City's MWBE Program.

In 2006, the Commission, through the OEOP contracted with an outside consultant to conduct interviews with the interested stakeholders to obtain information on the purpose and effectiveness of the Commission. In general, the areas that most stakeholders saw as the Commission's purpose were increasing the MWBE pool, establish meaningful goals and ensuring oversight of the City's OEOP.

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CHAPTER 4.0 –CITY OF TUCSON AVAILABILITY ANALYSIS

CHAPTER 4.0 – CITY OF TUCSON AVAILABILITY ANALYSIS

Availability provides one of the most critical elements for assessing how equitable public contracting has been in the past. In essence, availability analysis predicts number of firms in the relevant market area and the capacity of those firms to provide the services needed by public organizations.

This section of the report discusses the results of our analysis of firm availability. By utilizing primary data extrapolation in conjunction with secondary data for verification purposes, the characteristics of firms in the marketplace is surmised. Based on evidence of past success in performing work at certain levels, firms are judged to be qualified, willing and able for future contract and bid opportunities. Specifically, our analysis includes a discussion of our approach and methodology, results of our estimations by relevant category, and impact of various characteristics on the ability of firms to win contracts.

4.1 Approach

Current case law provides little direct guidance on how to measure the degree of availability of a firm. As the courts weighed in more on the availability issue, the emphasis has been more of what was not right with the current methodologies rather than a more tutorial discussion of methodologies that would pass legal muster.

Social scientists have developed several approaches to attempt to meet the threefold criterion: qualified, willing, and able. The most prevalent practices occupy the extremes of the analytical spectrum. At the most conservative extreme, only firms that are included in bidder, vendor, and certification records of the reviewed organization represent all available firms. The most liberal estimates would include all firms that are recognized by the U.S. Census or a similar estimating organization as being present within the relevant market area regardless of size, interest, workload, or even status.

More recently, most disparity study methodologies have sought “middle ground” between the two extremes with varying degrees of success. A variety of secondary data sources have been utilized to estimate the population of the firms working in the relevant market and industry segment areas and based on this data a sample of primary data has been collected. The move away from bidder, vendor, and certification data created opportunities for additional analysis as well as challenges. Another issue that has grown in importance relates to the impact of business relationships as it relates to working as a prime contractor or

subcontractor. In essence, if a firm is available to work as a subcontractor, at what point does it become available to work as a prime contractor.

On December 16, 2005, the United States Commission on Civil Rights conducted a "briefing to gather facts so that it could better evaluate the methodological and empirical strength and quality of these seminal efforts and subsequent disparity studies, which in part form the foundation of affirmative action in federal contracting."[1] As a result of the briefing, several recommendations were made regarding disparity studies and the methodologies used to gather empirical evidence. Of particular note with regard to availability analysis are the following points:

- Recommendation 3: Researchers must develop explicit rationale for including businesses in the availability measure as qualified, willing and able to carry out contract work. Their work should compare only businesses that are able to perform the same services. Analysts should remove from the pool of available businesses any companies offering services that a government does not purchase or that are distinctively different.
- Recommendation 6: Analysts should use measures of available firms that account for the businesses' capacity to perform work. At a minimum, they should examine disparity ratios by size of business. For example, instead of contrasting small minority businesses with all other firms, researchers should compare them to other small businesses. Yet, categorizing businesses as small, medium, and large is only a weak measure of capacity. The research should attempt to include additional and more fine-tuned measures of capacity, such as revenue, number of employees, or the firm's payroll.
- Recommendation 8: Similarly, utilization and availability measures, that are numerators and denominators, must represent the same time period to avoid any distortion from changes in the composition of the business community.

4.2 Methodology

Several major data collection and analysis efforts were undertaken based on our approach to develop the list of available firms. First, an assessment of secondary data was completed to identify potential data sources. The following databases were collected:

- City Of Tucson Business License Vendors
- City of Tucson Procurement and Tracking Systems Vendors (OPIS, OEOP and PaymentNet)
- Dun and Bradstreet Arizona Firm Database (2007)

[1] *Disparity Studies as Evidence of Discrimination in Federal Contracting*, A Briefing Before the United States Commission on Civil Rights Held in Washington, D.C. December 16, 2005, published May 2006, pg. 77.

- National Minority Suppliers Development Council (Arizona Firms) Pima County Procurement and Tracking Systems Vendors (FMS, Synergen, and MWBE Tracking)

Based on these sources, a master database was created that reflected a pool of 51,449 firms that indicated an interest in performing work by registering their firm with one or more of the source agencies listed on the preceding page. The source agencies do not maintain time-phased lists of registrants. Therefore, the availability analysis in this report assumes that firms included in the master database were viable businesses that continued operations in the same line(s) of business throughout the study period as indicated in the database.

An argument could reasonably be made that other businesses not listed in the source agency registration lists were actually available to provide goods and services. In other words, the overall pool of firms should be higher than reflected herein and there is some validity to that argument. However, concern about unduly inflating the basis for availability precluded an upward adjustment in our methodology to determine available firms.

Subsequent to compiling the list of firms, filtering criteria were developed in order to extract a subset of qualified, willing and able firms from the overall pool of firms. A telephone survey of over 400 participants provided additional empirical evidence to assess not only firm qualifications, willingness and availability; but also provided a means to determine firm capacity. The methodology used to evaluate firm eligibility for further analysis included several steps. Key elements of that methodology were:

- Based on firm response to specific questions of past bidding habits, identify those telephone survey respondents more likely to pursue prime level contracts similar in scope and size to those let by the procuring agency for this study.
- The determination of subcontractor distribution in the master vendor database considered the cumulative number of subcontractors from the telephone survey, segmented public sector and private sector experience at the subcontractor level, and determined the relative distribution of firms.

Key assumptions in the filtering processes were that the telephone survey respondents were representative of the firms in the overall database. Therefore, patterns of revenue generation and business patterns evident in the survey were similar to those of firms in the master vendor database. Firm capacity to perform future work was sufficiently demonstrated by past revenue generation, which adequately demonstrated available resources to satisfactorily complete contracts. We also assumed that the number of residual of firms excluded from further analysis using the above criteria (not all survey participants responded to all questions used in the above process) was immaterial and equal to the level of database limitations (incorrect contact

information, lack of firm interest in performing work, etc.) that procurement officials might encounter in seeking firms for contract opportunities.

4.3 Results

Table 4-1 presents the distribution of firms in the vendor database by business category and business owner classification. The number of individual firms represented in the vendor database that provide services like those procured by the City of Tucson is 46,570 however, the total number of vendors reflected in **Table 4-1** is 51,449. The difference (4,879) occurs because firms were allowed to register as available to provide more than one service. The compilation of this table tallied firm counts based on business category. Firms that indicated an ability to provide services in more than one category were counted in each of the respective categories that were selected. Therefore, some individual firms are represented more than once in **Table 4-1**.

Firms owned by individuals originating from subcontinental Asia are included in this analysis. However, the subset of firms generally produced results that were substantially small in comparison to other groups of firms that were analyzed. In the charts presented in this chapter, some results for the analysis of firms owned by individuals from this region appear as "0." In actuality, the frequencies have been considered but the calculated results extended beyond four decimal places. Throughout this chapter, results reflected as "0" have been omitted from discussion.

The percentage distribution of firms in **Table 4-2** shows that nonminority males owned 88 percent of the firm occurrences represented in the vendor database. Woman-owned firms accounted for another six percent of the total. Hispanic Americans owned two percent of the firms. African Americans, Asian Americans and Native Americans owned roughly one percent of the total number, respectively.

Most businesses in the vendor database indicated availability to provide goods or goods and services (these business categories were itemized individually in the overall database because of the criteria for relevant market area as discussed below). Almost 25 percent of all firms were construction firms.

Table 4-1
Total Firms by Business Category
and Owner Classification

Business Category	African American	Native American	Asian American	Subcontinent Asian	Hispanic American	Nonminority Women	Nonminority	Total
Construction	93	101	55	0	334	462	11,598	12,643
Goods & Services	506	269	306	0	799	2,744	32,738	37,362
Professional Services	34	26	45	1	85	123	1,130	1,444
Total	633	396	406	1	1,218	3,329	45,466	51,449

Table 4-2
Distribution of Firms by Business Category
and Owner Classification

Business Category	African American	Native American	Asian American	Subcontinent Asian	Hispanic American	Nonminority Women	Nonminority	Total
Construction	0.74%	0.80%	0.44%	0.00%	2.64%	3.65%	91.73%	100.00%
Goods & Services	1.35%	0.72%	0.82%	0.00%	2.14%	7.34%	87.63%	100.00%
Professional Services	2.35%	1.80%	3.12%	0.07%	5.89%	8.52%	78.25%	100.00%
Total	1.23%	0.77%	0.79%	0.00%	2.37%	6.47%	88.37%	100.00%

The relevant market area for the City of Tucson included the following business categories and counties of domicile:

- Construction – Pima, AZ
- Professional Services – Pima, AZ and Maricopa, AZ.
- Goods and Services – Pima, AZ; Maricopa, AZ; San Mateo, CA; Los Angeles, CA; Rio Arriba, NM; and El Paso, CO.

Only firms meeting the relevant market area criteria were considered for further analysis for this section of the chapter. **Table 4-3** shows the firms in the relevant market area for the City of Tucson.

The relevant market area includes 36,109 frequencies of firm registration from the overall database. Those frequencies excluded from this portion of the analysis represented firms providing services other than those regularly procured by the City of Tucson, or firms domiciled in counties other than the counties where most vendor firms for the City of Tucson were domiciled.

The distribution of firms by business owner classification in the relevant market area resembled the overall distribution of firms in the vendor database. That is to say, nonminority males owned 89 percent of all firms; women owned six percent; Hispanic Americans – two percent; African Americans and Asian Americans owned roughly one percent respectively. Native Americans owned one-half percent of the firms in the relevant market area. The results are presented in **Table 4-4**. The overwhelming majority of firms in the relevant market area were goods and services providers. Construction firms accounted for one-sixth of the firms in the relevant market area. Professional services firms represented three percent of firms.

The analysis by business category shows the following highlights:

- There were over 6,000 firms represented in the construction business category. Nonminority males owned 96 percent of the firms providing these services. Nonminority women and Hispanic Americans owned just under two percent of the firms.
- In goods and services, nonminority males also owned most firms but the degree of dominance was less than that shown for construction. Woman-owned firms represented a larger proportion of goods and services firms than was seen in construction. Hispanic Americans owned two percent of firms. The goods and services business category was the largest category in terms of number of firms.
- Woman and minority-owned firms represented 24 percent of firms in the professional services category. This business category had the strongest minority and woman-owned business enterprise (M/WBE) representation of the three business categories in the relevant market area.

Table 4-3
Firms in the Relevant Market Area
City of Tucson

Business Category	African American	Native American	Asian American	Subcontinent Asian	Hispanic American	Nonminority Women	Nonminority	Total
Construction	15	7	18	0	128	128	6,371	6,667
Goods & Services	432	157	212	0	623	2,050	24,870	28,344
Professional Services	26	21	43	1	73	98	836	1,098
Total	473	185	273	1	824	2,276	32,077	36,109

Table 4-4
Distribution of Firms in the Relevant Market Area
City of Tucson

Business Category	African American	Native American	Asian American	Subcontinent Asian	Hispanic American	Nonminority Women	Nonminority	Total
Construction	0.22%	0.10%	0.27%	0.00%	1.92%	1.92%	95.57%	100.00%
Goods & Services	1.52%	0.55%	0.75%	0.00%	2.20%	7.23%	87.75%	100.00%
Professional Services	2.37%	1.91%	3.92%	0.09%	6.65%	8.93%	76.13%	100.00%
Total	1.31%	0.51%	0.76%	0.00%	2.28%	6.30%	88.84%	100.00%

Data from the telephone survey was extrapolated to estimate the number of firms in the relevant market area that were available to perform work as prime contractors. Following the presentation of the number of firms, we show the impact on the percentage distribution of firms.

We estimate that eleven percent of firms in the relevant market area were qualified, willing and able to perform work for the City of Tucson as prime contractors. This percentage is derived from the proportionate distribution of firms in the telephone survey that successfully competed for work at the prime level. The breakdown of the firms by business owner classification and business category is presented in **Table 4-5**.

As shown in **Table 4-6**, nonminority males were the dominant business owner construction firm group accounting for 97 percent of prime contractors in the relevant market area. Woman-owned firms represented approximately two percent of firms. We noted that there was a significant gap between the proportion of firms owned by nonminority males and firms owned by other race/ethnicity/gender groups.

More firms were available to provide goods and services to the City of Tucson as prime contractors than were available in the other business categories (3,132 of 3,998 firms). Woman-owned firms were six percent of the total number of firms.

Just over one hundred firms satisfied our criteria for professional services prime contractors. Most of these firms were owned by nonminority males. The results of the analysis are shown in **Table 4-5** and **Table 4-6**.

The results of the availability analysis at the subcontractor level are shown in **Table 4-7** and **Table 4-8**. This analysis considers the qualified, willing and able status of the firms. We reviewed the level of success of subcontractors competing in the public sector and extrapolated those findings to the vendor database in a proportional distribution to provide a basis for firm capacity evaluation.

The outcomes of the analysis show that the larger number of construction subcontractors with the capacity to perform work for the City of Tucson were non-M/WBEs. Non-M/WBEs accounted for 94 percent of the construction subcontractors. Hispanic American-owned firms were the M/WBE subcontractor group with the highest representation in the construction sector. However, their proportionate representation of total subcontractors was only three percent.

Table 4-5
Adjusted Prime Contractors in the Relevant Market Area
City of Tucson

Business Category	African American	Native American	Asian American	Subcontinent Asian	Hispanic American	Nonminority Women	Nonminority	Total
Construction	1	1	2	0	2	14	732	752
Goods & Services	12	5	20	0	10	226	2,859	3,132
Professional Services	1	1	4	1	1	11	96	115
Total	14	7	26	1	13	251	3,687	3,999

Table 4-6
Adjusted Prime Contractor Distribution in the Relevant Market Area
City of Tucson

Business Category	African American	Native American	Asian American	Subcontinent Asian	Hispanic American	Nonminority Women	Nonminority	Total
Construction	0.13%	0.13%	0.27%	0.00%	0.27%	1.86%	97.34%	100.00%
Goods & Services	0.38%	0.16%	0.64%	0.00%	0.32%	7.22%	91.28%	100.00%
Professional Services	0.87%	0.87%	3.48%	0.87%	0.87%	9.57%	83.47%	100.00%
Total	0.35%	0.18%	0.65%	0.03%	0.33%	6.28%	92.18%	100.00%

Table 4-7
Adjusted Subcontractors in the Relevant Market Area
City of Tucson

Business Category	African American	Native American	Asian American	Subcontinent Asian	Hispanic American	Nonminority Women	Nonminority	Total
Construction	10	5	10	0	96	73	2,994	3,188
Goods & Services	296	118	119	0	467	1,177	11,686	13,863
Professional Services	18	16	24	1	55	56	393	563
Total	324	139	153	1	618	1,306	15,073	17,614

Table 4-8
Adjusted Subcontractor Distribution in the Relevant Market
City of Tucson

Business Category	African American	Native American	Asian American	Subcontinent Asian	Hispanic American	Nonminority Women	Nonminority	Total
Construction	0.31%	0.16%	0.31%	0.00%	3.01%	2.29%	93.92%	100.00%
Goods & Services	2.14%	0.85%	0.86%	0.00%	3.37%	8.49%	84.29%	100.00%
Professional Services	3.20%	2.84%	4.26%	0.18%	9.77%	9.95%	69.80%	100.00%
Total	1.84%	0.79%	0.87%	0.01%	3.51%	7.41%	85.57%	100.00%

In goods and services, M/WBEs were 16 percent of subcontractors with the capacity to perform work on City contracts. This was a higher relative percentage than the M/WBE representation in the construction sector. The higher showing was the result of the number of Woman-owned firms with the capacity to perform work as subcontractors as well as stronger showings by Hispanic American-owned and African American-owned firms in this business category than in construction. More firms were registered as goods and services providers than were registered in either construction or professional services.

The analysis of professional services shows that:

- This category included the fewest number of overall firms.
- M/WBEs were more prominent in professional services than in construction or goods and services. M/WBEs were 30 percent of qualified, willing and able firms in this business category.
- Woman-owned firms and Hispanic American-owned firms represented 10 percent of subcontractors capable of providing services on City prime contracts.
- Asian American–owned firms represented four percent of the subcontractors.
- African American and Native American-owned firms accounted for +/- three percent.

CHAPTER 5.0 – RELEVANT MARKET AREA AND UTILIZATION ANALYSES

CHAPTER 5.0 – CITY OF TUCSON RELEVANT MARKET AREA AND UTILIZATION ANALYSES

This Chapter provides an overview of our analysis of the contracting activity occurring between January 1, 2002 through December 31, 2006 for the City of Tucson. We will also define the City's relative market areas and analyze the utilization of firms available.

5.1 Data Collection and Management

This section describes the data parameters and the process utilized to collect and manage the data used in this study.

Business Categories

This study analyzed the spending patterns of the City to determine the business categories of purchases made during the study period and the relevant market area. To define each business category the Wilson Group utilized the Standard Industrial Classification (SIC) codes. Procurements were generally assigned to one of following business categories for the City (**Table 5-1**).

Table 5-1. City of Tucson SIC Codes Utilized

Construction	
SIC CODES	**SIC CODE DESCRIPTION**
1521	General Contractors - Single-Family Houses (remodeling contractors)
1522	General Contractors - Residential Buildings Other Than Single-Family (dormitory, barrack, hotel, and motel construction contractors)
1531	Operative Builders (residential operative builders)
1541	General Contractors Industrial Buildings and Warehouses (except grain elevators; dry cleaning plants; and manufacturing, public, and industrial warehouses)
1542	General Contractors - Nonresidential Buildings, Other than Industrial Buildings and Warehouses
1611	Highway and Street Construction, Except Elevated Highways
1622	Bridge, Tunnel, and Elevated Highway Construction (tunnel construction)
1623	Water, Sewer, Pipeline, and Communications and Power Line Construction (power and communications transmission lines)
1629	Heavy Construction, NEC (Industrial nonbuilding structures [except petrochemical plants and petroleum refineries])
1711	Plumbing, Heating, and Air-Conditioning (except environmental controls installation; and septic tank, cesspool, and dry well construction)
1721	Painting and Paper Hanging
1731	Electrical Work (electrical work except burglar and fire alarm installation)
1742	Plastering, Drywall, Acoustical, and Insulation Work
1751	Carpentry Work (finish carpentry)
1752	Floor Laying and Other Floor Work, NEC
1761	Roofing, Siding, and Sheet Metal Work (roofing contractors)
1771	Concrete Work (concrete work except stucco work and asphalt, brick, and paving)
1781	Water Well Drilling
1791	Structural Steel Erection (cooling tower installation)
1793	Glass and Glazing Work

Construction (Continued)

SIC CODES	SIC CODE DESCRIPTION
1794	Excavation Work
1796	Installation or Erection of Building Equipment, NEC (scrubber, dust collection, and other industrial ventilation installation)
1799	Special Trade Contractors, NEC (building finishing contractors for weather stripping and damp proofing, window covering fixture installation, bathtub refinishing, modular furniture installation, trade show exhibit installation and removal, and spectators)
2439	Structural Wood Members, NEC (trusses)
3273	Ready-Mixed Concrete
4212	Local Trucking Without Storage (hazardous waste collection without disposal
4214	Local Trucking With Storage (general freight)
5211	Lumber and Other Building Materials Dealers (home center stores)
5032	Brick, Stone, and Related Construction Materials (brick, stone, and related construction materials sold via retail method)
5033	Roofing, Siding, and Insulation Materials (roofing, siding, and insulation materials sold via retail method)
5039	Construction Materials, NEC (glass sold via retail method)
5082	Construction and Mining (Except Petroleum) Machinery and Equipment (agents and brokers)
711	Soil Preparation Services

Goods & Services

SIC CODES	SIC CODE DESCRIPTION
2653	Corrugated and Solid Fiber Boxes
2711	Newspapers: Publishing, or Publishing and Printing (Internet newspaper publishing)
2721	Periodicals: Publishing, or Publishing and Printing (except Internet periodical publishing)
2741	Miscellaneous Publishing (miscellaneous Internet publishing)
2752	Commercial Printing, Lithographic (quick printing)
2789	Bookbinding and Related Work
2813	Industrial Gases
2819	Industrial Inorganic Chemicals, NEC (activated carbon and charcoal)
3089	Plastics Products, NEC (finished plastic furniture parts)
3273	Ready-Mixed Concrete
3412	Metal Shipping Barrels, Drums, Kegs, and Pails
3429	Hardware, NEC (time locks)
3442	Metal Doors, Sash, Frames, Molding, and Trim
3444	Sheet Metal Work (metal bins and vats)
3532	Mining Machinery and Equipment, Except Oil and Gas Field Machinery and Equipment
3561	Pumps and Pumping Equipment
3571	Electronic Computers
3572	Computer Storage Devices
3577	Computer Peripheral Equipment, NEC (except plotter controllers and magnetic tape head cleaners)
3585	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment (except motor vehicle air-conditioning)
3599	Industrial and Commercial Machinery and Equipment, NEC (water leak detectors)
3625	Relays and Industrial Controls
3644	Noncurrent-Carrying Wiring Devices (except fishwire, electrical wiring tool)
3651	Household Audio and Video Equipment
3663	Radio and Television Broadcasting and Communications Equipment
3678	Electronic Connectors
3679	Electronic Components, NEC (antennas)
3699	Electrical Machinery, Equipment, and Supplies, NEC (Christmas tree lighting sets, electric insect lamps, electric fireplace logs, and trouble lights)
3713	Truck and Bus Bodies
3714	Motor Vehicle Parts and Accessories (transmissions and power train parts, including rebuilding)
3715	Truck Trailers
3861	Photographic Equipment and Supplies (except photographic film, paper, plates, and chemicals)
3955	Carbon Paper and Inked Ribbons
3993	Signs and Advertising Specialties (screen printing purchased advertising specialties)
4225	General Warehousing and Storage (except self-storage and miniwarehouses)

Goods & Services (Continued)

SIC CODES	SIC CODE DESCRIPTION
4226	Special Warehousing and Storage, NEC (fur storage)
4813	Telephone Communications, Except Radiotelephone (resellers)
4953	Refuse Systems (materials recovery facilities)
5013	Motor Vehicle Supplies and New Parts (agents and brokers)
5014	Tires and Tubes (business to business electronic markets)
5023	Homefurnishings (floor coverings sold via retail method)
5032	Brick, Stone, and Related Construction Materials (brick, stone, and related construction materials sold via retail method)
5033	Roofing, Siding, and Insulation Materials (roofing, siding, and insulation materials sold via retail method)
5039	Construction Materials, NEC (glass sold via retail method)
5044	Office Equipment (merchant wholesalers except those selling office equipment via retail method)
5031	Lumber, Plywood, Millwork, and Wood Panels (sold via retail method)
5045	Computers and Computer Peripheral Equipment and Software (agents and brokers)
5049	Professional Equipment and Supplies, NEC (merchant wholesalers except those selling religious and teacher's school supplies via retail method)
5051	Metals Service Centers and Offices (agents and brokers)
5063	Electrical Apparatus and Equipment, Wiring Supplies, and Construction Materials (electrical supplies, equipment, and apparatus sold via retail method)
5064	Electrical Appliances, Television and Radio Sets (television and radio sets sold via retail method)
5065	Electronic Parts and Equipment, NEC (modems and other computer components sold via retail method)
5072	Hardware (business to business electronic markets)
5074	Plumbing and Heating Equipment and Supplies (Hydronics)(plumbing and hydronic heating equipment sold via retail method)
5075	Warm Air Heating and Air-Conditioning Equipment and Supplies (merchant wholesalers)
5078	Refrigeration Equipment and Supplies (merchant wholesalers)
5082	Construction and Mining (Except Petroleum) Machinery and Equipment (agents and brokers)
5083	Farm and Garden Machinery and Equipment (lawn and garden equipment sold via retail method)
5084	Industrial Machinery and Equipment (agents and brokers)
5085	Industrial Supplies (merchant wholesalers of fluid power accessories)
5087	Service Establishment Equipment and Supplies (merchant wholesalers except those selling beauty and barber shop equipment and supplies via retail method)
5088	Transportation Equipment and Supplies, Except Motor Vehicles (agents and brokers)
5093	Scrap and Waste Materials (merchant wholesalers)
5111	Printing and Writing Paper (printing and writing paper sold via retail method)
5112	Stationery and Office Supplies (stationery and office supplies sold via retail method)
5113	Industrial and Personal Service Paper (industrial and personal service paper sold via retail method)
5145	Confectionery (confectionery sold via retail method)
5162	Plastics Materials and Basic Forms and Shapes (plastics materials, forms, and basic shapes sold via retail method)
5169	Chemicals and Allied Products, NEC (agents and brokers)
5172	Petroleum and Petroleum Products Wholesalers, Except Bulk Stations and Terminals (merchant wholesalers)
5191	Farm Supplies (lawn and garden supplies sold via retail method)
5199	Nondurable Goods, NEC (business to business electronic markets)
5211	Lumber and Other Building Materials Dealers (home center stores)
5231	Paint, Glass, and Wallpaper Stores (glass)
5251	Hardware Stores
5261	Retail Nurseries, Lawn and Garden Supply Stores (except outdoor power equipment)
5271	Mobile Home Dealers
5331	Variety Stores
5399	Miscellaneous General Merchandise Stores (warehouse clubs and supermarket/general merchandise combination)
5531	Auto and Home Supply Stores (tires and tubes)
5712	Furniture Stores (except custom furniture and cabinets)
5714	Drapery, Curtain, and Upholstery Stores (custom slipcovers)
5731	Radio, Television, and Consumer Electronics Stores (except automobile radios)
5734	Computer and Computer Software Stores
5736	Musical Instruments Stores
5941	Sporting Goods Stores and Bicycle Shops
5943	Stationery Stores
5946	Camera and Photographic Supply Stores
5962	Automatic Merchandise Machine Operators
5983	Fuel Oil Dealers
5995	Optical Goods Stores (except labs grinding prescription lenses)

Goods & Services (Continued)	
SIC CODES	**SIC CODE DESCRIPTION**
5999	Miscellaneous Retail Stores, NEC (manufacture of orthopedic devices to prescription in a retail environment)
7213	Linen Supply
7352	Medical Equipment Rental and Leasing (medical machinery and equipment, except home health furniture and equipment, rental and leasing)
7353	Heavy Construction Equipment Rental and Leasing (heavy construction equipment rental without operators)
7359	Equipment Rental and Leasing, NEC (oil field and well drilling equipment)
8111	Legal Services
8721	Accounting, Auditing, and Bookkeeping Services (payroll services)
8731	Commercial Physical and Biological Research
8732	Commercial Economic, Sociological, and Educational Research (market research and opinion research)
8734	Testing Laboratories (except veterinary testing laboratories)
8741	Management Services (construction management of power generation [except hydroelectric] facilities, and transmission and distribution station construction projects)
8742	Management Consulting Services (human resources and personnel management consulting)
8743	Public Relations Services
8748	Business Consulting Services, NEC (educational test development and evaluation services, educational testing services, and educational consultants)
Professional Services	
SIC CODES	**SIC CODE DESCRIPTION**
8711	Engineering Services
8712	Architectural Services
8713	Surveying Services (geophysical surveying)

Minority and Woman-Owned Business Enterprises (MWBE)

Article XIV Chapter 28 of the Tucson City Code defines Minority and Women-Owned Business Enterprises as follows:

> Minority-Owned Business Enterprises (MBE) - a local disadvantaged MBE which is an independent and continuing business for profit, performing a commercially useful function, owned and controlled by one or more minority persons (Asian, Black, Hispanic or Native American) who possess an interest of fifty-one (51) percent or more in the business in accordance with Title 49 CFR Part 26.
>
> Woman-Owned Business Enterprise (WBE) - a local disadvantaged WBE which is an independent and continuing business for profit, performing a commercially useful function, owned and controlled by one or more non-minority women who possess an interest of fifty-one (51) percent or more in the business, in accordance with 49 CFR Part 26. (TP Sec 28-147)

Firm classification was determined based on data provided by the City and telephone and/or personal interviews that were conducted by the Wilson Group.

The Wilson Group used data from the City's files to develop and initially classify firms into business owner classifications. Subsequently, representatives from the City served as resources to review the classifications and identify firms that should be reclassified to another category. Where firm ownership was undetermined, the firms were considered to be non-minority owned and therefore classified as non-MWBEs for the analytical purpose of this study.

Data Collection

The Wilson Group developed a data assessment tool for fact finding about the City's data sources and formats. The completed data assessment tools along with interviews conducted with key staff members were used to develop and finalize a data collection plan. During the months of December 2007 through May 2008 electronic and hardcopy data were retrieved from the City.

Relevant data collected from the above vendor and contract sources included but are not limited to the following:

Vendors

- Vendor Name
- Geographic County/Region
- Owner's Ethnicity
- Primary SIC Codes
- Primary Services

Contract/Subcontract Data

- Prime Contractor
- Subcontractor
- Contract ID
- Contract Award Date
- Contract Award Amount
- Subcontract Amount
- Payment to Prime Contractor
- Contract Type
- Primary Service

Vendor Data

The Wilson Group collected company records from multiple sources to create a Master Vendor table. Data sources included in the study are shown in **Table 5-2**.

Table 5-2. City of Tucson Vendor Data Sources

MASTER VENDOR DATA SOURCES
City of Tucson Business License Vendors
City of Tucson Procurement and Tracking Systems Vendors (OPIS, OEOP and PaymentNet)
Dun & Bradstreet Arizona Firm Database (2007)
National Minority Supplier Development Council (Arizona Firms)

From the vendor sources, a total of 51,449 individual vendors were included in the Master Vendor Table. In order to limit the vendors to the type of services contracted by the City, below is a list of the types of vendors that were excluded (**Table 5-3**). The final Master Vendor Table included 36,109 vendors in the relevant market area.

Table 5-3. Types of Vendors excluded from Study

VENDORS EXCLUDED		
Air Transportation/Airlines	Farming/Cattle Feed	Personal Care Services
Amusement and Recreation	Fitness/Sports Centers	Pharmacies
Apartment/Rental Complex	Fisheries	Radio/TV Broadcasting
Associations/Nonprofits	Florists/Novelty/Gift Shops	Real Estate Agency
Banking/Financial Institutes	Food Services/Processing	Schools and Instruction
Bars/Lounges/Clubs	Gambling/Gaming	Sporting Goods/Supplies
Barber/Beauty Shops	Gas Stations/Convenience Stores	Touring/Sightseeing
Breweries/Wineries	Government Agencies	Transit Vehicle Dealers
Car Rentals	Grocery/Supermarkets	Travel Agency
Catering/Restaurants	Ground Transportation	US Postal Services
Cemeteries/Funeral Services	Hotels/Motels/Resorts	Union/Labor Groups
Childcare/Daycare	Insurance	University/Schools/Colleges
Clothing Stores	Museums/National Parks/Zoo	Unknown Data (address, services provided, etc.)
Duplicates	Nonprofit Organizations	Utilities
Employee/Individual	Nursing Home/Hospice	
Entertainment/Theatres	Pet Care/Grooming	

Contract and Subcontract Data Collection

Electronic and hardcopy data was provided by the City for contracts awarded during the five-year study period. The Wilson Group created a contract table, which included prime contractor and subcontractor data. The following is a list of the contracting sources utilized:

- City of Tucson Tracking System
- OEOP Construction Contracts
- OPIS
- PaymentNet Data
- City of Tucson Business Survey – Architectural & Engineering

A contract database was compiled using the above mentioned sources. The contract database was then subdivided by each contract category to determine the quality of the data available. For construction, the City captured detailed subcontracting information and we were able to include all construction contracts. However, for professional services and goods and services a sample was drawn yielding a 95 percent confidence level for each business category.

Table 5-4 shows the actual number of prime contracts and subcontracts for each business category analyzed for the study:

Table 5-4. City of Tucson prime contracts and subcontracts by Business Category

City of Tucson Prime Contracts		
Business Category	**Contract Amounts**	**# of Contracts**
Construction	$270,121,964	320
Professional Services	$ 16,265,248	64
Goods and Services	$ 39,340,172	282
Total	**$325,727,384**	**666**
City of Tucson Subcontracts		
Business Category	**Amount of Payments**	**# of Contracts**
Construction	$52,676,004	2015
Professional Services	$ 2,471,102	84
Total	**$55,147,106**	**2099**

5.2 Market Area Analysis

For this study, the relevant market area was defined as those United States counties in which the City expended 75 percent or more of total expenditures during the study period. The significance of the relevant market area is that further analysis within the context of this study will focus primarily on activity occurring within the respective relevant market areas. The relevant market areas are defined for the following business categories:

- Construction
- Professional Services
- Good and Services

5.2.1 Construction

During the study period, the City expended over $270.1 million on Construction contracts with businesses in the relevant market area, utilizing 84 individual firms on 320 contracts. Firms located in Pima County within the City of Tucson received over 83 percent of the total Construction contract dollars awarded during the study period. **Table 5-5** presents dollar amounts and percentage of contracts for the City's relevant market area. The utilization, availability and disparity analyses will use only the contracts included in the relevant market area.

Table 5-5
Construction
Relevant Market Area
City of Tucson
Fiscal Years 2002 – 2006

	Pima County, AZ	Totals
Total Dollars	$270,121,964	$270,121,964
Percent of Dollars	83.65%	83.65%
Percent of Contracts	84.88%	84.88%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

5.2.2 Professional Services

During the study period, the City expended over $16.2 million on Professional Services contracts with businesses in the relevant market area, utilizing 42 individual firms on 64 contracts. Firms located in the counties of Pima and Maricopa, Arizona received over 77 percent of the total Professional Services contract dollars awarded during the study period. **Table 5-6** presents dollar amounts and percentage of contracts for the City's relevant market area. The utilization, availability and disparity analyses will use only the contracts included in the relevant market area.

Table 5-6
Professional Services
Relevant Market Area
City of Tucson
Fiscal Years 2002 – 2006

	Pima County, AZ	Maricopa County, AZ	Totals
Total Dollars	$14,195,027	$2,070,220	$16,265,248
Percent of Dollars	67.26%	9.81%	77.07%
Percent of Contracts	82.61%	10.14%	92.75%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

5.2.3 Goods and Services

During the study period, the City expended over $39.3 million on Goods and Services contracts with businesses in the relevant market area, utilizing 223 individual firms on 282 contracts. Firms located in the counties of Pima and Maricopa, Arizona; San Mateo County and Los Angeles County, California; Rio Arriba County, New Mexico and El Paso County, Colorado

received over 75 percent of the total Good and Services contract dollars awarded during the study period. **Table 5-7** presents dollar amounts and percentage of contracts for the City's relevant market area. The utilization, availability and disparity analyses will use only the Goods and Services contracts included in the relevant market area.

Table 5-7
Goods and Services
Relevant Market Area
City of Tucson
Fiscal Years 2002 – 2006

	Pima County, AZ	Maricopa County, AZ	San Mateo County, CA	Los Angeles County, CA	Rio Arriba County, NM	El Paso County, CO	Totals
Total Dollars	$14,772,786	$8,007,137	$6,966,148	$5,594,101	$2,200,000	$1,800,000	$39,340,172
Percent of Dollars	28.31%	15.34%	13.35%	10.72%	4.22%	3.45%	75.38%
Percent of Contracts	37.09%	29.82%	0.25%	3.01%	0.25%	0.25%	70.68%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

5.3 Prime Contractor Utilization Analysis

For each business category the Wilson Group conducted utilization analyses of all MWBE and non-MWBE prime and subcontractors during the study period. Included in the utilization analyses were Minority/Woman owned firms that met one of the following criteria:

MWBEs

- Local certified minority owned business (MBE)
- Non local certified minority owned business (DBE)
- Self declared minority owned business (SCM)
- Local certified woman owned business (WBE)
- Non local certified woman owned business (DBW)
- Self declared woman owned business (SCW)

5.3.1 Construction

The utilization analysis of prime contractors for Construction projects is shown in **Table 5-8**. During the five year study period, MWBEs were awarded $46.6 million or 17.27 percent of the total prime contracting dollars expended by the City for Construction projects. The most utilized MWBEs were owned by non-minority Women, receiving over $25 million, or 9.29 percent of the contracts awarded; followed by Hispanic Americans, receiving over $21.5 million or 7.99 percent. African Americans, Native Americans, Asian Pacific Americans and Subcontinent Asian Americans did not receive any of the prime contracting dollars spent for Construction projects.

Table 5-8
Construction
Prime Contractor Utilization
City of Tucson
Fiscal Years 2002 – 2006

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	TOTALS
Total Prime Contractor Dollars	$0	$0	$0	$0	$21,578,058	$25,081,036	$46,659,094	$223,462,870	$270,121,964
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**7.99%**	**9.29%**	**17.27%**	**82.73%**	**100.00%**
Total Number of Contracts	0	0	0	0	29	45	74	246	320
Percent of Contracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**9.06%**	**14.06%**	**23.13%**	**76.88%**	**100.00%**
Individual Firms Utilized	0	0	0	0	8	8	16	68	84
Percent of Firms	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**9.52%**	**9.52%**	**19.05%**	**80.95%**	**100.00%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Note: Total dollars awarded may not equal the total due to rounding

For further comparison, **Table 5-9** presents the results of the analysis conducted to determine the prime contractor utilization of MWBE firms who were classified as local certified minority or woman owned businesses (M/WBEs), non-local certified minority or woman owned businesses (DBE/DBW) and self certified minority, woman or minority woman owned businesses (SCM/SCW/SCWM). The following is a breakdown of the $46.6 million or 17.27 percent of the total Construction contract dollars received by MWBEs:

Local Certified Minority and Woman Owned Businesses

- MBEs - local certified minority owned firms received over $21.3 million or 7.91 percent of the total contract dollars awarded for Construction projects.
- WBEs – local certified woman owned firms received over $9.4 million or 3.49 percent of the total contract dollars awarded for Construction projects.

Non Local Certified Minority and Woman Owned Businesses

- DBEs – non local certified minority owned firms did not participate in any Construction projects.
- DBWs – non local certified woman owned firms did not participate in any Construction projects.

Self Certified Minority, Woman and Minority Woman Owned Businesses

- SCMs – self certified minority owned firms received $202,209 or 0.07 percent of the total contract dollars awarded for Construction projects.
- SCWs – self certified woman owned firms received over $15.6 million or 5.79 percent of the total contract dollars awarded for Construction projects.
- SCWMs – self certified minority woman owned firms did not participate in any Construction projects.

5.3.2 Professional Services

The utilization analysis of prime contractors for Professional Services provided to the City is shown in **Table 5-10**. During the five year study period, MWBEs received over $2.2 million or 13.92 percent of the total prime contracting dollars expended by the City for Professional Services. The most utilized MWBEs were owned by Hispanic Americans, receiving over $1.6 million or 10.22 percent of the dollars expended by the City for Professional Services. Native Americans and Subcontinent Asian Americans did not receive any of the prime contracting dollars expended by the City for Professional Services.

Table 5-9
Construction
M/WBE Prime Contractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson
Fiscal Years 2002 – 2006

Fiscal Year	MBE (minority certified)	WBE (woman certified)	DBE (disadvantage certifed)	DBW (disadvantage woman certified)	SCM (self certified minority)	SCW (self certified woman)	SCWM (self certified minority woman)	Total M/WBEs (certified and non-certified)	Total Dollars Awarded
2002	$3,092,390 **6.85%**	$949,019 **2.10%**	$0 **0.00%**	$0 **0.00%**	$202,209 **0.45%**	$310,180 **0.69%**	$0 **0.00%**	$4,553,798 **10.09%**	$45,138,799
2003	$1,736,416 **4.64%**	$2,453,423 **6.56%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$1,538,308 **4.11%**	$0 **0.00%**	$5,728,148 **15.32%**	$37,395,990
2004	$3,825,728 **8.73%**	$543,408 **1.24%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$1,800,353 **4.11%**	$0 **0.00%**	$6,169,489 **14.07%**	$43,846,443
2005	$10,159,991 **17.18%**	$777,150 **1.31%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$10,022,215 **16.95%**	$0 **0.00%**	$20,959,356 **35.45%**	$59,121,494
2006	$2,561,323 **3.03%**	$4,716,460 **5.57%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$1,970,520 **2.33%**	$0 **0.00%**	$9,248,303 **10.93%**	$84,619,237
Total	$21,375,848 **7.91%**	$9,439,460 **3.49%**	$0 **0.00%**	$0 **0.00%**	$202,209 **0.07%**	$15,641,576 **5.79%**	$0 **0.00%**	$46,659,094 **17.27%**	$270,121,964

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Table 5-10
Professional Services
Prime Contractor Utilization
City of Tucson
Fiscal Years 2002 – 2006

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	TOTALS
Total Prime Contractor Dollars	$26,000	$0	$144,095	$0	$1,662,960	$430,948	$2,264,003	$14,001,244	$16,265,248
Percent of Dollars	**0.16%**	**0.00%**	**0.89%**	**0.00%**	**10.22%**	**2.65%**	**13.92%**	**86.08%**	**100.00%**
Total Number of Contracts	1	0	1	0	3	5	10	54	64
Percent of Contracts	**1.56%**	**0.00%**	**1.56%**	**0.00%**	**4.69%**	**7.81%**	**15.63%**	**84.38%**	**100.00%**
Individual Firms Utilized	1	0	1	0	2	2	6	36	42
Percent of Firms	**2.38%**	**0.00%**	**2.38%**	**0.00%**	**4.76%**	**4.76%**	**14.29%**	**85.71%**	**100.00%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Note: Total dollars awarded may not equal the total due to rounding

For further comparison, **Table 5-11** presents the results of the analysis conducted to determine the prime contractor utilization of MWBE firms who were local certified minority or woman owned businesses (M/WBEs), non-local certified minority or woman owned businesses (DBE/DBW) and self certified minority, woman or minority woman owned businesses (SCM/SCW/SCWM). The following is a breakdown of the $2.2 million or 13.92 percent of the total Professional Services contract dollars received by MWBEs:

Local Certified Minority and Woman Owned Businesses

- MBEs - local certified minority owned firms received $144,095 or 0.89 percent of the total contract dollars awarded for Professional Services projects.
- WBEs – local certified woman owned firms received $430,948 or 2.65 percent of the total contract dollars awarded for Professional Services projects.

Non Local Certified Minority and Woman Owned Businesses

- DBEs – non local certified minority owned firms did not participate in any Professional Services projects.
- DBWs – non local certified woman owned firms received $26,000 or 0.16 percent of the total contract dollars awarded for Professional Services projects.

Self Certified Minority, Woman and Minority Woman Owned Businesses

- SCMs – self certified minority owned firms received $1.66 million or 10.22 percent of the total contract dollars awarded for Professional Services projects.
- SCWs – self certified woman owned firms did not participate in any Professional Services projects.
- SCWMs – self certified minority woman owned firms did not participate in any Professional Services projects.

5.3.3 Goods and Services

The utilization analysis of prime contractors for Goods and Services provided to the City is shown in **Table 5-12.** During the five year study period, MWBEs received over $4.5 million or 11.55 percent of the total prime contracting dollars expended by the City for Goods and Services. The most utilized MWBEs were non-minority Women owned firms, receiving over $3 million or 7.77 percent; followed by Hispanic American owned firms receiving over $1.2 million or 3.06 percent of the dollars expended by the City for Goods and Services. Subcontinent Asian American owned firms did not receive any of the prime contracting dollars expended on Good and Services.

Table 5-11
Professional Services
M/WBE Prime Contractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson
Fiscal Years 2002 – 2006

Fiscal Year	MBE (minority certified)	WBE (woman certified)	DBE (disadvantage certifed)	DBW (disadvantage woman certified)	SCM (self certified minority)	SCW (self certified woman)	SCWM (self certified minority woman)	Total M/WBEs (certified and non-certified)	Total Dollars Awarded
2002	$0 **0.00%**	$50,000 **2.80%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$50,000 **2.80%**	$1,787,268
2003	$0 **0.00%**	$11,559 **0.59%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$11,559 **0.59%**	$1,957,008
2004	$144,095 **3.16%**	$369,389 **8.10%**	$0 **0.00%**	$26,000 **0.57%**	$185,000 **4.06%**	$0 **0.00%**	$0 **0.00%**	$724,484 **15.88%**	$4,561,198
2005	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$2,518,995
2006	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$1,477,960 **27.16%**	$0 **0.00%**	$0 **0.00%**	$1,477,960 **27.16%**	$5,440,778
Total	$144,095 **0.89%**	$430,948 **2.65%**	$0 **0.00%**	$26,000 **0.16%**	$1,662,960 **10.22%**	$0 **0.00%**	$0 **0.00%**	$2,264,003 **13.92%**	$16,265,248

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Table 5-12
Goods and Services
Prime Contractor Utilization
City of Tucson
Fiscal Years 2002 – 2006

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	TOTALS
Total Prime Contractor Dollars	$97,750	$76,625	$109,416	$0	$1,202,399	$3,056,039	$4,542,230	$34,797,943	$39,340,172
Percent of Dollars	**0.25%**	**0.19%**	**0.28%**	**0.00%**	**3.06%**	**7.77%**	**11.55%**	**88.45%**	**100.00%**
Total Number of Contracts	2	2	4	0	7	27	42	240	282
Percent of Contracts	**0.71%**	**0.71%**	**1.42%**	**0.00%**	**2.48%**	**9.57%**	**14.89%**	**85.11%**	**100.00%**
Individual Firms Utilized	2	2	3	0	4	23	34	189	223
Percent of Firms	**0.90%**	**0.90%**	**1.35%**	**0.00%**	**1.79%**	**10.31%**	**15.25%**	**84.75%**	**100.00%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Note: Total dollars awarded may not equal the total due to rounding

For further comparison, **Table 5-13** presents the results of the analysis conducted to determine the prime contractor utilization of MWBE firms who were local certified minority or woman owned businesses (M/WBEs), non-local certified minority or woman owned businesses (DBE/DBW) and self certified minority, woman or minority woman owned businesses (SCM/SCW/SCWM). The following is a breakdown of the $4.5 million or 11.55 percent of the total Good and Services contract dollars received by MWBEs:

Local Certified Minority and Woman Owned Businesses

- MBEs - local certified minority owned firms received $20,000 or 0.05 percent of the total contract dollars awarded for Good and Services.
- WBEs – local certified woman owned firms received $20,636 or 0.05 percent of the total contract dollars awarded for Good and Services.

Non Local Certified Minority and Woman Owned Businesses

- DBEs – non local certified minority owned firms received $29,212 or 0.07 percent of the total contract dollars awarded for Goods and Services.
- DBWs – non local certified woman owned firms did not receive any contracts awarded for Good and Services.

Self Certified Minority, Woman and Minority Woman Owned Businesses

- SCMs – self certified minority owned firms received $1.36 million or 3.46 percent of the total contract dollars awarded for Good and Services.
- SCWs – self certified woman owned firms received over $3 million or 7.77 percent of the total contract dollars awarded for Goods and Services.
- SCWMs – self certified minority woman owned firms received $56,000 or 0.14 percent of the total contract dollars awarded for Goods and Services.

5.4 Subcontractor Utilization Analysis

Subcontractor utilization data were provided by the City in both electronic and hardcopy format. From the data, the Wilson Group conducted the subcontractor utilization analyses for each business category of subcontracts awarded by prime contractors during the study period.

5.4.1 Construction

The utilization analysis of subcontractors for Construction projects is shown in **Table 5-14**. During the five year study period, MWBEs were awarded over $19.6 million or 7.28 percent of the total contracting dollars expended by the City for Construction projects. As stated previously, the total amount expended for Construction projects was over $270.1 million.

Table 5-13
Goods and Services
M/WBE Prime Contractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson
Fiscal Years 2002 – 2006

Fiscal Year	MBE (minority certified)	WBE (woman certified)	DBE (disadvantage certifed)	DBW (disadvantage woman certified)	SCM (self certified minority)	SCW (self certified woman)	SCWM (self certified minority woman)	Total M/WBEs (certified and non-certified)	Total Dollars Awarded
2002	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$123,426 **1.84%**	$210,695 **3.14%**	$0 **0.00%**	$334,121 **4.98%**	$6,714,553
2003	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$459,751 **9.04%**	$913,985 **17.98%**	$0 **0.00%**	$1,373,736 **27.02%**	$5,084,045
2004	$0 **0.00%**	$11 **0.00%**	$29,212 **0.17%**	$0 **0.00%**	$557,625 **3.19%**	$352,787 **2.02%**	$56,000 **0.32%**	$995,635 **5.70%**	$17,459,560
2005	$20,000 **0.42%**	$20,625 **0.44%**	$0 **0.00%**	$0 **0.00%**	$110,397 **2.34%**	$1,305,862 **27.71%**	$0 **0.00%**	$1,456,884 **30.92%**	$4,712,373
2006	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$109,154 **2.03%**	$272,699 **5.08%**	$0 **0.00%**	$381,853 **7.11%**	$5,369,641
Total	$20,000 **0.05%**	$20,636 **0.05%**	$29,212 **0.07%**	$0 **0.00%**	$1,360,354 **3.46%**	$3,056,029 **7.77%**	$56,000 **0.14%**	$4,542,230 **11.55%**	$39,340,172

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Table 5-14
Construction
MWBE Subcontractor Utilization
City of Tucson
Fiscal Years 2002 – 2006

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	M/WBE Totals
All Subs Utilized	$13,696	$346,080	$189,503	$0	$13,793,551	$5,316,630	$19,659,460
Percent of M/WBE Subcontract Dollars	**0.07%**	**1.76%**	**0.96%**	**0.00%**	**70.16%**	**27.04%**	**100%**
Percent of Total Contract Dollars	**0.01%**	**0.13%**	**0.07%**	**0.00%**	**5.11%**	**1.97%**	**7.28%**
SubContracts Total	6	14	6	0	524	212	762
Percent of Contracts	**0.79%**	**1.84%**	**0.79%**	**0.00%**	**68.77%**	**27.82%**	**100%**
Individual Firms Utilized	3	2	3	0	56	36	100
Percent of Firms	**3.00%**	**2.00%**	**3.00%**	**0.00%**	**56.00%**	**36.00%**	**100%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

The MWBEs most utilized as subcontractors were owned by Hispanic Americans, receiving over $13.7 million or 5.11 percent; followed by non-minority Women, receiving over $5.3 million or 1.97 percent of the total funds expended for Construction projects. Subcontinent Asian Americans did not receive any of the subcontracting dollars awarded by the City for Construction projects.

For further comparison, **Table 5-15** presents the results of the analysis conducted to determine the subcontractor utilization of MWBE firms who were classified as local certified minority or woman owned businesses (M/WBEs), non-local certified minority or woman owned businesses (DBE/DBW) and self certified minority, woman or minority woman owned businesses (SCM/SCW/SCWM). The following is a breakdown of the $19.6 million or 7.28 percent of the total Construction contract dollars received by MWBEs:

Local Certified Minority and Woman Owned Businesses

- MBEs - local certified minority owned firms received over $12 million or 4.45 percent of the total contract dollars awarded for Construction projects.
- WBEs – local certified woman owned firms received over $4 million or 1.51 percent of the total contract dollars awarded for Construction projects.

Non Local Certified Minority and Woman Owned Businesses

- DBEs – non local certified minority owned firms received $299,129 or 0.11 percent of the total contract dollars awarded for Construction projects.
- DBWs – non local certified woman owned firms received $49,161 or 0.02 percent of the total contract dollars awarded for Construction projects.

Self Certified Minority, Woman and Minority Woman Owned Businesses

- SCMs – self certified minority owned firms received over $1.4 million or 0.54 percent of the total contract dollars awarded for Construction projects.
- SCWs – self certified woman owned firms received over $1.5 million or 0.56 percent of the total contract dollars awarded for Construction projects.
- SCWMs – self certified minority woman owned firms received $223,862 or 0.08 percent of the total contract dollars awarded for Construction projects.

5.4.2 Professional Services

The utilization analysis of subcontractors for Professional Services is shown in **Table 5-16.** During the five year study period, MWBEs were awarded $701,122 or 4.31 percent of the total contracting dollars expended for Professional Services. Overall, the total amount expended for Professional Services was over $16.2 million. The MWBEs most utilized as subcontractors were owned by Hispanic Americans, receiving $278,914 or 1.71 percent, followed closely by

Table 5-15
Construction
M/WBE Subcontractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson
Fiscal Years 2002 – 2006

Fiscal Year	MBE (minority certified)	WBE (woman certified)	DBE (disadvantage certifed)	DBW (disadvantage woman certified)	SCM (self certified minority)	SCW (self certified woman)	SCWM (self certified minority woman)	Total M/WBEs (certified and non-certified)	Total Dollars Awarded
2002	$2,886,983 **6.40%**	$551,510 **1.22%**	$0 **0.00%**	$0 **0.00%**	$72,433 **0.16%**	$535,684 **1.19%**	$48,775 **0.11%**	$4,095,385 **9.07%**	$45,138,799
2003	$2,992,941 **8.00%**	$258,486 **0.69%**	$256,129 **0.68%**	$23,042 **0.06%**	$613,537 **1.64%**	$307,041 **0.82%**	$167,957 **0.45%**	$4,619,133 **12.35%**	$37,395,990
2004	$1,505,360 **3.43%**	$739,269 **1.69%**	$16,000 **0.04%**	$13,731 **0.03%**	$358,129 **0.82%**	$228,590 **0.52%**	$7,130 **0.02%**	$2,868,209 **6.54%**	$43,846,443
2005	$2,364,875 **4.00%**	$1,124,663 **1.90%**	$27,000 **0.05%**	$9,112 **0.02%**	$354,052 **0.60%**	$305,264 **0.52%**	$0 **0.00%**	$4,184,966 **7.08%**	$59,121,494
2006	$2,260,786 **2.67%**	$1,410,721 **1.67%**	$0 **0.00%**	$3,276 **0.00%**	$69,462 **0.08%**	$147,521 **0.17%**	$0 **0.00%**	$3,891,767 **4.60%**	$84,619,237
Total	$12,010,946 **4.45%**	$4,084,649 **1.51%**	$299,129 **0.11%**	$49,161 **0.02%**	$1,467,613 **0.54%**	$1,524,100 **0.56%**	$223,862 **0.08%**	$19,659,460 **7.28%**	$270,121,964

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Table 5-16
Professional Services
MWBE Subcontractor Utilization
City of Tucson
Fiscal Years 2002 - 2006

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	M/WBE Totals
All Subs Utilized	$0	$122,817	$0	$59,324	$278,914	$240,066	$701,122
Percent of M/WBE Subcontract Dollars	**0.00%**	**17.52%**	**0.00%**	**8.46%**	**39.78%**	**34.24%**	**100%**
Percent of Total Contract Dollars	**0.00%**	**0.76%**	**0.00%**	**0.36%**	**1.71%**	**1.48%**	**4.31%**
SubContracts Total	0	2	0	1	9	11	23
Percent of Contracts	**0.00%**	**8.70%**	**0.00%**	**4.35%**	**39.13%**	**47.83%**	**100%**
Individual Firms Utilized	0	1	0	1	4	7	13
Percent of Firms	**0.00%**	**7.69%**	**0.00%**	**7.69%**	**30.77%**	**53.85%**	**100%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

non-minority Women receiving over $240,066 or 1.48 percent of the total funds expended for Professional Services. African Americans and Asian Pacific Americans did not receive any of the subcontracting dollars awarded by the City for Professional Services.

For further comparison, **Table 5-17** presents the results of the analysis conducted to determine the subcontractor utilization of MWBE firms who were local certified minority or woman owned businesses (M/WBEs), non-local certified minority or woman owned businesses (DBE/DBW) and self certified minority, woman or minority woman owned businesses (SCM/SCW/SCWM). The following is a breakdown of the $701,122 or 4.31 percent of the total Professional Services contract dollars received by MWBEs:

Local Certified Minority and Woman Owned Businesses

- MBEs - local certified minority owned firms received $277,531 or 1.71 percent of the total contract dollars awarded for Professional Services projects.
- WBEs – local certified woman owned firms received $144,303 or 0.89 percent of the total contract dollars awarded for Professional Services projects.

Non Local Certified Minority and Woman Owned Businesses

- DBEs – non local certified minority owned firms did not participate in any Professional Services projects.
- DBWs – non local certified woman owned firms received $4,499 or 0.03 percent of the total contract dollars awarded for Professional Services projects.

Self Certified Minority, Woman and Minority Woman Owned Businesses

- SCMs – self certified minority owned firms received $183,524 or 1.13 percent of the total contract dollars awarded for Professional Services projects.
- SCWs – self certified woman owned firms received $91,265 or 0.56 percent of the total contract dollars awarded for Professional Services projects.
- SCWMs – self certified minority woman owned firms did not participate in any Professional Services projects.

5.5 Goal Analyses

5.5.1 MBE Goals - Construction

The Wilson Group conducted a MBE goal analysis of Construction contracts awarded by the City (Appendix D-18-D-23). During the five year study period the City projected a MBE goal for Construction contracts of approximately $11.2 million or 4.17 percent of the contract dollars awarded. The achieved contract goal amount was over $14.3 million or 5.31 percent of the total

Table 5-17
Professional Services
MWBE Subcontractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson
Fiscal Years 2002 – 2006

Fiscal Year	MBE (minority certified)	WBE (woman certified)	DBE (disadvantage certifed)	DBW (disadvantage woman certified)	SCM (self certified minority)	SCW (self certified woman)	SCWM (self certified minority woman)	Total M/WBEs (certified and non-certified)	Total Dollars Awarded
2002	$14,111 **0.79%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$14,111 **0.79%**	$1,787,268
2003	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$4,499 **0.23%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$4,499 **0.23%**	$1,957,008
2004	$151,466 **3.32%**	$133,230 **2.92%**	$0 **0.00%**	$0 **0.00%**	$122,817 **2.69%**	$76,470 **1.68%**	$0 **0.00%**	$483,983 **10.61%**	$4,561,198
2005	$104,784 **4.16%**	$11,073 **0.44%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$115,857 **4.60%**	$2,518,995
2006	$7,170 **0.13%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$60,707 **1.12%**	$14,795 **0.27%**	$0 **0.00%**	$82,672 **1.52%**	$5,440,778
Total	$277,531 **1.71%**	$144,303 **0.89%**	$0 **0.00%**	$4,499 **0.03%**	$183,524 **1.13%**	$91,265 **0.56%**	$0 **0.00%**	$701,122 **4.31%**	$16,265,248

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction dollars expended. Below is a summary by fiscal year of the projected and achieved MBE goals for Construction contracts awarded by the City.

Summary of Assigned Contract Goals and MBE Goals Achieved for Construction

Fiscal Year	Total Contract Dollars	Contract Goal Amount	Contract Goal %	Achieved Contract Goal Amount	Achieved Goal %
2002	$45,138,799	$2,899,590	6.42%	$3,194,053	7.08%
2003	$37,395,990	$2,772,274	7.41%	$4,041,086	10.81%
2004	$43,846,443	$2,007,084	4.58%	$1,953,784	4.46%
2005	$59,121,494	$1,217,599	2.06%	$2,794,689	4.73%
2006	$84,619,237	$2,376,324	2.81%	$2,359,218	2.79%
Totals	**$270,121,964**	**$11,272,871**	**4.17%**	**$14,342,830**	**5.31%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

The overall results of this analysis presented in **Table 5-18** shows that of the 320 Construction contracts awarded, 225 or 70.31 percent of the contracts were assigned a MBE goal and 95 or 29.69 percent of the contracts did not have a MBE goal assigned.

Contracts awarded with an assigned MBE goal totaled over $224.1 million or 83.00 percent of the total dollars expended on Construction projects. Of this amount, MBEs received over $13.5 million or 6.05 percent of the contracts awarded with assigned goals. The total amount of contracts awarded that did not have an assigned MBE goal was over $45.9 million or 17.00 percent of the total dollars expended. Of this amount, MBEs received $779,846 or 1.70 percent of the contracts awarded that did not have an assigned goal.

5.5.2 WBE Goals - Construction

The Wilson Group conducted a WBE goal analysis of Construction contracts awarded by the City (Appendix D-31 –D-36). During the five year study period the City projected a WBE goal for Construction contracts of approximately $2.5 million or 0.96 percent of the contract dollars awarded. The achieved contract goal amount was over $5.3 million or 1.97 percent of the total Construction dollars expended. Below is a summary by fiscal year of the projected and achieved WBE goals for Construction contracts awarded by the City.

Summary of Assigned Contract Goals and WBE Goals Achieved for Construction

Fiscal Year	Total Contract Dollars	Contract Goal Amount	Contract Goal %	Achieved Contract Goal Amount	Achieved Goal %
2002	$45,138,799	$1,268,469	2.81%	$ 901,332	2.00%
2003	$37,395,990	$ 156,888	0.42%	$ 578,047	1.55%
2004	$43,846,443	$ 242,763	0.55%	$ 914,425	2.09%
2005	$59,121,494	$ 196,607	0.33%	$1,390,277	2.35%
2006	$84,619,237	$ 723,939	0.86%	$1,532,549	1.81%
Totals	**$270,121,964**	**$2,588,666**	**0.96%**	**$5,316,630**	**1.97%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Table 5-18
MBE Project Goal Utilization Analysis
Construction
City of Tucson
FY2002 - FY2006

Fiscal Year	Total # of Contracts	Total Contract Dollars Awarded	MBE Assigned Goal	Projected MBE Goal Amount	Actual MBE Goal Achieved	Actual MBE Goal Amount Achieved	Total # of Contracts w/ Goals	Total Contract Dollars Awarded w/Goals	Total MBE Dollars	Percent of Total Contract Dollars w/Goals Awarded to MBEs	Total # of Contracts w/out Goals	Total Contract Dollars Awarded w/out Goals	Total # of Contracts w/out Goals Awarded to MBEs	Total Contract Dollars w/out Goals Awarded to MBEs	Total MBE Dollars	Percent of Total Contract Dollars w/out Goals Awarded to MBEs
2002	36	$45,138,799	6.42%	$2,899,590	7.08%	$3,194,053	30	$43,406,909	$3,194,053	7.36%	6	$1,731,890	0	$0	$0	0.00%
2003	54	$37,395,990	7.41%	$2,772,274	10.81%	$4,041,086	44	$36,216,399	$4,037,206	11.15%	10	$1,179,591	1	$106,600	$3,880	0.33%
2004	72	$43,846,443	4.58%	$2,007,084	4.46%	$1,953,784	54	$37,799,764	$1,914,092	5.06%	18	$6,046,680	3	$2,743,090	$39,693	0.66%
2005	81	$59,121,494	2.06%	$1,217,599	4.73%	$2,794,689	49	$37,900,360	$2,379,958	6.28%	32	$21,221,134	10	$14,707,008	$414,731	1.95%
2006	77	$84,619,237	2.81%	$2,376,324	2.79%	$2,359,218	48	$68,867,503	$2,037,675	2.96%	29	$15,751,734	9	$11,682,830	$321,543	2.04%
Total	**320**	**$270,121,964**	**4.17%**	**$11,272,871**	**5.31%**	**$14,342,830**	**225**	**$224,190,934**	**$13,562,984**	**6.05%**	**95**	**$45,931,030**	**23**	**$29,239,528**	**$779,846**	**1.70%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006.
Note: Total dollars awarded may not equal the total due to rounding

The overall results of this analysis presented in **Table 5-19** shows that of the 320 Construction contracts awarded, 84 or 26.25 percent of the contracts were assigned a WBE goal and 236 or 73.75 percent of the contracts did not have a WBE goal assigned.
Contracts awarded with an assigned WBE goal totaled over $128.1 million or 47.46 percent of the total dollars expended on Construction projects. Of this amount, WBEs received over $3.1 million or 2.49 percent of the contracts awarded with assigned goals. The total amount of contracts awarded that did not have an assigned WBE goal was over $141.1 million or 52.54 percent of the total dollars expended. Of this amount, WBEs received over $2.1 million or 1.50 percent of the contracts awarded that did not have an assigned goal.

5.6 Prime Contractor Utilization Threshold Analyses

For further comparison of MWBE utilization, the Wilson Group conducted a threshold analysis of Construction prime contractor contracts awarded by the City. This was accomplished by evaluating the contracts awarded based on the following dollar ranges:

- Contracts in the amount of $500,000 or less
- Contracts in the amount of $500,001 to $1,000,000
- Contracts in the amount of $1,000,001 to $3,000,000
- Contracts in the amount of $5,000,001 to $5,000,000
- Contracts over $5,000,000

5.6.1 Construction

Table 5-20 shows the threshold analysis conducted of the 320 Construction prime contracts awarded by the City. MWBEs received 74 or 23.13 percent of the contracts awarded. The most successful groups were non-minority Women owned firms receiving 45 or 14.06 percent of the contracts; followed by Hispanic Americans, receiving 29 or 9.06 percent of the contracts awarded. The following is a breakdown of MWBE participation:

- African American, Native American, Asian Pacific American and Subcontinent Asian American owned firms did not receive any of the construction prime contracts awarded.
- MWBEs received 47 or 22.82 percent of the contracts awarded in the dollar range of $500,000 or less. The most successful groups were non-minority Women owned firms, receiving 29 or 14.08 percent of the contracts; followed by Hispanic American owned firms, receiving 18 or 8.74 percent of the contracts.
- MWBEs received 13 or 28.89 percent of the contracts awarded in the dollar range of $500,001 to $1million. The most successful groups were non-minority Women owned firms, receiving 8 or 17.78 percent of the contracts; followed by Hispanic American owned firms, receiving 5 or 11.11 percent of the contracts.

Table 5-19
WBE Project Goal Utilization Analysis
Construction
City of Tucson
FY2002 - FY2006

Fiscal Year	Total # of Contracts	Total Contract Dollars Awarded	WBE Assigned Goal	Projected WBE Goal Amount	Actual WBE Goal Achieved	Actual WBE Goal Amount Achieved	Total # of Contracts w/ Goals	Total Contract Dollars Awarded w/Goals	Total WBE Dollars	Percent of Total Contract Dollars w/Goals Awarded to WBEs	Total # of Contracts w/out Goals	Total Contract Dollars Awarded w/out Goals	Total # of Contracts w/out Goals Awarded to WBEs	Total Contract Dollars w/out Goals Awarded to WBEs	Total WBE Dollars	Percent of Total Contract Dollars w/out Goals Awarded to WBEs
2002	36	$45,138,799	2.81%	$1,268,469	2.00%	$901,332	30	$43,422,968	$886,457	2.04%	6	$1,715,830	2	$419,650	$14,875	0.87%
2003	54	$37,395,990	0.42%	$156,888	1.55%	$578,047	15	$10,574,422	$276,228	2.61%	39	$26,821,568	9	$17,097,478	$301,819	1.13%
2004	72	$43,846,443	0.55%	$242,763	2.09%	$914,425	3	$10,898,660	$191,092	1.75%	69	$32,947,784	17	$16,952,936	$723,333	2.20%
2005	81	$59,121,494	0.33%	$196,607	2.35%	$1,390,277	15	$16,785,331	$618,708	3.69%	66	$42,336,163	20	$16,497,187	$771,569	1.82%
2006	77	$84,619,237	0.86%	$723,939	1.81%	$1,532,549	21	$46,508,513	$1,218,439	2.62%	56	$38,110,724	15	$20,836,507	$314,110	0.82%
Total	**320**	**$270,121,964**	**0.96%**	**$2,588,666**	**1.97%**	**$5,316,630**	**84**	**$128,189,894**	**$3,190,923**	**2.49%**	**236**	**$141,932,069**	**63**	**$71,803,758**	**$2,125,707**	**1.50%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006.
Note: Total dollars awarded may not equal the total due to rounding

Table 5-20
Construction
Fiscal Years 2002 - 2006
Prime Contractor Utilization Threshold
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Dollars Awarded
$500,000 or Less	$0	$0	$0	$0	$3,381,703	$6,253,533	$9,635,236	$30,712,787	$40,348,023
# of Contracts	0	0	0	0	18	29	47	159	206
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**8.38%**	**15.50%**	**23.88%**	**76.12%**	
Percent of Contracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**8.74%**	**14.08%**	**22.82%**	**77.18%**	
$500,001 to $1,000,000	$0	$0	$0	$0	$3,960,916	$5,408,159	$9,369,075	$21,771,527	$31,140,602
# of Contracts	0	0	0	0	5	8	13	32	45
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**12.72%**	**17.37%**	**30.09%**	**69.91%**	
Percent of Contracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**11.11%**	**17.78%**	**28.89%**	**71.11%**	
$1,000,001 to $3,000,000	$0	$0	$0	$0	$9,620,059	$13,419,344	$23,039,403	$68,185,079	$91,224,482
# of Contracts	0	0	0	0	5	8	13	40	53
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**10.55%**	**14.71%**	**25.26%**	**74.74%**	
Percent of Contracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**9.43%**	**15.09%**	**24.53%**	**75.47%**	
$3,000,001 to $5,000,000	$0	$0	$0	$0	$4,615,380	$0	$4,615,380	$38,821,787	$43,437,167
# of Contracts	0	0	0	0	1	0	1	10	11
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**10.63%**	**0.00%**	**10.63%**	**89.37%**	
Percent of Contracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**9.09%**	**0.00%**	**9.09%**	**90.91%**	
Above $5,000,000	$0	$0	$0	$0	$0	$0	$0	$63,971,689	$63,971,689
# of Contracts	0	0	0	0	0	0	0	5	5
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**100.00%**	
Percent of Contracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**100.00%**	
Total	$0	$0	$0	$0	$21,578,058	$25,081,036	$46,659,094	$223,462,870	$270,121,964

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

- MWBEs received 13 or 24.53 percent of the contracts awarded in the dollar range of $1,000,001 to $3 million. The most successful groups were non-minority Women, owned firms, receiving 8 or 15.09 percent of the contracts; followed by Hispanic American owned firms, receiving 5 or 9.43 percent of the contracts.
- MWBEs received 1 or 9.09 percent of the contracts awarded in the dollar range of $3,000,001 to $5 million. The one contract was awarded to a Hispanic American owned firm.
- MWBEs did not receive any of the 5 contracts awarded in the above $5 million dollar range

5.7 Subcontractor Utilization Threshold Analyses

For further comparison of MWBE utilization, the Wilson Group conducted a threshold analysis of Construction subcontracts awarded by the City. This was accomplished by evaluating the contracts awarded based on the following dollar ranges:

- Contracts in the amount of $50,000 or less
- Contracts in the amount of $50,001 to $150,000
- Contracts in the amount of $150,001 to $350,000
- Contracts in the amount of $350,001 to $1,000,000
- Contracts over $1,000,000

5.7.1 Construction

Table 5-21 shows the threshold analysis conducted of the 2,015 Construction subcontracts awarded during the study period. MWBEs received 762 or 37.82 percent of the subcontracts awarded. The most successful groups were Hispanic American owned firms, receiving 524 or 26.01 percent; followed by non-minority Women owned firms, receiving 212 or 10.52 percent of the contracts awarded. The following is a breakdown of MWBE participation:

- Subcontinent Asian American owned firms did not receive any of the construction subcontracts.
- MWBEs received 676 or 38.32 percent of the subcontracts in the dollar range of $50,000 or less. The most successful groups were Hispanic American owned firms, receiving 460 or 26.08 percent of the subcontracts; followed by, non-minority Women owned firms, receiving 193 or 10.94 percent of the subcontracts.
- MWBEs received 60 or 32.26 percent of the subcontracts in the dollar range of $50,001 to $150,000. The most successful groups were Hispanic American owned firms, receiving 45 or 24.19 percent of the subcontracts; followed by non-minority Women owned firms, receiving 13 or 6.99 percent of the subcontracts.
- MWBEs received 22 or 44.00 percent of the subcontracts in the dollar range of $150,001 to $350,000. The most successful groups were Hispanic American owned firms, receiving 17 or 34.00 percent of the subcontracts; followed by non-minority Women owned firms, receiving 4 or 8.00 percent of the subcontracts.

Table 5-21
Construction
Fiscal Years 2002 - 2006
Subcontractor Utilization Threshold
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Threshold	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Dollars Awarded
$50,000 or Less	$13,696	$189,508	$35,015	$0	$4,825,423	$2,002,774	$7,066,417	$9,682,183	$16,748,600
# of Subcontracts	6	12	5	0	460	193	676	1,088	1,764
Percent of Dollars	**0.08%**	**1.13%**	**0.21%**	**0.00%**	**28.81%**	**11.96%**	**42.19%**	**57.81%**	
Percent of Subcontracts	**0.34%**	**0.68%**	**0.28%**	**0.00%**	**26.08%**	**10.94%**	**38.32%**	**61.68%**	
$50,001 to $150,000	$0	$156,572	$0	$0	$3,728,930	$1,060,367	$4,945,869	$11,048,530	$15,994,399
# of Subcontracts	0	2	0	0	45	13	60	126	186
Percent of Dollars	**0.00%**	**0.98%**	**0.00%**	**0.00%**	**23.31%**	**6.63%**	**30.92%**	**69.08%**	
Percent of Subcontracts	**0.00%**	**1.08%**	**0.00%**	**0.00%**	**24.19%**	**6.99%**	**32.26%**	**67.74%**	
$150,001 to $350,000	$0	$0	$154,488	$0	$3,608,678	$919,919	$4,683,085	$6,373,518	$11,056,603
# of Subcontracts	0	0	1	0	17	4	22	28	50
Percent of Dollars	**0.00%**	**0.00%**	**1.40%**	**0.00%**	**32.64%**	**8.32%**	**42.36%**	**57.64%**	
Percent of Subcontracts	**0.00%**	**0.00%**	**2.00%**	**0.00%**	**34.00%**	**8.00%**	**44.00%**	**56.00%**	
$350,001 to $1,000,000	$0	$0	$0	$0	$432,520	$1,333,569	$1,766,089	$5,912,313	$7,678,402
# of Subcontracts	0	0	0	0	1	2	3	11	14
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**5.63%**	**17.37%**	**23.00%**	**77.00%**	
Percent of Subcontracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**7.14%**	**14.29%**	**21.43%**	**78.57%**	
Above $1,000,000	$0	$0	$0	$0	$1,198,000	$0	$1,198,000	$0	$1,198,000
# of Subcontracts	0	0	0	0	1	0	1	0	1
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**100.00%**	**0.00%**	**100.00%**	**0.00%**	
Percent of Subcontracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**100.00%**	**0.00%**	
Total	$13,696	$346,080	$189,503	$0	$13,793,551	$5,316,630	$19,659,460	$33,016,544	$52,676,004

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

- MWBEs received 3 or 21.43 percent of the subcontracts in the dollar range of $350,001 to $1 million. The most successful groups were non-minority Women owned firms, receiving 2 or 14.29 percent of the subcontracts; followed by Hispanic American owned firms, receiving 1 or 7.14 percent of the subcontracts.
- A Hispanic American owned firm received the only subcontract in the above $1 million dollar range.

CHAPTER 6.0 – DISPARITY ANALYSES

CHAPTER 6.0 – DISPARITY ANALYSES

The objective of this Chapter is to determine if Minority and Women Owned Business Enterprises (MWBEs) were underutilized or overutilized on the contracts awarded by the City based upon their availability.

The Wilson Group conducted a disparity analysis for each business category to determine the differences between the utilization of MWBEs and the availability of such firms within the relevant market area. The data presented in the Availability and Utilization Analyses was used as the basis to determine if MWBEs received a fair and equitable share of the contracts awarded by the City. This is determined through the disparity index calculation that results in a comparison of the availability of MWBEs with the utilization of such firms.

The disparity index is obtained by dividing the percent of utilization by the percent of availability and multiplying the result by 100. A disparity index of 100 indicates a balance between utilization and availability. A disparity index of less than 100 indicates that firms are underutilized or overutilized if greater than 100. An index of less than 80 indicates significant underutilization and an index of 0.00 indicates zero utilization.

This section provides the results of the disparity analyses for each business category based on the utilization and availability of MWBEs in the City's relevant market area.

6.1 Construction

The disparity analysis for Construction subcontracts is shown in **Table 6-1**. During the five year study period, African American and Asian American owned firms were significantly underutilized with disparity indices of 1.64 and 22.63 respectively; Native American and non-minority Women owned firms were underutilized with indices of 80.07 and 85.95. The most successful MWBEs were Hispanic American owned firms with a disparity index of 169.65. The following is a summary of the analysis for the overall study period:

African Americans

- FY2002 through FY2006 – significantly underutilized as a subcontractor with a disparity index of 1.64.

Native Americans

- FY2002 through FY2006 – underutilized as a subcontractor with a disparity index of 80.07.

Table 6-1
Subcontractor Disparity Analysis
Construction
Fiscal Years 2002 - 2006
City of Tucson

Ethnicity Classifications	# of Awarded Contracts	Contract Dollars	% of Dollars[1]	% of Firms Available[2]	Disparity Index[3]	Disparity Impact Under/Over Utilization
2002						
African Americans	0	$0	0.00%	0.31%	0.00	* Underutilization
Native Americans	3	$185,862	0.41%	0.16%	257.35	Overutilization
Asian Pacific Americans	0	$0	0.00%	0.31%	0.00	* Underutilization
Hispanic Americans	53	$3,008,191	6.66%	3.01%	221.41	Overutilization
Nonminority Women	35	$901,332	2.00%	2.29%	87.20	Underutilization
2003						
African Americans	2	$5,257	0.01%	0.31%	4.53	* Underutilization
Native Americans	1	$10,522	0.03%	0.16%	17.59	* Underutilization
Asian Pacific Americans	1	$5,775	0.02%	0.31%	4.98	* Underutilization
Hispanic Americans	103	$4,019,532	10.75%	3.01%	357.10	Overutilization
Nonminority Women	28	$578,047	1.55%	2.29%	67.50	* Underutilization
2004						
African Americans	1	$1,665	0.00%	0.31%	1.22	* Underutilization
Native Americans	2	$67,165	0.15%	0.16%	95.74	Underutilization
Asian Pacific Americans	1	$3,900	0.01%	0.31%	2.87	* Underutilization
Hispanic Americans	99	$1,881,054	4.29%	3.01%	142.53	Overutilization
Nonminority Women	33	$914,425	2.09%	2.29%	91.07	Underutilization
2005						
African Americans	1	$5,634	0.01%	0.31%	3.07	* Underutilization
Native Americans	4	$48,762	0.08%	0.16%	51.55	* Underutilization
Asian Pacific Americans	4	$179,828	0.30%	0.31%	98.12	Underutilization
Hispanic Americans	143	$2,560,465	4.33%	3.01%	143.88	Overutilization
Nonminority Women	57	$1,390,277	2.35%	2.29%	102.69	Overutilization
2006						
African Americans	2	$1,140	0.00%	0.31%	0.43	* Underutilization
Native Americans	4	$33,769	0.04%	0.16%	24.94	* Underutilization
Asian Pacific Americans	0	$0	0.00%	0.31%	0.00	* Underutilization
Hispanic Americans	126	$2,324,308	2.75%	3.01%	91.26	Underutilization
Nonminority Women	59	$1,532,549	1.81%	2.29%	79.09	* Underutilization
OVERALL						
African Americans	6	$13,696	0.01%	0.31%	1.64	* Underutilization
Native Americans	14	$346,080	0.13%	0.16%	80.07	Underutilization
Asian Pacific Americans	6	$189,503	0.07%	0.31%	22.63	* Underutilization
Hispanic Americans	524	$13,793,551	5.11%	3.01%	169.65	Overutilization
Nonminority Women	212	$5,316,630	1.97%	2.29%	85.95	Underutilization

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Note: Total dollars awarded may not equal the total due to rounding

[1] The percentage of dollars from the prime utilization.

[2] The percentage of available firms.

[3] The disparity index is % utilization divided by % availability multiplied by 100.

* Significantly underutilized - disparity index below 80.00.

Asian Pacific Americans

- FY2002 through FY2006 – significantly underutilized as a subcontractor with a disparity index of 22.63.

Hispanic Americans

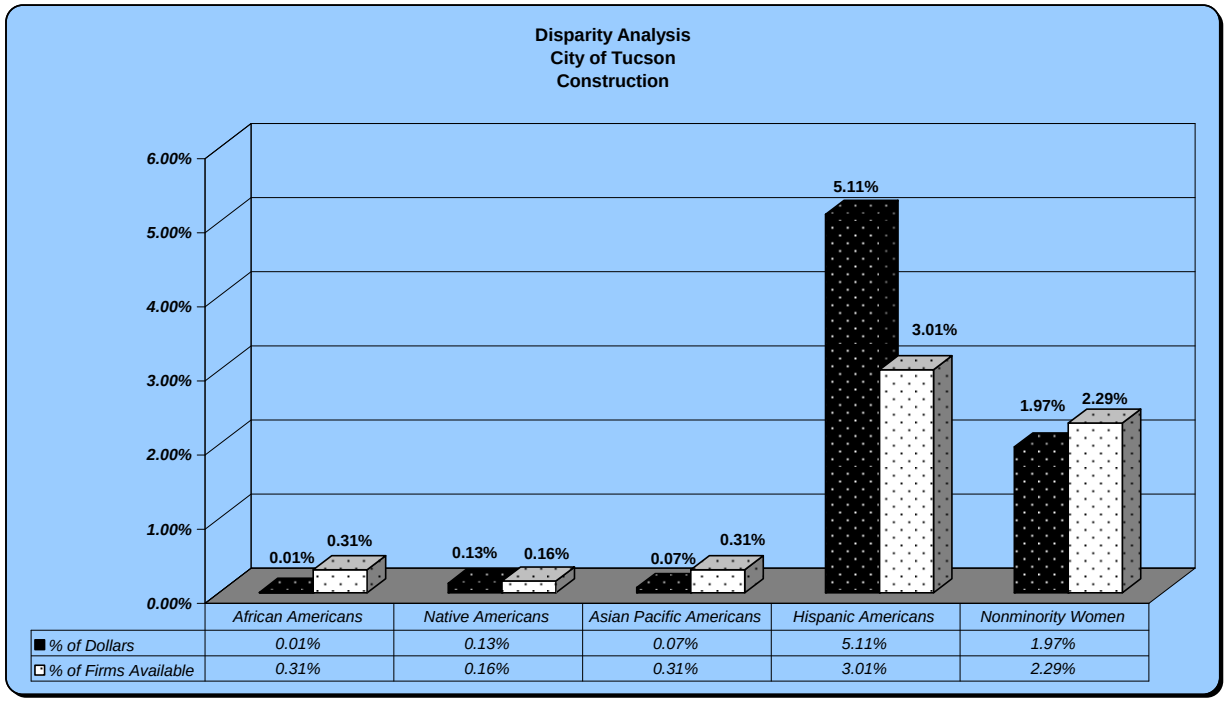
- FY2002 through FY2006 – overutilized as a subcontractor with a disparity index of 169.65.

Non-minority Women

- FY2002 through FY2006 – underutilized as a subcontractor with a disparity index of 85.95.

Table 6-2 presents a comparison of each MWBE group's utilization compared to their availability.

Table 6-2 Construction - Comparison of MWBEs Utilization vs. Availability



	African Americans	Native Americans	Asian Pacific Americans	Hispanic Americans	Nonminority Women
% of Dollars	0.01%	0.13%	0.07%	5.11%	1.97%
% of Firms Available	0.31%	0.16%	0.31%	3.01%	2.29%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

6.2 Professional Services

The disparity analysis for Professional Services subcontracts is shown in **Table 6-3**. During the five year study period, all MWBEs were significantly underutilized with the exception of Subcontinent Asian Americans. During FY2005, Subcontinent Asian Americans were overutilized. The following is a summary of the analysis for the five year study period:

African Americans

- FY2002 through FY2006 – significantly underutilized as a subcontractor with a disparity index of 0.00. The availability analysis indicates that 3.20 percent of the firms available were owned by African Americans.

Native Americans

- FY2002 through FY2006 – significantly underutilized as a subcontractor with a disparity index of 26.59.

Asian Pacific Americans

- FY2002 through FY2006 – significantly underutilized as a subcontractor with a disparity index of 0.00. The availability analysis indicates that 4.26 percent of the firms available were owned by Asian Pacific Americans.

Subcontinent Asian Americans

- FY2002 through FY2006 – overutililzed as a subcontractor with a disparity index of 202.63.

Hispanic Americans

- FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 17.55.

Non-minority Women

- FY2002 through FY2006 - significantly underutilized as a subcontractor with a disparity index of 14.83.

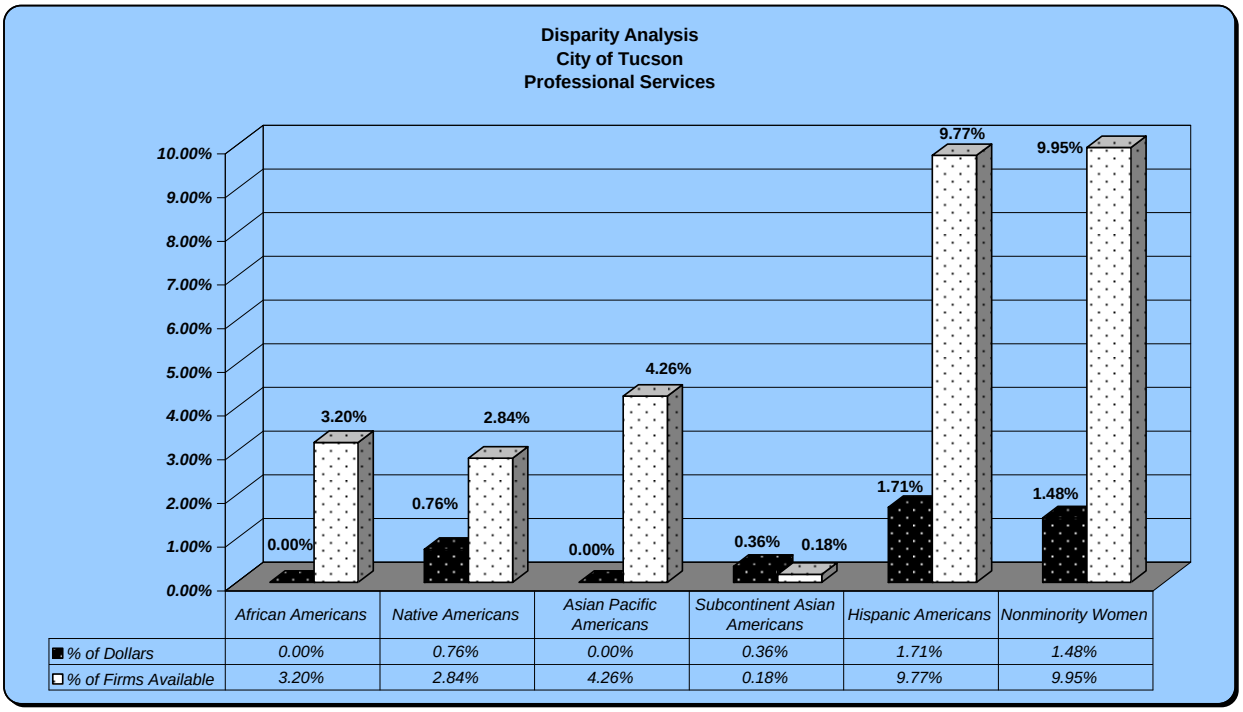
Table 6-4 presents a comparison of each MWBE group's utilization compared to their availability.

Table 6-3
Subcontractor Disparity Analysis
Professional Services
Fiscal Years 2002 - 2006
City of Tucson

Ethnicity Classifications	# of Awarded Contracts	Contract Dollars	% of Dollars[1]	% of Firms Available[2]	Disparity Index[3]	Disparity Impact Under/Over Utilization
2002						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	0	$0	0.00%	2.84%	0.00	* Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	0	$0	0.00%	0.18%	0.00	* Underutilization
Hispanic Americans	1	$14,111	0.79%	9.77%	8.08	* Underutilization
Nonminority Women	0	$0	0.00%	9.95%	0.00	* Underutilization
2003						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	0	$0	0.00%	2.84%	0.00	* Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	0	$0	0.00%	0.18%	0.00	* Underutilization
Hispanic Americans	0	$0	0.00%	9.77%	0.00	* Underutilization
Nonminority Women	1	$4,499	0.23%	9.95%	2.31	* Underutilization
2004						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	2	$122,817	2.69%	2.84%	94.81	Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	0	$0	0.00%	0.18%	0.00	* Underutilization
Hispanic Americans	3	$151,466	3.32%	9.77%	33.99	* Underutilization
Nonminority Women	7	$209,700	4.60%	9.95%	46.21	* Underutilization
2005						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	0	$0	0.00%	2.84%	0.00	* Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	1	$59,324	2.36%	0.18%	1,308.37	Overutilization
Hispanic Americans	2	$45,460	1.80%	9.77%	18.47	* Underutilization
Nonminority Women	2	$11,073	0.44%	9.95%	4.42	* Underutilization
2006						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	0	$0	0.00%	2.84%	0.00	* Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	0	$0	0.00%	0.18%	0.00	* Underutilization
Hispanic Americans	3	$67,877	1.25%	9.77%	12.77	* Underutilization
Nonminority Women	1	$14,795	0.27%	9.95%	2.73	* Underutilization
OVERALL						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	2	$122,817	0.76%	2.84%	26.59	* Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	1	$59,324	0.36%	0.18%	202.63	Overutilization
Hispanic Americans	9	$278,914	1.71%	9.77%	17.55	* Underutilization
Nonminority Women	11	$240,066	1.48%	9.95%	14.83	* Underutilization

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding
[1] The percentage of dollars from the prime utilization.
[2] The percentage of available firms.
[3] The disparity index is % utilization divided by % availability multiplied by 100.
* Significantly underutilized - disparity index below 80.00.

Table 6-4 Professional Services - Comparison of MWBEs Utilization vs. Availability



	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women
% of Dollars	0.00%	0.76%	0.00%	0.36%	1.71%	1.48%
% of Firms Available	3.20%	2.84%	4.26%	0.18%	9.77%	9.95%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

6.3 Goods and Services

The prime contractor disparity analysis for Goods and Services is shown in **Table 6-5**. During the five year study period, African Americans and Asian Pacific Americans were significantly underutilized. Native American, Hispanic American and non-minority Women owned firms were overutilized. The following is a summary of the analysis for the five year study period:

African Americans

- FY2002 through FY2006 – significantly underutilized as a vendor with a disparity index of 65.39.

Native Americans

- FY2002 through FY2006 – overutilized as a vendor with a disparity index of 121.73.

Asian Pacific Americans

- FY2002 through FY2006 – significantly underutilized as a vendor with a disparity index of 43.46.

Hispanic Americans

- FY2002 through FY2006 – overutilized as a vendor with a disparity index of 955.13.

Table 6-5
Prime Contractor Disparity Analysis
Goods and Services
Fiscal Years 2002 - 2006
City of Tucson

Ethnicity Classifications	# of Awarded Contracts	Contract Dollars	% of Dollars[1]	% of Firms Available[2]	Disparity Index[3]	Disparity Impact Under/Over Utilization
2002						
African Americans	1	$25,000	0.37%	0.38%	97.98	Underutilization
Native Americans	0	$0	0.00%	0.16%	0.00	* Underutilization
Asian Pacific Americans	0	$0	0.00%	0.64%	0.00	* Underutilization
Hispanic Americans	1	$98,426	1.47%	0.32%	458.08	Overutilization
Nonminority Women	3	$210,695	3.14%	7.22%	43.46	* Underutilization
2003						
African Americans	0	$0	0.00%	0.38%	0.00	* Underutilization
Native Americans	0	$0	0.00%	0.16%	0.00	* Underutilization
Asian Pacific Americans	1	$49,668	0.98%	0.64%	152.65	Overutilization
Hispanic Americans	2	$410,083	8.07%	0.32%	2,520.65	Overutilization
Nonminority Women	7	$913,985	17.98%	7.22%	249.00	Overutilization
2004						
African Americans	0	$0	0.00%	0.38%	0.00	* Underutilization
Native Americans	1	$56,000	0.32%	0.16%	200.46	Overutilization
Asian Pacific Americans	1	$29,212	0.17%	0.64%	26.14	* Underutilization
Hispanic Americans	2	$557,625	3.19%	0.32%	998.07	Overutilization
Nonminority Women	8	$352,798	2.02%	7.22%	27.99	* Underutilization
2005						
African Americans	0	$0	0.00%	0.38%	0.00	* Underutilization
Native Americans	1	$20,625	0.44%	0.16%	273.55	Overutilization
Asian Pacific Americans	1	$20,000	0.42%	0.64%	66.31	* Underutilization
Hispanic Americans	1	$110,397	2.34%	0.32%	732.10	Overutilization
Nonminority Women	5	$1,305,862	27.71%	7.22%	383.81	Overutilization
2006						
African Americans	1	$72,750	1.35%	0.38%	356.54	Overutilization
Native Americans	0	$0	0.00%	0.16%	0.00	* Underutilization
Asian Pacific Americans	1	$10,536	0.20%	0.64%	30.66	* Underutilization
Hispanic Americans	1	$25,868	0.48%	0.32%	150.55	Overutilization
Nonminority Women	4	$272,699	5.08%	7.22%	70.34	* Underutilization
OVERALL						
African Americans	2	$97,750	0.25%	0.38%	65.39	* Underutilization
Native Americans	2	$76,625	0.19%	0.16%	121.73	Overutilization
Asian Pacific Americans	4	$109,416	0.28%	0.64%	43.46	* Underutilization
Hispanic Americans	7	$1,202,399	3.06%	0.32%	955.13	Overutilization
Nonminority Women	27	$3,056,039	7.77%	7.22%	107.59	Overutilization

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Note: Total dollars awarded may not equal the total due to rounding

[1] The percentage of dollars from the prime utilization.

[2] The percentage of available firms.

[3] The disparity index is % utilization divided by % availability multiplied by 100.

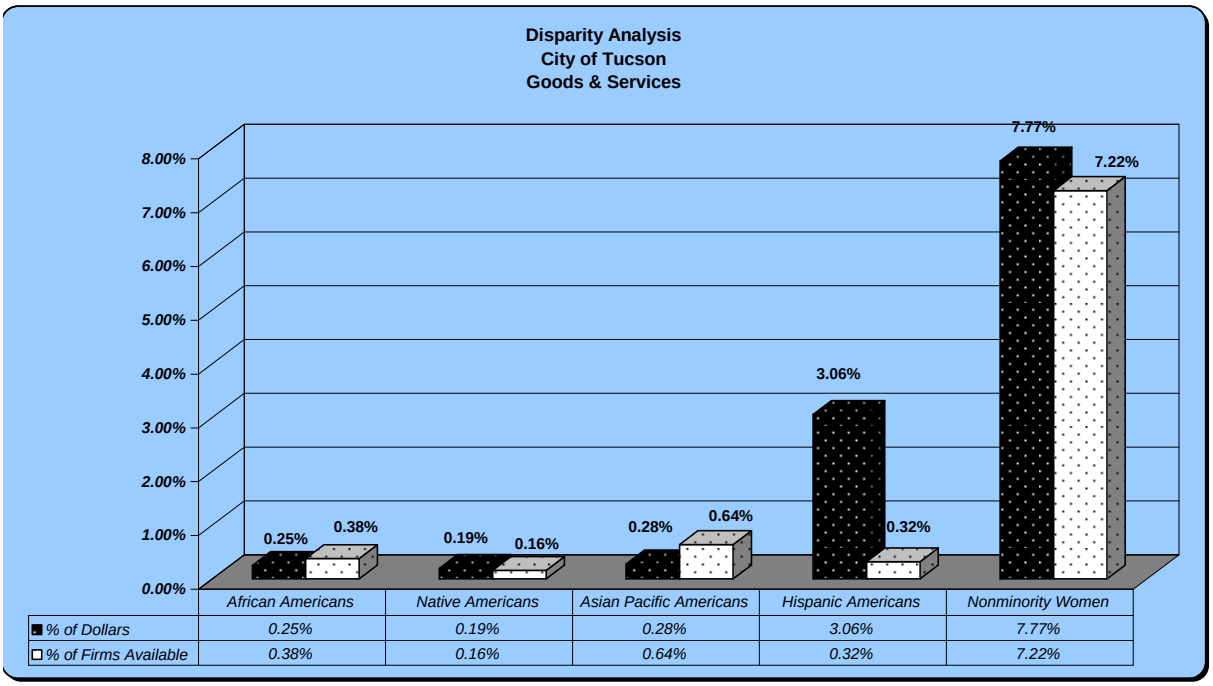
* Significantly underutilized - disparity index below 80.00.

Non-minority Women

- FY2002 through FY2006 – overutilized as a prime contractor with a disparity index of 107.59.

Table 6-6 presents a comparison of each MWBE group's utilization compared to their availability.

Table 6-6 Goods and Services - Comparison of MWBEs Utilization vs. Availability



	African Americans	Native Americans	Asian Pacific Americans	Hispanic Americans	Nonminority Women
% of Dollars	0.25%	0.19%	0.28%	3.06%	7.77%
% of Firms Available	0.38%	0.16%	0.64%	0.32%	7.22%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

CHAPTER 7.0 - PRIVATE SECTOR ANALYSIS

CHAPTER 7.0 - PRIVATE SECTOR ANALYSIS

7.1 Logistic Regression Summary for PUMS Data

Introduction

Recent thought in disparity analysis has extended beyond public sector analysis to the private sector. As data analysis has become more refined, additional analysis of the private sector data has become more common. In this section, logistic regression is performed on the Public Use Microdata Sample (PUMS) provided by the US Census Bureau. PUMS data for the State of Arizona was drawn, and the purpose of the regression analysis is to explore the causal effects on entrepreneurship. The rationale behind the analysis is that the same societal factors that inhibit HUBs from penetrating the public sector market may also apply to establishing businesses in the private sector.

Model Development

Dependent variable

For the following analyses, the dependent variable (the variable to be explained) is employment in a self-created business. In this case the dependent variable is dichotomous. In other words, an individual is either employed in a self-created business or an individual is not. In developing such a model, a value is assigned to each scenario. In this model, 0 is assigned to those cases where an individual is not employed in a self created business and 1 is assigned in those cases where an individual is employed in a self created business.

Independent Variables

Independent variables are those variables that explain the dependent variable. The independent variables and the coding schemes are shown in **Table 7-1** below. The primary variables of interest are the variables related to race and gender. Due to the coding schemes established, a negative B coefficient would indicate that minorities and white females are less likely to become entrepreneurs than the base category of white males. The other variables serve as control variables and are included to account for other possible reasons for likelihood of becoming an entrepreneur. Generally, it would be expected that those with higher income, higher educational status, and those that own their own homes are generally more likely to become entrepreneurs. Age is expected to also be positively associated, while age squared is likely to have a negative coefficient. Positive disability status, having persons over 65 and children under 18 in the house are expected to have a negative impact on entrepreneur status.

Table 7-1
Independent Variables and Coding
Logistic Regression Models

Variable	Coding
White Female	1 if White Female, 0 otherwise
Native American	1 if Native American, 0 otherwise
Asian American	1 if Asian American, 0 otherwise
African American	1 if African American, 0 otherwise
Hispanic American	1 if Hispanic American, 0 otherwise
Age	Number of years
Age Squared	Number of years squared
Marital Status	1 if currently married, 0 otherwise
Disability Status	1 if disabled, 0 otherwise
Household Income	Dollars earned
Own Home	1 if owns home, 0 otherwise
Unearned Income	Dollars earned from sources other than job
Children Under 18	1 if children in house under 18, 0 otherwise
Persons Over 65	1 if person in house over 65, 0 otherwise
Bachelor Degree	1 if person holds Bachelor degree, 0 otherwise
Advanced Degree	1 if person holds advanced degree, 0 otherwise

Three different models were run. The first model is for the entire data set. The second model is for those engaged in construction, while the third model is for those engaged in professional services.

Logistic Regression Results for Total Data Set

Table 7-2 shows the results for the logistic regression model for the total data set.

Table 7-2
Logistic Regression Results
State of Arizona
Total Data Set

Variable	B	Sig	Exp(B)
White Female	-0.532	0.000	0.588
Native American	-0.786	0.000	0.456
Asian American	-0.354	0.001	0.702
African American	-0.835	0.000	0.434
Hispanic American	-0.619	0.000	0.538
Age	0.202	0.000	1.224
Age Squared	-0.002	0.000	0.998
Marital Status	0.150	0.000	1.162
Disability Status	-0.356	0.000	0.700
Household Income	0.000	0.000	1.000
Own home	0.207	0.000	1.230
Unearned Income	0.000	0.001	1.000
Children Under 18	-0.011	0.789	0.989
Persons Over 65	-0.007	0.893	0.993
Bachelor Degree	0.030	0.501	1.031
Advanced Degree	0.118	0.026	1.126

The model contained 60,195 cases and has an estimated R-square value of .162. The Chi-square value is 3,826. Bolded variables are statistically significant at .05.

Of particular interest is that the coefficients for each of the race/gender variables are negative. This means that white females, Native Americans, Asian Americans, African Americans and Hispanic American are all less likely to be entrepreneurs than are white males. Using the inverse ratio, it is possible to calculate the impact of race and gender on the probability of becoming an entrepreneur. In this case, white females are 1.56 times less likely to become entrepreneurs than are white males. Native Americans are 2.80 times less likely to become entrepreneurs than are white males. The impact for Asian Americans (1.72), African Americans (2.86), and Hispanic Americans (2.22) is also pronounced. The impact of each of the race/gender variables is greater than the control variables.

Logistic Regression Results for Construction Services

Table 7-3 shows the results for the logistic regression model for construction services.

Table 7-3
Logistic Regression Results
State of Arizona
Construction Services

Variable	B	Sig	Exp(B)
White Female	-0.158	0.300	0.854
Native American	-0.374	0.158	0.688
Asian American	0.022	0.960	1.022
African American	-0.111	0.773	0.895
Hispanic American	-0.971	0.000	0.379
Age	0.064	0.004	1.066
Age Squared	0.000	0.212	1.000
Marital Status	0.118	0.293	1.125
Disability Status	0.011	0.943	1.011
Household Income	0.000	0.443	1.000
Own home	0.438	0.001	1.550
Unearned Income	0.000	0.037	1.000
Children Under 18	-0.003	0.976	0.997
Persons Over 65	-0.054	0.731	0.948
Bachelor Degree	-0.075	0.643	0.927
Advanced Degree	0.474	0.095	1.607

The number of cases for the construction services model is 3,261. The estimated R-square value is .149 and the Chi-square value is 314. Bolded variables are statistically significant at .05.

The results indicate that only four of the variables have a statistically significant impact on entrepreneurship. For the race/gender variables, the coefficient for Hispanic Americans is

statistically significant and negative. The relationship between White Female, Native American, and African American and entrepreneurship is again negative, but does not reach statistical significance in this model. The relationship between Asian American and entrepreneurship is positive in this case but not statistically significant. The results show that for construction, Hispanic Americans are 2.63 times less likely to become entrepreneurs than are White males. Among the control variables, only age, home ownership, and unearned income are statistically significant.

Logistic Regression Results for Professional Services

Table 7-4 shows the results for the logistic regression model for construction services.

Table 7-4
Logistic Regression Results
State of Arizona
Professional Services

Variable	B	Sig	Exp(B)
White Female	-0.449	0.000	0.638
Native American	-1.032	0.000	0.356
Asian American	-0.543	0.036	0.581
African American	-1.054	0.000	0.349
Hispanic American	-0.801	0.000	0.449
Age	0.072	0.000	1.075
Age Squared	0.000	0.008	1.000
Marital Status	0.097	0.262	1.102
Disability Status	-0.344	0.010	0.716
Household Income	0.000	0.003	1.000
Own home	0.174	0.102	1.190
Unearned Income	0.000	0.000	1.000
Children Under 18	0.106	0.204	1.112
Persons Over 65	0.204	0.084	1.227
Bachelor Degree	-0.197	0.029	0.822
Advanced Degree	-0.449	0.000	0.638

The number of cases for the professional services model is 6,924. The estimated R-square value is .095 and the Chi-square value is 371. Bolded variables are statistically significant at .05.

The results of this model somewhat mirror the results from the total data set. The coefficients for the race/gender variables are all statistically significant and negative. The impact of the race/gender variables is also stronger than for the control variables. Native Americans, African Americans and Hispanic Americans are all less than twice as likely as are White males to become entrepreneurs in the professional services field.

7.2 Summary

In summary, the private sector analysis shows the following results for prime level activity.

- In construction, White Male-owned firms were most active in submitting bids and also reported the highest number of prime level contracts.

- The analysis of architectural and engineering proposals reveals that White Male-owned firms and Woman-owned firms submitted significantly higher numbers of proposals and consulting agreements resulting from those proposals.

- The review of professional services proposals and wins reveals that African American-owned firms lagged behind other business owner groups when comparing levels of activity. The win percentage for African American-owned firms was highest among all business owner groups but the activity level by African American-owned firms was noticeably low.

- White Male-owned firms and Women-owned firms reported higher numbers of bid attempts as prime level materials vendors. These firms also won a higher number of contracts in this business category. A similar pattern was observed for services not elsewhere classified.

Private sector sub level results were as follows.

- White Male-owned firms submitted a larger number of bids for construction subcontracts and reported greater success as demonstrated by the higher number of awarded subcontracts. Woman-owned firms were the next most successful business owner groups in construction subcontracting in terms of bid attempts and subcontract wins.

- Woman-owned firms submitted twice as many proposals as White Male-owned firms for architectural and engineering subconsultant projects. Woman-owned firms also reported more architectural and engineering subconsultant wins than other business owner groups.

- Higher numbers of proposals for professional services subconsultant work were submitted by Hispanic Americans, African Americans and White Males. Higher numbers of subconsultant agreements were reported by White Males and Hispanic Americans. Native American-owned firms reported that all proposal submissions resulted in agreements but the overall number of proposals was least among the business owners that participated in the telephone survey.

CHAPTER 8.0 - FINDINGS FROM TELEPHONE SURVEY

CHAPTER 8.0 - FINDINGS FROM TELEPHONE SURVEY

This section of the report shows the results of the demographic and business profile of firms represented in the telephone survey. **Table 8-1** summarizes key findings based on responses to the questions in the telephone survey. The data show that:

- Telephone survey respondents were more likely to be firms that provided construction services, professional services or goods and materials (commodities). The construction business category consisted mainly of non-M/WBEs. Woman-owned firms and Asian American-owned firms represented the major portion of professional services firms that participated in the telephone survey. Two-thirds of the commodities firms were either non-M/WBEs or Woman-owned firms.

- Over half of the participant firms were incorporated entities. One-quarter were limited liability corporations. Seventeen percent (17%) of the firms were sole proprietorships. The hierarchy of business structure was consistent among business owner categories. That is to say, most firms were incorporated entities, followed in number by limited liability corporations and sole proprietorships. The other firms in the survey were generally organized as some form of partnership.

- Most firms in the telephone survey had been in operation for 30 years or fewer. **Table 8-1** shows a noticeable drop in the number of firms when looking at years of operation exceeding 30 years. Also, Asian American-owned firms and Woman-owned firms represented 12 percent and 7 percent, respectively of firms in the "10 years or less" category and the "11 to 20 years" category. Non-M/WBEs accounted for the larger portion of firms in the "21 to 30 years" category.

- Over one-third of all business owners participating in the telephone survey reported completion of college education. Roughly, 24 percent had either some college or post graduate education, respectively.

- Asian American business owners were twice as likely to be college graduates as to have had some college education. The same statistic was true for Women business owners.

- African American business owners represented in the telephone survey were more likely to be college graduates or have post graduate degrees.

- Approximately 10 percent or more of firms were represented in the revenue categories covering receipts from less than $50,000 up to $3 million. In other words, we can see findings of at least 10 percent in each of those respective categories. Additionally, 20 percent of the all respondents indicated annual earnings between $1 million and $3 million.

- A greater proportion of non-M/WBEs generated between $1 million and $3 million.

- Woman-owned firms were equally as likely to generate $100,000 to $300,000 as they were to generate $1 million and $3 million.

Table 8-1
Telephone Survey Demographics

Demographics	African American		Native American		Asian American		Hispanic American		Woman		Non-M/WBE			
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
Line of Business *n= 435*														
Construction	1	0.2%	8	1.8%	28	6.4%	2	0.5%	23	5.3%	70	16.1%	132	30.3%
Architecture	2	0.5%	4	0.9%	7	1.6%	3	0.7%	7	1.6%	5	1.1%	28	6.4%
Professional Services	17	3.9%	5	1.1%	29	6.7%	5	1.1%	36	8.3%	25	5.7%	117	26.9%
Commodities	8	1.8%	7	1.6%	15	3.4%	3	0.7%	27	6.2%	36	8.3%	96	22.1%
Miscellaneous	6	1.4%	3	0.7%	16	3.7%	2	0.5%	14	3.2%	21	4.8%	62	14.3%
Business Structure *n= 434*														
Sole Proprietorship	10	2.3%	8	1.8%	21	4.8%	2	0.5%	15	3.5%	20	4.6%	76	17.5%
Partnership	0	0.0%	0	0.0%	0	0.0%	1	0.2%	0	0.0%	1	0.2%	2	0.5%
Corporation	14	3.2%	15	3.5%	40	9.2%	6	1.4%	56	12.9%	110	25.3%	241	55.5%
Limited Liability Partnership	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.5%	2	0.5%
Limited Liability Corporation	10	2.3%	4	0.9%	34	7.8%	5	1.2%	36	8.3%	24	5.5%	113	26.0%
Years in Business *n= 434*														
10 years or less	17	3.9%	12	2.8%	54	12.4%	7	1.6%	53	12.2%	46	10.6%	189	43.5%
11 to 20 years	12	2.8%	9	2.1%	29	6.7%	2	0.5%	33	7.6%	31	7.1%	116	26.7%
21 to 30 years	3	0.7%	5	1.2%	8	1.8%	2	0.5%	14	3.2%	45	10.4%	77	17.7%
31 to 40 years	2	0.5%	1	0.2%	3	0.7%	0	0.0%	4	0.9%	19	4.4%	29	6.7%
41 to 50 years	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	0.7%	5	1.2%	8	1.8%
more than 50 years	0	0.0%	0	0.0%	1	0.2%	4	0.9%	0	0.0%	10	2.3%	15	3.5%
Highest Level of Owner's Education *n= 420*														
Some High School	0	0.0%	0	0.0%	3	0.7%	0	0.0%	0	0.0%	1	0.2%	4	1.0%
High School Graduate	0	0.0%	2	0.5%	10	2.4%	1	0.2%	13	3.1%	17	4.0%	43	10.2%
Some College	8	1.9%	9	2.1%	18	4.3%	0	0.0%	21	5.0%	43	10.2%	99	23.6%
College Graduate	13	3.1%	5	1.2%	35	8.3%	4	1.0%	42	10.0%	55	13.1%	154	36.7%
Post Graduate	10	2.4%	7	1.7%	23	5.5%	6	1.4%	29	6.9%	27	6.4%	102	24.3%
Trade or Technical Certificate	3	0.7%	2	0.5%	5	1.2%	1	0.2%	1	0.2%	6	1.4%	18	4.3%
Gross Revenues *n= 367*														
$50,000 or less	9	2.5%	4	1.1%	12	3.3%	2	0.5%	12	3.3%	8	2.2%	47	12.8%
$50,001 to $100,000	7	1.9%	1	0.3%	13	3.5%	1	0.3%	7	1.9%	5	1.4%	34	9.3%
$100,001 to $300,000	6	1.6%	5	1.4%	13	3.5%	1	0.3%	18	4.9%	7	1.9%	50	13.6%
$300,001 to $500,000	2	0.5%	3	0.8%	17	4.6%	0	0.0%	9	2.5%	6	1.6%	37	10.1%
$500,001 to $1,000,000	2	0.5%	2	0.5%	13	3.5%	2	0.5%	13	3.5%	19	5.2%	51	13.9%
$1,000,001 to $3,000,000	3	0.8%	4	1.1%	15	4.1%	1	0.3%	17	4.6%	35	9.5%	75	20.4%
$3,000,001 to $5,000,000	0	0.0%	3	0.8%	4	1.1%	2	0.5%	4	1.1%	13	3.5%	26	7.1%
$5,000,001 to $10,000,000	1	0.3%	1	0.3%	2	0.5%	0	0.0%	5	1.4%	7	1.9%	16	4.4%
More than $10,000,000	1	0.3%	1	0.3%	2	0.5%	2	0.5%	3	0.8%	22	6.0%	31	8.4%

- Asian American-owned firms were more likely to report revenues of $300,000 to $500,000.

In summary, the telephone survey demographics show that participant firms were more likely to be construction firms or professional services firms. Woman-owned firms were more likely to provide professional services or commodities. Most businesses in the survey were incorporated entities.

Firms represented in the survey were newer firms in operation less than 30 years. A larger portion of the firms had actually been in business for 10 years of less. Most business owners reported at least some level of college education. Over one-third of the business owners were college graduates.

The telephone survey probed into owner opinions and perceptions about hindrances to their ability to conduct business. A number of topic areas were presented to assess similarities in responses by representatives from the respective firms. The data showed a tendency toward seven areas that were cited more frequently as barriers to business participation.

- **Time to prepare bid package or quote** – The focal point of this question was the time available between receipt of the request for bid or quotation and the due date for submission. The shorter the time period the more likely the chance for error or some other occurrence that would be detrimental to the chance of firm success in winning the contract.

- **Available information about pending projects** – Insufficient information about pending projects puts potential bidders at a disadvantage. Firms cannot be fully responsive to requirements that are not fully understood.

- **Knowledge and understanding of processes** – Qualified firms may experience difficulty securing contracts if those firms fail to meet procedural requirements for submission. Such requirements can include specific forms that must accompany bids, business licenses prior to consideration by a procuring agency, or other administrative requirements.

- **Lack of relationships** – A common adage is that “it’s not what you know but who you know.” Business owners may feel disadvantaged if they lack the business network with mentors and procurement officials to help them ferret through procurement processes. Business owners who have access to these networks may feel more confident in their ability to win contracts because they are able to vet ideas and issues with knowledgeable people.

- **Contract too large** – Larger contracts require greater firm resources for those that wish to be successful. Those resources include bonding and insurance requirements, human resources and capital resources. Large contracts may effectively exclude small and medium-sized firms because of the inherent requirements that exceed the capacity of those small and medium-sized firms.

- **Contract too expensive** – This area of concern is similar to the discussion above. Cost factors might include cost of plans, start-up materials, and minimum insurance liability coverages.

- **Preferred vendor lists** – The existence or perception of preferred vendor lists can discourage competition for contracts from firms that are otherwise qualified to submit bids. Procurement officials may certainly maintain vendor lists but those lists must be open and firms should be made aware of the requirements for inclusion on those lists.

Table 8-2 provides an overview of the responses. The exhibit only reflects "yes" responses to the questions asked during the telephone survey canvassing effort.

Table 8-2 shows that firm representatives were generally satisfied with the business environment. On average, no more than two-out-of-ten business owners had concerns about the topic areas reflected in the exhibit.

Sixteen percent (16%) of respondents complained about the information available regarding pending projects. Slightly fewer firms in total believed that a preferred vendor list existed that hampered them in their quest to do business. Just over 15 percent took issue with the size of contracts that were available in the marketplace. Other areas mentioned more frequently in the telephone survey included the costs associated with available contracts and the absence of viable business relationships to improve the chances of firm success.

Non-M/WBEs were more likely to take issue with the size and costs of contracts and the lack of information about pending projects. Woman-owned firms were also concerned about the size of contracts; but, they also raised concerns over the possible existence of a preferred vendor list.

Hispanic American-owned firms were somewhat concerned about the lack of sufficient time to prepare contracts and the limited information about pending projects. Asian American-owned firms noted a perceived lack of networking relationships and also expressed concern about the possible existence of preferred vendor lists.

Native American-owned firms complained about the time allowed for bid preparation and the limited information available about pending bids. African American-owned firms commented on the lack of business relationships and also were concerned about the possible presence of preferred vendor lists.

Table 8-2
Perceived Problems Conducting Business
Telephone Survey Responses (affirmative answers)

Barriers to Doing Business	African American		Native American		Asian American		Hispanic American		Woman		Non-M/WBE			
n= *435*	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
Performance bond requirements	3	0.7%	2	0.5%	8	1.8%	0	0.0%	13	3.0%	8	1.8%	34	7.8%
Insurance requirements	1	0.2%	0	0.0%	2	0.5%	0	0.0%	4	0.9%	1	0.2%	8	1.8%
Non-competitive supplier prices	1	0.2%	0	0.0%	5	1.1%	4	0.9%	5	1.1%	5	1.1%	20	4.6%
Bid specifications	4	0.9%	1	0.2%	8	1.8%	3	0.7%	9	2.1%	14	3.2%	39	9.0%
Pre-qualification requirements	4	0.9%	1	0.2%	7	1.6%	0	0.0%	9	2.1%	5	1.1%	26	6.0%
Limited time to prepare bid package or quote	4	0.9%	4	0.9%	11	2.5%	5	1.1%	15	3.4%	14	3.2%	53	12.2%
Limited information about pending projects	6	1.4%	5	1.1%	17	3.9%	5	1.1%	12	2.8%	24	5.5%	69	15.9%
Knowledge and understanding of processes	4	0.9%	2	0.5%	15	3.4%	3	0.7%	6	1.4%	14	3.2%	44	10.1%
Lack of experience	2	0.5%	1	0.2%	7	1.6%	0	0.0%	8	1.8%	8	1.8%	26	6.0%
Lack of personnel	5	1.1%	3	0.7%	9	2.1%	1	0.2%	6	1.4%	7	1.6%	31	7.1%
Lack of equipment	2	0.5%	1	0.2%	3	0.7%	1	0.2%	1	0.2%	7	1.6%	15	3.4%
Lack of resources	5	1.1%	2	0.5%	11	2.5%	2	0.5%	7	1.6%	10	2.3%	37	8.5%
Lack of relationships	8	1.8%	2	0.5%	20	4.6%	1	0.2%	14	3.2%	14	3.2%	59	13.6%
Contract too large	3	0.7%	3	0.7%	15	3.4%	1	0.2%	19	4.4%	26	6.0%	67	15.4%
Contract too expensive	4	0.9%	3	0.7%	14	3.2%	3	0.7%	11	2.5%	26	6.0%	61	14.0%
Unfair contracting practices	6	1.4%	1	0.2%	11	2.5%	2	0.5%	7	1.6%	11	2.5%	38	8.7%
Cost of buying plans for each proposal	5	1.1%	1	0.2%	7	1.6%	2	0.5%	7	1.6%	11	2.5%	33	7.6%
Preferred vendor list	8	1.8%	3	0.7%	20	4.6%	4	0.9%	17	3.9%	16	3.7%	68	15.6%

Table 8-3 shows the affirmative responses to our inquiries about issues affecting the success of subcontractors who have done business, or attempted to do business with, either the City of Tucson or Pima County, Arizona. Delays on payments to subcontractors from prime contractors were mentioned more frequently by survey respondents. According to a September 27, 2006 news release from the United States Census Bureau, "almost half (49 percent) of the nation's businesses are operated from home, and more than 6-in-10 owners used their own money to start the business." The limited access to outside financing increases the dependence of these businesses on receipt of timely payments for work that is performed to provide needed operating capital.

Following complaints about payment delays, subcontractors were more likely to complain about pressure to lower quotes on subcontract bids and to complain about not hearing from prime contractors after subcontract bids were submitted for consideration. Prime contractor feedback is critical for a number of reasons including project scheduling by the subcontractor, identifying areas of weakness in the submitted bid or proposal as learning tools and gaining knowledge of the skills required to be successful on future bid opportunities.

By business owner category, non-M/WBE subcontractors registered more complaints about subcontract payment delays. Woman-owned firms were more concerned about being dropped by prime contractors after contract award. Few complaints were registered by representatives from other business owner categories and those complaints were spread throughout the response options provided to the survey participants.

Few telephone survey participants cited discrimination as a possible cause for their perceived hindrances to participation on city and county projects. The tally of responses showed that fewer than 10 percent of all respondents expressed concern about discrimination.

Table 8-3
Subcontractor Issues
Telephone Survey Responses (affirmative answers)

Subcontractor Issues	African American		Native American		Asian American		Hispanic American		Woman		Non-M/WBE			
n= 56	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
Dropped by the prime after contract award	1	1.8%	0	0.0%	2	3.6%	0	0.0%	3	5.4%	1	1.8%	7	12.5%
Change in work scope after contract award	0	0.0%	0	0.0%	0	0.0%	1	1.8%	1	1.8%	3	5.4%	5	8.9%
Reduction in work scope and pay	0	0.0%	0	0.0%	0	0.0%	1	1.8%	2	3.6%	2	3.6%	5	8.9%
Paid less than the negotiated amount	0	0.0%	0	0.0%	1	1.8%	1	1.8%	0	0.0%	2	3.6%	4	7.1%
Held to higher performance standards by prime	1	1.8%	0	0.0%	1	1.8%	0	0.0%	0	0.0%	0	0.0%	2	3.6%
Held to higher performance standards by agency	0	0.0%	0	0.0%	1	1.8%	0	0.0%	1	1.8%	2	3.6%	4	7.1%
Completed a job and never received payment	0	0.0%	1	1.8%	0	0.0%	1	1.8%	1	1.8%	0	0.0%	3	5.4%
Asked to be a front for a majority firm	0	0.0%	0	0.0%	2	3.6%	0	0.0%	1	1.8%	0	0.0%	3	5.4%
Pressured to lower quotes on a bid	1	1.8%	1	1.8%	2	3.6%	1	1.8%	1	1.8%	2	3.6%	8	14.3%
No contact from prime after providing quotes	1	1.8%	0	0.0%	2	3.6%	1	1.8%	2	3.6%	2	3.6%	8	14.3%
Dropped from the contract because no M/WBE goal	1	1.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	1.8%
Unwritten rules	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Failed to attend mandatory pre-bid conference	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	1.8%	1	1.8%
Asked to sign claiming payment by prime when not paid	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	1.8%	0	0.0%	1	1.8%
Subcontract payment delays	0	0.0%	1	1.8%	2	3.6%	1	1.8%	2	3.6%	6	10.7%	12	21.4%
Had prime use your firm name in bid without permission	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Prime changed your bid without permission	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Asked to do more work than bid without increase in fees	1	1.8%	0	0.0%	2	3.6%	1	1.8%	1	1.8%	1	1.8%	6	10.7%
Failure to timely release retainage	1	1.8%	0	0.0%	0	0.0%	1	1.8%	2	3.6%	3	5.4%	7	12.5%
Design-Build format put project out of reach	0	0.0%	0	0.0%	0	0.0%	1	1.8%	0	0.0%	0	0.0%	1	1.8%

CHAPTER 9.0 – ANECDOTAL EVIDENCE SUMMARY

CHAPTER 9.0 - ANECDOTAL EVIDENCE SUMMARY

9.1 Introduction

This chapter describes the results of anecdotal information collected from personal interviews, public hearings and telephone surveys. The collection of personal accounts of incidents of discrimination and the analysis of this anecdotal information are important components of this Disparity Study (in brief reference, the "Study") because the information and analytical data provide a better understanding of the contracting culture within the City of Tucson ("City") and Pima County ("County") (collectively, the "Agencies").

Courts have relied on anecdotal data in disparity studies as evidence of the existence of past and present discrimination. Regarding the use of anecdotal evidence, the Supreme Court explains, "Evidence of a pattern of individual discriminatory acts can, if supported by appropriate statistical proof, lend support to a local government's determination that broader remedial relief is justified." *City of Richmond v. J.A. Croson Co*, 488 U.S. 469, 509, 109 S.Ct. 706, 730 (1989). Courts have indicated that while anecdotal evidence alone is generally not sufficient to prove discrimination, combining accounts of specific incidents of discrimination with strong evidence of statistical disparities can provide a strong evidentiary basis to support a race- and gender-conscious program.

In applying *Croson*, the Ninth Circuit Court of Appeals in *Western States Paving Co., Inc. v. Washington State Department of Transportation* noted that "both statistical and anecdotal evidence of discrimination are relevant in identifying the existence of discrimination." 407 F.3d 983, 992 (9th Cir. 2005) (citing *Adarand Constructors, Inc. v. Slater ("Adarand VII"),* 228 F.3d 1147, 1166 (10th Cir. 2000)). The Ninth Circuit criticized the Washington State Department of Transportation (WSDOT) for not introducing any anecdotal evidence of discrimination. During oral argument before the Ninth Circuit, WSDOT contended that the affidavits signed by applicants applying for MWBE status provided evidence of discrimination within Washington. Addressing this evidence, the Court stated that the affidavits "do not provide any evidence of discrimination within Washington's transportation contracting industry … these affidavits do not require prospective MWBEs to certify that they have been victims of discrimination in the contracting industry." *Id.* at 1002. The Court noted that the affidavits signed by the applicants for MWBE status only required the business owners to certify that they had been subject to racial or ethnic prejudice or cultural bias or that they had suffered the effects of discrimination because they were a member of a minority group. Relying upon *Croson*, the Ninth Circuit stated, "Such claims of

general societal discrimination—and even generalized assertions about discrimination in an entire industry—cannot be used to justify race-conscious remedial measures. *Id.* (citing *Croson*, 488 U.S. at 498).

In keeping with the legal precedent discussed above, the evidence of discrimination presented in this Chapter is compiled from 49 personal interviews with business owners within the relevant market area for the City of Tucson and Pima County, all of whom attested by affidavit to the experiences they described in the interviews. The evidence also includes testimony from business owners at two separate public hearings.

9.2 Methodology

Several methods were used to collect anecdotal data from individuals representing both MWBE and non-MWBE businesses. Specifically, personal interviews of MWBE and non-MWBE business owners, public hearings and a telephone survey were used to document specific incidents and patterns of discrimination. A detailed explanation of the process used to obtain evidence is discussed under each method.

To participate in the personal interviews and public hearings, business owners had to have conducted business with or attempted to conduct business with one of the Agencies or they had to have acted as a subcontractor on a project administered by one of the Agencies during the relevant study period. During the personal interviews, the interviewer asked each business owner to comment upon business that they conducted or attempted to conduct with the participating Agencies during the relevant study period. Business owners who participated in the public hearings were asked to restrict their comments to examples concerning projects administered by one of the participating Agencies. Also, each business that participated in either the personal interviews or the public hearings was located in the relevant market for the City or the County and maintained an Arizona business license.

Public Hearings

Two public hearings were conducted by Fields & Brown, LLC to receive testimony and exhibits relevant to the Agencies' MWBE programs and to MWBE participation in construction, professional services, general services and commodities contracting for one of the participating Agencies. Both hearings were held in Tucson. The first hearing was held on January 22, 2008 at the Northwest Neighborhood Center. Fourteen individuals attended the hearing and five individuals testified. The second hearing was held on January 23, 2008 at the Abrams Health Center. Five individuals attended the hearing and testified. The hearings were advertised in the Arizona Daily Territorial and the Tucson Business Weekly.

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The Arizona Daily Star ran an article stating the date, time and locations of the hearings. A media release was also issued. Notices were sent to all certified firms via e-mail and to all prime contractors registered on the City's vendor registration file. A notice was placed on the Office of Equal Opportunity Programs and Procurement pages of the City's main website. The hearing officer also attempted to establish a hearing panel to assist in receiving testimony for the hearings. Various business and community leaders were contacted in Tucson, including the Tucson Chamber of Commerce. Two people served on the panel for the January 22, 2008 Tucson hearing: Jan Aalberts with the National Association of Women Business Owners and Frank Siqueiros with the American Minority Contractors Association. Three people served on the panel for the January 23, 2008 Tucson hearing: Lola Kakes with the National Association of Women Business Owners; Tina Tighe of GBP Risk Solutions; and Frank Siqueiros with the American Minority Contractors Association.

Individuals in attendance at the public hearings were asked to sign in and were given speaker instructions and a Speaker's Card to complete. The speaker instruction sheet provided additional information regarding the parameters of the testimony to be provided.

If an individual was interested in speaking at the hearing and met the criteria to present testimony, then the individual completed the Speaker's Card before presenting testimony. The cards were collected, given to the Hearing Officer and added as exhibits to the hearing transcript.

A total of ten MWBE and non-MWBE business owners presented testimony at two public hearings.

When each hearing opened, Taylor Fields, of Fields & Brown, provided opening comments addressing the legal background for the Disparity Study, the components of the Study and the role of the hearing participants in establishing a factual record for the anecdotal portion of the Study.

The participants were then instructed to provide specific testimony regarding any incidents of discrimination they experienced in conducting business with one of the participating Agencies. As part of the hearing testimony, each speaker was required to provide complete identification, including the speaker's name, represented firm, the speaker's ethnic or gender group and the firm's certification status. After each speaker's testimony, the Hearing Officer and members of the panel asked questions to clarify the testimony. A court reporter recorded the proceedings at each of the hearings.

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Personal Interviews

One-on-one personal interviews were also conducted to elicit examples of specific incidents of discrimination on the basis of ethnicity and gender. D. Wilson Consulting Group provided an interview guide that covered a range of questions concerning a firm's experiences conducting business with the Agencies, experiences contracting with general contractors on the Agencies' projects, the firm's business operations and instances of discrimination.

In collecting anecdotal evidence relevant to the existence of discriminatory practices, the interviewers were as objective as possible in selecting the participants, drafting interview questions, asking questions during the interviews and eliciting follow-up responses from individuals. The interviewers made no attempts to prompt or guide the testimony or responses of individuals, but they tried to identify any unrecognized or acknowledged discriminatory practices within the relevant market area.

D. Wilson Consulting Group provided Fields & Brown, LLC with several different contact lists of business owners to assist in scheduling personal interviews. The contact lists utilized included: the MWBE Directory, Master Vendor List, the Arizona Builder Alliance Membership List, and a listing of prime contractors. Each list included the name of the business, business classification, contact name, email address, phone number, fax number and mailing address.

Fields & Brown then contacted each business by faxing a letter requesting participation in the disparity study by means of a personal interview. A total of 401 letters were faxed. With the initial letter, Fields & Brown forwarded letters signed by the Director of the Office of Equal Opportunity Programs (City) and the MWBE Program Coordinator (County), explaining the purpose of the study and the importance of participating in a personal interview.

Fields & Brown called all the businesses that received faxed letters within three days to attempt to schedule interviews. Each business owner who scheduled an interview received a confirmation letter from Fields & Brown sent on the same day that the interview was arranged. Fields & Brown also sent those businesses a reminder letter one to two days before the interview. During this scheduling process, Fields & Brown attempted contact with each business two to three times.

The goal was to conduct a total of 40 interviews. Interviewers from Fields & Brown conducted interviews in Tucson the week of January 25, 2008. Of the 401 businesses invited to participate in interviews, forty-eight personal interviews were conducted. In

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addition, one phone interview was conducted following our trip in January. A total of forty-nine interviews were conducted.

The contacted firms represented a cross section of firms in construction, professional services and procurement areas. A total of 39 MWBE firms were interviewed from the following racial/ethnic groups: 1 African American firm, 2 Native American firms, 20 Hispanic firms and 16 women owned firms. The remaining 9 firms interviewed were Caucasian male owned firms and one firm categorized as "other".

Each interview was held on-site at each owner's office or at a location selected by the owner. The interviews averaged one hour in length. Each interview was recorded on tape and later transcribed. Before each interview, business owners were informed that their responses to the questionnaire would be confidential and would not be distributed to any other firm with their identity revealed, except in the event of a legal action, when all documentation would be provided to the court. At the conclusion of the interviews, business owners were asked to sign an affidavit attesting that the information provided during the interview was freely given, true and not coerced and that it reflected the firms' procurement experiences with the participating Agencies. The following findings are the results of these 49 personal interviews.

Business Characteristics

The interview instrument included questions designed to establish a business profile for each business interviewed. From the interview, information was gathered concerning the primary line of business, number of years each firm has been in business, organizational structure, gross revenues and firm size.

Primary Line of Business

The following chart summarizes data concerning the primary line of business for the firms interviewed.

Survey Question	Race/Ethnicity or Gender Category of Business Owner						
Primary Line of Business	Other	African American	Asian	Hispanic	Native American	Non Minority Women	Non-M/WBEs
Construction	1			10		4	3
Architecture/ Engineering				2	1	3	3
Consulting							1
Commodities and Supplies						1	2
Professional Other				1		1	
Miscellaneous and Other Services		1		7	1	7	

The categories are (i) construction (which included general contractors and all subcontractors that perform services related to the following construction areas: building and highway); (ii) architecture/engineering; (iii) consulting; (iv) commodities and supplies; and (v) professional services, except architecture/engineering (vi) miscellaneous/other services.

Of the firms interviewed, thirty-seven percent were in one of the construction areas; eighteen percent were in the architecture/engineering category; four percent were in the professional services category; two percent were in the consulting category; six percent were in the commodities and supplies category; and thirty-two percent were in the other services category.

Years in Business

The next chart represents the number of years in business by ethnicity of the firms interviewed.

Survey Question	Race/Ethnicity or Gender Category of Business Owner						
Number of Years in Business	Other	African American	Asian	Hispanic	Native American	Nonminority Women	Non-MWBE
0-10				9	1	3	3
11-20		1		5		6	2
21-30				6	1	5	2
31-40							1
41-50						2	
50+	1						1

The MWBE and non-MWBE businesses interviewed have been in business for approximately the same number of years. Thirty-three percent of both MWBE and non-MWBE businesses have been in business for ten years or less. However, of significance is that forty-five percent of the Hispanic businesses interviewed have been in business for ten years or less. No MWBEs interviewed had been in business for more than fifty years and only one non-MWBE had been in business more than fifty years.

Organizational Structure

As reflected in the chart below, a large majority of the firms interviewed were either corporations or limited liability corporations.

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Survey Question	Race/Ethnicity or Gender Category of Business Owner						
Business Structure	Other	African American	Asian	Hispanic	Native American	Nonminority Women	Non-MWBE
Sole Proprietorship		1				2	
Partnership							
Corporation	1			16	2	13	6
Limited Liability Partnership				1			
Limited Liability Corporation				3		1	3
Joint Venture							
Non-Profit							
Franchise							

Gross Revenues

The following chart summarizes the data obtained regarding gross revenues for 2006. The chart revealed some interesting trends. Thirty-six percent of the MWBE firms had gross revenues of $300,000.00 or less while none of the Caucasian male owned firm had gross revenues less than $300,000.00. Seventy-seven percent of the Caucasian male owned firms had gross revenues of $1,000,000.00 or more and only seventeen percent of the MWBE firms had gross revenues of $1,000,000.00 or more. Finally, forty-four percent of the Caucasian male owned firms had gross revenues of $5,000,000.00 or more and only seven percent of the MWBE firms had gross revenues of $5,000,000.00 or more.

Survey Question	Race/Ethnicity or Gender Category of Business Owner						
Gross Revenues for 2006	Other	African American	Asian	Hispanic	Native American	Nonminority Women	Non-MWBE
$50,000 or less		1		2		2	
$50,001-$100,000				2		1	
$100,001-$300,000				3	1	2	
$300,001-$500,000				1			2
$500,001-$1,000,000				5	1	3	
$1,000,001-$3,000,000				4		4	3
$3,000,001-$5,000,000				1		1	
$5,000,001-$10,000,000						1	1
over $10,000,000	1					2	3
No Response				2			

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Firm Size

Overall, the MWBE firms interviewed were smaller than the non-MWBE firms. Fifty-eight percent of the MWBE firms interviewed had ten or fewer employees. Thirty-three percent of the Caucasian male owned firms had ten or fewer employees. Conversely, thirty-three percent of the Caucasian male owned firm had more than fifty employees and less than thirteen percent of the MWBE firms had more than 50 employees.

Survey Question	Race/Ethnicity or Gender Category of Business Owner						
Excluding Self, Number of Employees	Other	African American	Asian	Hispanic	Native American	Nonminority Women	Non-MWBE
0-10		1		11		11	3
11-50				8	1	2	3
51-75						1	1
Over 75	1			1	1	2	2
No Response							

Comparison of MWBE and Non-MWBE Demographics

Even though the MWBE and non-MWBE firms interviewed had been in business for the same number of years, the non-MWBE firms generally had higher gross revenues and were larger companies. Fifty-eight percent of the MWBE firms interviewed had ten or fewer employees. Thirty-three percent of the Caucasian male owned firms had ten or fewer employees. Conversely, thirty-three percent of the Caucasian male owned firm had more than fifty employees and less than thirteen percent of the MWBE firms had more than 50 employees. Thirty-six percent of the MWBE firms had gross revenues of $300,000.00 or less while none of the Caucasian male owned firm had gross revenues less than $300,000.00. Seventy-seven percent of the Caucasian male owned firms had gross revenues of $1,000,000.00 or more and only seventeen percent of the MWBE firms had gross revenues of $1,000,000.00 or more. Finally, forty-four percent of the Caucasian male owned firms had gross revenues of $5,000,000.00 or more and only seven percent of the MWBE firms had gross revenues of $5,000,000.00 or more.

Barriers to Obtaining Anecdotal Testimony

The most significant barrier interviewers at Fields & Brown had was obtaining interviews with African American owned firms. As noted above, we sent fax solicitations to 401 firms and followed up via telephone with each firm to schedule an interview. From those efforts only 1 African American business owner agreed to an interview. We then sorted the master vendor list by ethnicity and compared the firms on the list with the firms on the City's Certification Directory to determine the firms on the Directory that were African

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American owned. This effort resulted in four African American owned firms. We sent letters to each of those firms and followed up with a telephone call. We were unable to schedule interviews with any of those firms.

Despite the difficulty scheduling personal interviews with African American business owners, African American business owners testified in the public hearings and 34 African Americans participated in the telephone survey. Therefore, while the business demographics discussed above do not show significant results from African American business owners, the sections below do include comments from African American business owners.

Specific Incidents of Discrimination

During the personal interviews, business owners were provided a series of situations and asked whether they had experienced any of them. The situations related to potential discriminatory practices by either the Agencies or prime contractors on City or County projects. If business owners indicated that they experienced any of the situations, they were asked to explain the circumstances in detail. The explanation allowed the interviewer the opportunity to determine if the situation was the result of racial, ethnic or gender discrimination or if the situation had a disparate impact on certain racial, ethnic or gender groups. The following are the results of the questions specified by race and gender.

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Survey Question Has your company ever been faced with any of the following situations?	African American	Asian	Hispanic	Native American	Nonminority Women	Non-MWBE
Submitted as a subcontractor and dropped by the prime after the prime was awarded the contract.			4	1	3	1
Placed on a contract to do one job and ended up doing another.			3	1		
Did a job that required less work and pay than was contracted for			3		3	2
Paid less than the negotiated amount in the contract after completing the job			1		2	1
Prime contractor held your company to higher performance standards than other contractors on the job			7		1	2
Agency personnel held your company to higher performance standards than other contractors on the job			1		1	1
Completed a job and never received payment			5		1	
Asked to be a front for a majority firm			1		1	
Pressured to lower quotes on a bid because of bid peddling or bid shopping by prime contractor			5		3	3
Frequently contacted by prime contractors for inclusion in a bid, and after providing the quotes, never heard from the prime again			10	1	4	2
Dropped from the contract because a MWBE goal was not required or already met			4			
Followed any unwritten rules that you must follow in order to win contracts			1			
Failed to attend mandatory pre-bid conference						1
Asked by prime contractor to sign a form stating you had been paid when you had not been			3	1		
Had problems with prime paying you on time			6		5	3
Had prime use your firm name in bid without permission			5		1	
Prime changed your bid without permission			3		1	
Asked to do more work than in bid without increase in fees			4		4	1
Failure to timely release retainage			5		3	2
Design-Build format puts project out of reach for my company			5	1	2	

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Bid Shopping

One of the most pervasive and widespread complaints found among MWBEs was that majority prime contractors used unfair methods to comply with the Agencies' bidding procedures. These MWBEs allege that the bidding policies for construction contracts, as implemented by majority contractors, have a disparate and discriminatory impact on MWBEs who attempt to contract on projects administered by the agencies. Despite the fact that under the existing bidding procedures for both agencies, prime contractors are required to list their MWBE subcontractors at bid date, MWBEs complained that their bids are regularly "shopped" prior to the prime contractor's bid submission.

MWBEs are required to bid against each other within a very short time frame without adequate information. Majority contractors are generally given ample time and detailed specifications to prepare their bids. MWBEs, on the other hand, are given limited time to render significant bids. These practices often result in MWBEs performing contracts at a loss or with marginal profits.

MWBEs are often contacted by prime contractors for bids. After providing the quote, many MWBEs never hear from the prime contractor again, As such, these contractors believe that the prime contractors are using their bids as a benchmark and shopping the bids.

Two of the questions asked on the above chart relate to bid shopping. Business owners were asked if they were pressured to lower quotes on a bid because of bid peddling or bid shopping by prime contractors. Almost nineteen percent of the Nonminority Women business owners indicated that they had been pressured to lower bids because of bid shopping and twenty-five percent of the Hispanic business owners experienced the same. Business owners were also asked if they were frequently contacted by prime contractors for inclusion in a bid and after providing quotes, never hearing from the prime again. Fifty percent of the Hispanic Business owners and twenty-five percent of the Nonminority Women business owners said they provided bids to prime contractors and never heard from them again.

It is significant to note that from a procurement perspective, the City refers to bid shopping as unfair bidding practices that occur *post award*. However, from an industry prospective, bid shopping may occur either pre-award or post award. Despite the City's policy change which requires prime contractors to list their MWBE subcontractors at bid date, many subcontractors still refer to the unfair solicitation of their bids prior to bid date to assist the prime contractor in obtaining lower quotes as "bid shopping." Ultimately this

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practice forces subcontractors to bid against each other which achieves the same result as post award bid shopping. From the comments below, it is evident that the impact of this practice on MWBE subcontractors is the same regardless of whether the activity occurs pre-award or post award.

One MBE subcontractor discussed the impact bid shopping has on his business. During a personal interview he discussed how he can determine when his bid is being shopped. He also discussed how general contractors are able to circumvent using MWBEs even with the requirement that MWBE subcontractors be listed at bid time. During a personal interview he stated:

> It doesn't seem like they make the general contractors adhere to the minority goals because lots of times I'll submit bids and I'll hear from others that I'm low but I don't get the job. I know that there are other minority contractors as well and I assume that they can meet the goals by getting other subs. I know they can do that. Sometimes it just seems like everybody calls me and ask me for prices and it seems like they just use me as a price check.
>
> Follow up question: When you talk to other contractors and you hear that you are low with the other contractors but you're not awarded the contract with the prime that gets the contract, what does that say to you?
>
> They just shopped my bid.
>
> Follow up question: Does that happen often?
>
> I'd say at least 75 to 80% of the time, if not more. I haven't had a City project in three years that I can think of and I bid them all.
>
> Follow up question: From what I understand the City has changed its Ordinance to say that the prime contractors have to come in to bid with the sub that they intend to use. Has that helped that problem any?
>
> No. Here's how some of the generals get out of it is by saying that the sub isn't complying with their requirements and by that I mean… say this job is bidding today and I submit a bid to them, they don't tell you anything until they begin to start work which might be seven to eight months later and then they expect you to keep the same price that you gave them at that point. And when you tell them no, I need to increase my price, then they say you gave us this bid, you're responsible for this bid and you're suppose to work this job. And that's how they end up replacing you with someone else because you don't want to comply.
>
> Follow up question: With regards to the County, how is it different there that makes them a little more fair?
>
> When I have gotten County jobs it just seemed like as soon as it was up for bid and if I became low bidder, they informed and next thing I knew we were starting the job. And it was just a simpler process.
>
> Follow up question: So on City jobs at the time that the prime contractor is awarded the contract you won't know that you are a part of that team until it's time to do the work?

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Yeah, and sometimes they end up using my name as the sub that they are going to use and then somebody else comes in and does the work at a cheaper price. I've had that happen quite a few times.

Follow up question: Have you reported that situation with the City?

About one contractor in particular, I did.

Follow up question: Do you feel comfortable saying who that is?

Follow up question: And what did the City do as a result of that?

Nothing.

Follow up question: Do you remember who you reported it to, like which department?

I think it was (employees name).

Follow up question: And how long ago was that project? Do you remember the project?

I don't remember the project exactly but I told them….what it was, they called me and said that (company name) is bidding on this one particular job and they called me and asked me to bid on it and I said no. I wasn't going to bid on it. And they said well you have to bid on because you are a minority business. And I said that I don't have to bid to you if I don't want to. They complained to the City and I called up (employee name)and I told them that the reason that I am not bidding to that company is because there's another contractor out there that's walking around out telling everybody that he can do the same job I can do for 50% less. And as a result, I got thrown off of one of their jobs and replaced with this guy. So, I'm not going to waste my time giving them a bid. I'm not going to do it. Then he said well we understand, we understand. And I said mark it down on your records that I will not bid to (company name) when it comes to doing City work.

Follow up question: The contractor that's undercutting you is that a MBE contractor?

No, it's a majority owned sub.

Another subcontractor discussed how prime contractors shop their bids to their preferred vendors or, if a MWBE goal is present, will force the MWBE to bid the job at a loss. This subcontractor described these scenarios by stating:

I'm sure people talk, so yeah. I think there would be preferred subs that the primes work with and/or they will tell them our numbers and shop our numbers.

Follow up question: Do you see that happen a lot and or you able to tell when that happens?

Usually I can tell, because they either give us a response and/or there are a couple of jobs where we submitted a bid and the general came back to us and said, "if we're going to use you, you have to provide this," and it wasn't in our scope of our bid. But at the time, we needed the work and we had to take that on additionally.

> Follow up question: So to be able to do the job for the prime, he required you to do a certain portion of the job that you normally don't do.
>
> It wasn't in our bid, yes. Basically he's says, "this is the only way we'll use you." So we had to do it. Now fortunately, they told the general that they needed to use an MBE and we were the closest MBE and that's how we got the job, but under those conditions, we were forced to take the job and take like a $50,000 hit.

This subcontractor also described how their bids are shopped on the day bids are turned in. He stated:

> Contractors will shop our numbers so we have to be able to get our pricing to them at a special time. So if it's 2:00, we get it to them at 10 til 2:00 so they have the chance to either put our number in, so we don't give them the chance to call their electrician and say, "[company] is at this number, what can you do," something like that. We see a lot of that.

An MBE subcontractor discussed how he believes that prime contractors solicit bids from him to use his bid as a "price check". During a personal interview he discussed how prime contractors advise other subcontractors of his bid amount to encourage his competitors to reduce their bids. He stated

> I feel I'm very competitive with my pricing and I bid on a lot of City projects and I very rarely get any of them anymore. I mean, it's amazing if I get one these days. As a matter of fact, I'm almost to the point to where it's like not even worth my time bidding them because I don't get them. It just seems like I'm a price check.
>
> Follow up question: And when you say a price check, what do you mean by that?
>
> My price keeps other people in line. In other words, if I tell them that I'll add three thousand bucks, then they'll tell somebody else this guys at three thousand bucks, you need to be at three thousand bucks or I'm going to use him. So, then they'll come down to three thousand bucks.

An MBE subcontractor discussed how he was contacted by a prime contractor and asked to reduce his bid. During a personal interview he stated:

> I do know that we bid on a job just down the street and the prime contractor called and said if you can beat this price you can have a job. So he faxed over the other company's prices and so they shaved off a couple of pennies off of everything so they'd get it.

Prompt Payment

Another area that produced significant complaints from MWBE business owners was the fact that prime contractors on both City and County projects do not pay the MWBE

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subcontractor in a timely fashion. MWBE business owners complained that after they completed their portion of the contract, prime contractors would unreasonably and unfairly withhold payment to the subcontractor. This pervasive practice severely impacts MWBE business operations. Because MWBE businesses are small, nonpayment produces significant cash flow issues. MWBEs often do not have the cash reserves available to maintain their business operations when they do not receive payment timely. Therefore, MWBEs are disparately impacted by a prime contractor's failure to issue prompt payment.

Additionally, MWBEs complained that the agencies make no effort to assist them with obtaining payment from the prime contractor. According to several MWBEs, after asking for help, the agencies advised the MWBE that they were powerless to help them because the MWBEs contract was with the prime contractor. MWBEs were forced to either take significant losses or to expend significant legal fees to recover money owed them.

As noted in the chart above, during personal interviews, business owners were asked if they had problems with a prime contractor paying them on time. Almost more than 30 percent of the Nonminority Women owned firms and Hispanic owned firms indicated that prompt payment was an issue. The following are comments from business owners regarding the impact of not receiving timely payments from prime contractors/consultants have on their businesses.

One MBE discussed how the Agency refused to pay for services rendered. He indicated that the County changed the scope of work after the contract was executed and once the contractor performed the work based upon the change, the County refused to pay for the work completed. During a personal interview the contractor stated:

> Right now, we have a situation with the County, what happened is that when we had the contract, they would add or take away certain contracts and in this particular case, they added a facility so we started doing it and while checking our books we realized we weren't getting paid for this. We did send a couple of bills, which were never paid and I have letters that they're not in dispute with those two bills. But you know, the contract specialist told our secretary they had added it to the main bulk of the contract, this additional bill. Once we looked into it, we discovered that no, it was never added. So basically, they owe us like 3 years worth of work, since about 2004. So we've been going back and forth and it's not the County, it's one particular person who is the contract specialist who has refused to pay us. So in total, it's about $20,000. And let me tell you about being fair, when you rub people the wrong way, this same contract specialist held our payment for 3 months, about $150,000. We kept on calling, he kept on blaming finance, we finally called finance directly and finance says, "you know what, I don't know why this is being held, in two days you will get a check." Sure enough, they cut a check. They couldn't understand why. This is the type of stuff that is very frustrating for us as a small company and this happened twice with this

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> person. This person has control and he's a young guy who used to answer phones. Then all of the sudden he was the contract specialist. I'm not going to deny it, we butt heads, because he's a very young kid. But I believe there has been retaliation and for us to be $150,000 twice behind with the County is crazy.

A MBE firm discussed how the Agencies' failure to issue prompt payment affects his cash flow. He further discussed the challenges he has experienced because of the delay in payment. He stated:

> Another item that really upsets us and frustrates the heck out of me, is that we have those two contracts and we do invoicing once a month. One of them is very efficient when I submit it. And we submit it in a timely manner, so that when I submit it, I'll get my funds for the Friday's payroll and my payroll is going to be taken care of by that. Now, this other contract, I'll submit it at the same time as the other and I've already started submitting it in the week prior to when I usually did. Because I always did it on a Monday and it would get processed for Friday. The contract, it works like clockwork. I can get it to her by noon on Monday and she'll still have it processed so it goes through the process and we get the money on Friday.
>
> The other contract, I don't know what she does, because I don't get the money until almost two weeks later. So I started backing up the invoice, going in on the week before. I get it to her early and it still doesn't get to me on time.
>
> I have to go into my personal money to put up the payroll and get reimbursed when the money finally comes in the following week. It's kind of a catch 22 in my mind, if I go in and complained, I kind of feel like I'm burning bridges and we might not get the next contract or they might sit on the invoice longer.
>
> I think the key thing is this, I don't think that some of the people that process those invoices, I don't think that they really have a good understanding of how much that piece of paper equals, or the value of that is to a small business and the people that work in those businesses. We always do everything in our power not to tell one of our employees, "you know, you worked very hard last week, but I can't pay you today, I have to pay you Monday." We have never done that and never had to do that, because I'll put up my personal money and then reimburse myself. But, I think to myself, these people that get these invoices, it's their job to process it and move it along the line, they don't understand that if it sits on that stack on their desk for 2 days and don't get to it, it's putting a lot of stress on someone and on a business. Some businesses may not pay their employees until they get that check. And the bigger thing, is that when you go to submit it, their off that day. There's no one else in line to process it. It's just a little frustrating. A lot of the times, they'll get it done, but I have to beg sometimes. I just don't think that they really understand how important it is. It's that Murphy's law too, when I really need it, everything falls apart.

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Another MBE subcontractor discussed delays with payment for work he completed. He indicated that he has to wait for payment after he has completed a job based factors not related to his portion of the contract such as change orders and delays in completion by other subcontractors. In a personal interview this subcontractor discussed problems with payment by prime contractors on projects. He stated:

> There's a law in the contract sometimes where they (prime contractors) say you'll get paid 60 days after we're paid. When you call them they'll say that we haven't been paid yet. Well, why haven't you been paid yet and why haven't you gotten your money. A lot of times it will be a problem with the electrician or shabby workmanship or change orders that they are doing that increase their contract that didn't affect me but they are making money on these change orders and I'm sitting here waiting on my 10%. And there's always a problem. That's why we join these associations like the subcontract association and all that to try to get these things changed through the legislature and outlaw some of the contracts that the generals are putting out.

Another contractor reported experiencing delays with prompt payment, but having no assistance from the Agencies in resolving the issue. When asked whether he has had problems with prime contractors paying him on time he state:

> All the time even though the City of Tucson has a prompt pay ordinance and the State has a prompt pay ordinance. As a matter of fact, the City requires that they pay their contractors within 21 days of an approved invoice and so we should be getting our money shortly after or being paid out of the operating funds of the company because that's what we do after we pay our employees.
>
> <u>Follow up question:</u> Have you ever indicated to the City that you're not being paid timely?
>
> Yes
>
> <u>Follow up question:</u> Does the City do anything?
>
> Well, I talked with someone about that very fact; how come. And he said that we don't get involved in contractor/subcontractor disputes even though it's the City's ordinance.

An MBE contractor discussed problems has obtaining payment from large prime contractors. When asked whether he has problems with prime contractors paying him on time he stated:

> Yes, because they can. They're the big guys and you're not.
>
> <u>Follow up question:</u> Have you gone to the Agency in order to get paid?
>
> Absolutely, and the bonding company. We usually see the money after that unless it's a fight and then you fight with the bonding company.

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An MBE subcontractor discussed how the City provides minimal assistance to MBEs with obtaining payment from prime contractors. When asked in a personal interview if his payment is being held up because the prime contractor is not getting paid, the MBE stated:

> It's hard to tell
>
> Follow up question: Have you gone to the Agency about this issue?
>
> Yes, we went to the City and said that we needed to know if these guys got paid because we have received less money than what we were allotted for and knew that for a fact. But the City didn't do anything about it.
>
> Follow up question: Did you go to the MBE office or was it a different department?
>
> I usually go to the MBE office and that's where I start and usually they try to contact somebody and say "Hey, you need to pay this guy" and that's it. There's nothing more than a phone call made, if that.

An MBE consulting firm discussed the problem he has obtaining payment from prime consultants on County projects. During a personal interview he stated:

> We always have that problem. Typically, what happens is that their invoicing processes are slow. Also, typically when they get the money they are just slow in paying. It seems that their processes just take too long. I'm talking about the Agency's prime consultants. For example, County projects, a large architectural firm, he was continually paying late. So, I had to call the County and ask if they had paid the consultant. The County's answer was yes. It was just tier process that was taking too long to pay us.
>
> Follow up question: Are you able to get a response from the County when you've called them about whether or not they have paid someone?
>
> City and County are very responsive when you inquire about payment to a prime consultant or the sub-consultant. They are more than willing to share the information.
>
> Follow up question: In terms of you contacting and following up with the prime consultant, are they responsive?
>
> They are responsive after the call to the County.

An MBE contractor discussed how he has consistent problems with prime contractors paying him on time. He discussed how he has difficulty determining whether the County is paying the prime contractor on time because when he calls the County they will not provide him with that information. When asked if he has problems with prime contractors paying him on time he stated:

> Happens all the time. What I wonder is does the City and County pay the general contractors on time and not us. That I don't know because the County won't tell you. They'll just say this month we paid them out $500,000.00 but they won't say what project it's for. And there is nobody to call. That is as far as you can go in procurement.

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Racist and Sexist Attitudes Toward MWBEs

Both minority and women business owners alleged that they have encountered hostility, prejudice and sexism from officials from both Agencies and majority business owners. Often MWBEs are stereotyped as incapable of providing quality goods and services. These attitudes create feelings of frustration among MWBE owners and serve as barriers to MWBE participation with the Agencies in contracting and purchasing. In personal interviews, several MWBEs indicated they had negative experiences on job sites. As seen in the comments below, the business owners described hostile experiences that made completing a project difficult.

During personal interviews business owners were asked whether prime contractors showed favoritism to some firms on projects. As noted in the chart below, the majority of business owners in all categories of race, gender and ethnicity believed that prime contractors showed favoritism toward some firms. However, from the comments below, many of the MWBE business owners felt the favoritism shown some contractors by prime contractors was because the favored subcontractor was a Caucasian male. Discriminatory behavior by prime contractors on Agency projects makes those Agencies a passive participant to an environment of discrimination.

Survey Question	Race/Ethnicity or Gender Category of Business Owner						
Do you think prime contractors show favoritism to some firms on projects?	Other	African American	Asian	Hispanic	Native American	Nonminority Women	Non-MWBE
Yes				10	1	8	6
No	1			3	1	1	1
No Response		1		7		7	2

MWBE business owners were also asked whether their firm ever experienced discriminatory action by a participating agency. As shown in the chart below, thirty percent of the Hispanic business owners felt they had experienced discriminatory action from either the City or the County.

Survey Question	Race/Ethnicity or Gender Category of Business Owner						
Has your firm ever experienced discriminatory action from the Agency?	Other	African American	Asian	Hispanic	Native American	Nonminority Women	Non-MWBE
Yes				6	1	2	
No		1		13	1	9	
No Response	1			1		5	9

The following discussion will show examples of discriminatory treatment by prime contractors and by officials from both agencies toward MWBE subcontractors.

One WBE firm discussed her experiences with discrimination by a project manager on a City contract. She discussed how the employee was relieved of his duties because of his treatment of her firm. During a personal interview she stated:

> We had a project with the City where the project manager was very discriminatory. I think that he made life more difficult for us because we are a woman owned business and it got to the point to where I skipped the entire chain of command and went directly to the top and the situation was investigated and resolved to my satisfaction. I know that the project manager was removed from the field and was demoted and eventually left the City and the inspector on the project was relieved of his duty. It was pretty blatant.
>
> Follow up question: So they did discover that it was from discriminatory?
>
> Yes
>
> Follow up question: With the County have you all ever had any problems like that?
>
> No, I can't say that I have.

An MBE contractor discussed how his company has been held to higher performance standards by the City on contracts. He discussed how the City does not require other contractors to follow the same requirements that his company must follow to work for the City. He stated:

> I'll tell you that we feel we believe that were held at a higher standard. We believe that we've been held to a higher standard because when we go out and we see other people implement the work, we see that they don't follow the same regulations that we are required to follow when we enact work. And so the pre-bid process is a very important process to our company. We understand that's our opportunity to bring clarity to the process to allow us to have a level playing field so we can participate in that process.
>
> Follow up question: When you say that your company is being held to a higher standard because the other companies when you go and look at what they're doing, they're not under the same specification, give me an example.
>
> We've had two programs that we bid within the last 4 years and both these programs require their extensive site grading programs. In both cases, the projects where adjacent to or very near what we call rivers here, a major drainage easement. In both cases that we were the second low bidder, those contractors didn't put up their storm water pollution protection controls to mitigate storm water pollution run off from their project into these natural water ways. Both of those cases are violations of federal law. That's an example. The cost of implementing storm water pollution controls and

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> maintaining them it's your initial installation and your continual maintenance program. Those are expensive. In the case of these two examples I'm providing ,one of the installations was extremely expensive and the fact that the agency didn't require the contractor to actually even implement, even try to provide that means whatever cost he would have had associated with that he didn't expend them. That's holding people to higher standard.

Another MBE firm had been listed on a prequalified list for several years, receiving very little work from the County. The owner continued to contact the County to obtain work but felt that his efforts and qualifications were overshadowed by his race. During a personal interview he stated:

> There is some prejudice towards small minority firms.
>
> Follow up question: Do you feel that the agency officials have discriminated against you in some way?
>
> Right.
>
> Follow up question: Can you explain to me – well was it City or County?
>
> Both.
>
> Follow up question: Of those people on the list, are there certain firms that it seems the Agency prefers or always uses?
>
> Yes
>
> Follow up question: Are there any firms that you would name?
>
> No
>
> Follow up question: How many firms do you think that they continue to use on a continuous basis?
>
> About six or seven, I think.
>
> Follow up question: So, once you were put on that list, you proceeded to maintain status on that particular list. But never got any work?
>
> I wouldn't say never, but very little. Not enough, fair share.
>
> Follow up question: Did you ever try to contact the County about upcoming projects to see if you could get some work since you were on that prequalified list?
>
> Yes
>
> Follow up question: What type of responses did they give you?
>
> They just said that they will contact us if we have a project for you. Because once we are on the list, we contact different departments and say we are on the list. Is there any work for us or we would like to help on the project. And sometimes we don't get a good answer from them.
>
> Follow up question: So you were contacting all different departments?
>
> Yes.

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> Follow up question: Are there any other reasons that you feel that the Agency has discriminated against you?
>
> Nothing that I can put my finger on. But you can see the attitude of the people towards you and how they treat you.
>
> Follow up question: Do you feel that they treat you other peers who are majority that they treat them better?
>
> Much better.
>
> Follow up question: Do you think that they treat you differently because of your race or ethnicity?
>
> I think so.

Another MBE discussed how prime contractors treat him differently because of his race. During a personal interview he stated:

> I don't allow general contractors to walk over me and they don't like that.
>
> Follow up question: Do they try to do that?
>
> Yes.
>
> Follow up question: Do you think that they try and do that because of your ethnicity?
>
> Sometimes.
>
> Follow up question: What gives you the impression that sometimes it has to do with your ethnicity?
>
> There are a few general contractors out there that I know they are racist. A friend of mine that's Black, he tried to go over there and give them some work and I was told that they just threw his bid straight in the garbage can after he got through. They treat me kind of like I'm some kid. So, there's a few general contractors out there that I just don't even deal with.

A MBE contractor discussed hostile treatment he received from a City official. During a personal interview he discussed how a City official came into his office and initiated in a verbal attack against the business owner creating a disruption. He indicated that the city official later "threw him a hand gesture". He stated:

> I'd like to tell that about two years ago, we had a project that we were constructing. The downstream side of this particular project went through the City of Tucson. But the jurisdiction was not the city, was not the county, it was a different agency. And that project required a particular storm water control procedure. We were the low bidder. We constructed the project and we saw very early on that there was a problem in the recommendation of the design of the County's favorite engineering firm. And we questioned it. We told them that we think that you have a problem with the storm water pollution in this particular unit. We told them in writing. We provided recommendations to them saying that this is the correct procedure to mitigate potential storm water flows and the associated pollution to go down stream. They responded in writing saying that this was the County's, in fact I

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believe that the County actually hired this engineering firm to do the work. And they told us no, there will be no additional storm water pollution plan and no cost associate with that will be added to the project. About three or four months later we had a City official come into our office and try to get a piece of my butt. Unannounced, I am going to fine you for not maintaining the proper storm water pollution controls for this project which are going downstream into city jurisdiction. So he was coming in to a different jurisdiction telling me that he was going to cite me. We did ask him to leave but before we had him leave we told him our side of the story. We told him that he was absolutely right. We think you need to cite us. We are in agreement with you that the storm water control system is not correct and I'm going to tell you that we questioned this. That we questioned the engineer and we received the response in writing saying no. So, I hope that you go ahead and wish to pursue this because in this case the engineer is the person who has the liability. We as the subcontractor showed due diligence and we recognized the problem, and we brought it to the attention of the owner and the engineering firm. We told them that we wanted to implement it. We told them twice. We said that we would do it for an additional cost and again we told them that we would do it at no additional cost. Both times they refused.

Follow up question: Do you know what the result of that was?

The result was nobody saw a violation. Nobody ever came back. That particular individual saw me here a short time later. We both stopped at a stop light at which time he threw me a hand gesture. He was in a city vehicle and he threw me a hand gesture. Again, several months later I ran into this individual in a public forum and I told him in to his face that I didn't appreciate the fact that he threw me a hand gesture while he was in a public vehicle. At the time, he tried to apologize.

The same business owner discussed the difference between proactive discrimination and passive discrimination.

Follow up question: How are you drawing a line between proactive discrimination versus passive?

Well, I think proactive….We had a project that was a parallel contract, we were actually performing one piece, it was a multijurisdictional project. And we were performing one piece of the project. The one project is $6 million, this one's a million. So we're doing the $6 million job and the one million dollar job comes up for bid with the City. So, we're interested in participating in this project. This is October 2004. it's just an extension of a larger job that we were already constructing at the time.

So, we went to the pre-bid which they hold out in the street for a number of reasons all dealing with my company. And the reason that they hold them out in the street is because your recorder picks up too much background noise from the street traffic and it really screws up the tapes. Prior they use to have them in a closed building and so when you record people's

> responses and the thing that they say it really mitigates it when you do it outside.
>
> On this particular project there were a number of items that we had some questions on and we had them all in written format but we had to give them to them in writing. And it went very south from there. What occurred shortly thereafter in front of a number of my competitors and my own staff, subcontractors, the project manager said, "you know what why don't you send me a god damn letter and I'll spend two or three hours answering your dumb ass question." Now what I told him was, I looked him in the eye and said you know what, this meeting is over. I turned around and he continued to verbally assault me. The contracting officer sat there and did nothing to impede this man.
>
> The reason that we're having a disparity study, the reason that these people are paying you folks whatever they're paying you is so that they can tap these pools. They can say they've done disparity and they want to be able to go to the government and say hey you know what, we have programs in place and we're helping minorities and we're helping women. We're great people, give us some money. That's why they're having this program. It's the best investment they can make.

A MBE contractor also discussed how the City discriminated against him because of his race/ethnicity. He discussed how a City inspector treated employees from his company different than his competitors. During a personal interview he stated:

> One of the very first jobs we did as a subcontractor and the inspector was having issues with something and he called and made us measure the space between our devices and I said nobody does that. He says well you need to, so we did. We had another job on the speedway and the inspector there; she actually wanted us every night…we're talking almost to Mile with the equipment. She wanted every piece of equipment picked up at the end of the day to shape the streets. I called one of the other barricade companies and said, "Hey, what's going on, is this something you guys do because I know the truth, you guys don't do that." He said no; we always on repetitive set up leave everything out there and the City has no problem with it. And he said they're messing with you and so I contacted the City Traffic Engineering Department, who in turn contacted the inspector and said no, he doesn't have to pick up all that stuff every day.
>
> <u>Follow up question:</u> Do you know if they were messing with you because of the fact that the business is Hispanic owned?
>
> I really don't know but it's something that was intriguing. As a matter of fact, it was so intriguing that I had my attorney send the City a letter but by this time we were pretty much done with the job and we were told to pick up x amount of barricades and that was the whole issue. The inspector was out there bossing my employees around, took one of my employees and sent him back to my yard which at that time was on Freeway Drive to pick-up equipment or whatever. And they kept calling me because they were flustered. She was intimidating them so bad that they…she was just

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> creating a hazard and so that's when I got my attorney to send this City attorney a letter stating that they need to stop.
>
> Follow up question: And they stopped?
>
> To a certain extent. She backed off. I don't believe anybody talked with her we have it on record. I even have copies and all that.
>
> Follow up question: Let me back up for a minute. When we were talking about situations with the City inspectors intimidating your company and creating problems on the job site and I asked if you thought that was related to the fact that the company was Hispanic owned; let me ask you this, in the industry do you see that type of intimidation of any other companies?
>
> No
>
> Follow up question: And you've already told me you're the only minority owned company?
>
> There is a new one but I don't know; they're so new. I think they've only been in business only 6-7 months.

A MBE contractor discussed how the City's favorite contractors are provided special consideration when completing contracts that allow the contractor to bid the project at a lower cost. This contractor discussed how the special treatment provided to some contractors prevents him from bidding competitively. He stated:

> We had another project that we bid on a number of years ago. It was a project that had to be constructed in 28 days. We told the City very upfront that you cannot acquire these special order projects that are needed to complete this job within the 28 days. We bid the project anyway. Part of the work we figured in a 24 hour a day schedule in order to complete the job within the 28 days. And we were second low bidder. It was an open competitive bid process. The first low bidder being the same number one, one of the favorite sons or daughters of the City, they were awarded the contract. They were significantly lower than us. Although we were both within the budget, they were significantly lower. The project started within the time frame, I think it was late January and the project had to be completed before the 28th of February or before the rodeo holiday.
>
> I believe in early March when the project was still very, very far away from being completed, I went and had a meeting to discuss this particular matter with the director of transportation and said, I believe this was an unfair procurement and the process is unfair and because you had a date certain that this project had to be completed. They sent me a response back, a very nasty response saying that again my inferences are not withstanding. Which is a polite way of saying you're a liar. In that case, what they did was they produced change orders after the date of the original completion saying that we're extending the contract for our benefit not because the contractor couldn't complete it. That particular contract, I do believe it took them 8 or 9 months to complete the job that was suppose to be completed in 28 days. And again, I've bid the job with the understanding that I had to work night and day, seven days a week, to get it done, the cost of overtime factored in

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> to my proposal and I was second. That's another way that the City and the County create participation barriers, by not providing sufficient time for contractors to actually produce the work. It's its own kind of participation barrier. The barriers are designed to keep people like us from participation.
>
> Follow up question: Do you think it has to do with your ethnicity?
>
> Absolutely because we again, you're sitting there asking "well did you ask them to extend the time." You bet we do. And generally they come back no, no extensions. But low and behold we're second. Ok. Well we have to factor in the cost, when we're telling them upfront that we feel that the projects are very narrow in the time frame and the performance period in order to provide them a cost effective price and the answer is no. And we come in second. And the low bidder is allowed to go beyond that performance period without anything happening, well then that tells its own story.

One MBE firm felt that the Procurement Department was regularly advertising bidding opportunities, but that the Department consistently selected the same firms. He stated:

> They send out procurement letters. But it seems that procurement has their favorite consultants they like to work with and we haven't seen anything.

An MBE contractor discussed how the Agencies' favoritism generally has affected their approach to bidding. He indicated that the existing relationships that some contractors have with the City has caused him to decide not to bid on City projects. He stated:

> Well, we have been told about this by vendors as well as employees of our own that working for the City is not good because of the relationships that they already hold. That's why we haven't gone after any work for them. It's the continual renewal of certain firms. It seems to be that the same primes always get the work.

Another WBE described her frustration with the Agencies awarding contracts to the same companies. As a result, she decided to stop bidding on the Agencies' projects. She stated:

> They have on call contracts and they continually, the same groups of individuals get the on call contracts. That's a self-controlling process. If you're getting $15 million off of a contract, you can afford to expand your business, and you know that you're going to get that contract because there are the same set of reviewers who know your capabilities and you can expand your capabilities with x amount of dollars. Then you can afford to retain staff year after year. So when you don't have that sort of experience, and one of these RFP's comes out, which takes a week of your time, and that's up front money that's never going to be reimbursed, which I understand that as a contractor. But you know that you can count on one hand who you know is going to get the contract for a four year period, you don't bother. Why waste a week of my time and money, when I can be out

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> there in the private sector marketing other engineering firms or other utility companies, where I have a chance to get to a contract. In the past, I have competed state wide, I held on call contracts with Arizona Game & Fish and with other firms or Agencies, but I quit wasting my time using the County or the City a long time ago, because I already knew who was going to get the contracts.

Another DBE firm also discussed how she did not participate in the bidding process because of her belief that the Agencies have a list of firms they prefer to work with. She stated:

> It's just that the process is not transparent to us, it feels like an insider's game. It feels to me as if, the City and the County have companies they already know and want to work with. Those people are knowledgeable of the process and therefore, we see very little, if anything. I can tell you anecdotally, that another business owner who is in the similar line of work, who has been in business for 20 years doing substantial projects, has told me that he does not think that it's in his companies' best interest to respond to RFP's for the very same reason. That we can't see inside the process. I would say that even receiving them would encourage us to see it as transparent, but the fact that we never see them.
>
> Follow up question: So you never see RFP's come out for your scope of work.
>
> Yeah, which is kind of hard to believe when all of these Agencies have websites. The City of Tucson I know has multiple presences on the web as well as the County. We know there is web related work out there. That's why I find it hard to believe that there hasn't been relevant RFP's.

Barriers to Contracting Faced by MWBEs

During the personal interviews, business owners were provided a series of factors and asked whether each factor interfered with the company's ability to bid on a project with the City or County. The factors related to potential barriers to contracting with the City, the County or prime contractors on projects. If a business owner indicated that any of the problems were barriers they were asked to explain in detail how the problems operated as barriers. The following are the results of the questions asked by race and gender.

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Survey Question Have any of the following factors interfered with your company's ability to bid on a project with the agencies?	African American	Asian	Hispanic	Native American	Nonminority Women	Non-MWBE
Performance bond requirements			2	1	4	1
Insurance requirements			4	1		
Non-competitive supplier prices			3		3	
Bid specifications			3		2	2
Pre-qualification requirements			6	1	3	
Limited time to prepare bid package or quote			1		6	1
Limited information on pending projects			2	1	5	3
Knowledge and understanding of purchasing/contracting policies, procedures or processes			4		2	
Lack of experience			2	2	1	1
Lack of personnel			3	1	2	3
Lack of equipment			2			1
Lack of resources to compete in the public & private markets simultaneously			5		2	2
Lack of relationships with larger firms that you could partner with			6	2	4	2
Contract is too large			9	1	4	4
Contract is too expensive			3	1	4	1
Contracting practices			8	1	3	1
Cost of buying plans for each proposal					1	
Agency procurement managers tend to maintain a preferred list of vendors to the exclusion of your firm			5		5	1

Insurance Requirements

Several MWBE contractors discussed how the insurance requirements of the prime contractors operate as a barrier to contracting with both the City and the County. Twenty percent of the Hispanic owned businesses interviewed indicated that insurance requirements interfered with their ability to participate in contracting with one or both of the Agencies. When asked to explain how the insurance requirements were a problem, the MWBEs indicated that prime contractors require that subcontractors list the prime contractor's company on the subcontractor's insurance policy. According to subcontractors, this requirement increases the costs of their insurance. Neither agency requires that the subcontractors list the prime on subcontractors' insurance policy to perform on a City or County project. However, the Agencies will not address this requirement with the prime contractors despite the fact that they have been advised that this practice operates as a barrier for subcontractors.

One MBE discussed how general contractors' insurance requirements become an additional burden in the bidding and contracting process.

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I don't like putting general contractors on my insurance policy. Everybody demands it and yet the City tells me that they don't require it. They don't require the subs to list the City of Tucson on their policy but each general contractor don't want to allow you any negotiations and they all demand that you put them on your business policy as an additional insured. And I don't like doing that because that takes all the risk off of them and puts it all on me and I have to pay for it.

Follow up question: And from what I understand, the general contractors can waive that if they wanted to.

Yeah, they can waive but they just choose not to because all they want to do is just go out and manage the project and not have any responsibilities.

The problem that I always have with every job whether it's a City job or a County job it's always going to come down the insurance regulations. And I lose a lot of work because I don't just automatically give them what they want. Most of these general contractors want their insurance forms to be listed on a particular form and this particular form carries a $2,000 premium on top of the cost of listing them as additional insured. Personally, on all of my proposals I have a list of exclusions and most of my exclusions are all insurance regulations and primary noncontributory type things that they want that I'm not going to give them. There are quite a few general contractors out there that are honest and they are fair and they don't ask you to list them on their policy. All they want to see is that you have insurance. That's good because I carry a $2 million worth of liability. These general contractors, they are not out there to take advantage of someone. When a general contractor has a contract that's this thick, 30 some odd pages, you can bet that if you don't read it word for word, you are going to get screwed. And I normally read paragraph by paragraph and if there is something that I don't like I circle and say no, I don't agree to that. I scratch it out. Because a lot of things on there are just ridiculous, such as, their word is the final word and little things like that.

Follow up question: The insurance issue, is that an issue on projects that are let by the City and the County?

Yes. Every general contractor that I have ever had an issue with on a City or County project, they tell me that the City requires it. Then I call up (employee name) and he tells me no; we require them to put us on their policy but we don't require you to put us. So, he tells me that I don't have to give them that but yet the general contractors are saying yes you do. Then I tell them for your information I've talked to (employee name) and he's telling me that no, I don't have to give you insurance coverage. And they say well you do if you want to work for us.

Follow up question: Is the same process occurring on County projects as well?

Yes.

Follow up question: And has the County informed you that it is not required?

I've never asked the County. I've just usually use the City as a reference point for the County.

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During a personal interview a prime contractor was asked about the insurance requirements imposed upon the subcontractors. He indicated that the insurance requirements were not overbearing and that it is simply the cost to do business. He stated:

> We've canvassed some of our competitors to find out what their insurance requirements are and I think we find that our insurance requirements are no more astringent. You know, we got people a lot smarter than me that are determining what are insurance requirements needed to be. The things that subcontractors seem to struggle with is additional insured endorsements with primary non-contributory language and our insurance experts have determine that that's insurance coverage that we need and I don't know what all the ramifications are. And they are for everybody not just for minority owned businesses. Yeah, it's the same requirements and we're very rigid. We will not deviate from our insurance requirements and it routinely costs us money because we'll post up a sub on bid day that can't meet our insurance requirements and we'll have to go to the next guy. One thing they do tell everybody is some people have the misconception of well I don't have that coverage or it's going to cost me some money and then we tell them well you need to add that money. If it's an additional $5,000 a year for that premium, than you need to add that to your quote. However you want to do it. If you want to take a gamble that you're going to get 5 jobs with us and want to add a thousand dollars at a time for example to get the $5,000 but we tell them that's the cost of doing business with us. Please add that. The same cost to everybody. We know that coverage is available in the insurance market. We're not asking for any coverage that's is not available in the insurance market, there might be an additional cost and that's what we're telling them to do if there is an additional cost to meet these requirements, add that to your bid. A lot of small companies get it and there's a long list of people that have it and very small businesses have it and it's available. If we're going to have issues that's probably where it's going to be. It's addition with primary non-contributory language and complete with operations and the only thing we do make available in recent conversation and letters is we have another person that handles all our subcontracting administration and we're available to talk about it and explain it and get out. We routinely talk with people's agents, insurance agents.

A MBE contractor discussed the increased costs associated with obtaining insurance due to the fact that the prime contractor requires that he be listed on the subcontractor's policy. In a personal interview he stated:

> Some of the insurance they are requiring now states that we have to have a higher cost of policy to cover not only the general contractor but the owner and everybody. As a subcontractor, I don't think I should be required to do that. I think I should be required to insure whatever work that we do instead of having to cover the whole project. What happens is that if the general is the one that causes a problem then we as subcontractors have to kick in for his mistake.

<u>Removal of MWBE Goals</u>

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Concern has been expressed regarding the impact that the removal of MWBE contracting goals has on minority and women owned businesses contracting with the Agencies. Several MWBE business owners stated that they believed that discontinuation of the MWBE program would result in greater underutilization of minority and women owned businesses. For example, when discussing this issue, many WBEs referred to the negative impact the removal of the City's WBE goals for construction contractors during a portion of the study period had on contracting opportunities for their business. The belief is that without programs requiring utilization of minority and women owned businesses, the contracting environment in Tucson is such that minority and women owned businesses would have even fewer contracting opportunities than they presently have. MWBE business owners cited a reduction in subcontracting activity for WBEs during the period that the WBE goals were removed as evidence of how MWBEs are treated when no goals are required.

The charts below summarize responses to questions asked of MWBEs regarding utilization of their companies by prime contractors if there are no contracting goals. The MWBEs were asked if there were no M/WBE goals, do they believe that prime contractors would utilize minority firms and

whether they are used by prime contractors on projects where there are no goals.

Survey Question	Race/Ethnicity or Gender Category of Business Owner						
If there were no M/WBE goals, do you believe prime contractors would utilize minority-owned firms on the Agencies' projects?	**Other**	**African American**	**Asian**	**Hispanic**	**Native American**	**Nonminority Women**	**Non-MWBE**
Yes				5	2	5	
No				11		4	
No Response	1	1		4		7	9

Survey Question	Race/Ethnicity or Gender Category of Business Owner						
Are you utilized by prime contractors on projects where there are no goals?	**Other**	**African American**	**Asian**	**Hispanic**	**Native American**	**Nonminority Women**	**Non-MWBE**
Yes				7	1	4	
No				8	1	5	
No Response	1	1		5		7	9

An MBE professional service consultant discussed how he is not used by prime consultants when there are no contracting goals. When asked "are you utilized by prime contractors on projects where there are no goals", the contractor stated:

> Rarely, maybe once.
>
> Follow up question: So most of the time when you are used by a prime contractor, is there a goal associated with it?

> Yes. 99% of the time.

Another WBE expressed how the removal of goals from the previous disparity study which revealed no disparity for women-owned businesses had a negative effect on their opportunities to work on Agency projects. During a personal interview, this contractor stated:

> Four years ago, after the last study, the City decided that women in construction were highly over utilized and so they dropped the goals for female participation and the City has found in the mean time that prime contractors aren't using women contractors because there is no goal. And so I think that the same logic would apply if there were no goal for minorities as well.
>
> Follow up question: So the removal of the goals has kind of had a reverse affect?
>
> Absolutely, the City does a pretty good job tracking the situation today and has for the last at least 3 or so years and they were surprised of themselves that contractors actually aren't using woman subs.

A MBE business owner indicated that he believes that the use of MWBEs will decrease if the goals are removed. When asked whether or not his certification status had an effect on his ability to compete with other firms, he stated:

> Well, we used to get jobs because of the M/WBE program, but not many, maybe one, in the past 10 years.

When asked if prime contractors would utilize MWBES without goals, he stated:

> They barely use them when there are goals, so I don't think they would use them without the goals.

Job Order Contracts

Another area creating a barrier for MWBEs is the use of Job Order Contracts (JOCs). A number of MWBEs expressed frustration with the JOC process. Many business owners indicated that the method the Agencies used to select service providers was subjective. Contractors are confused about how the JOC process works and have expressed complaints that the selection panel was not neutral in their evaluation of bids. During personal interviews, several contractors indicated that because of the subjectivity of the selection process, they had been treated unfairly during the procurement process on JOCs.

An MBE contractor discussed how he was treated unfairly by the selection committee for Job Order Contracts. He indicated that the past problems his company has had with some city departments resulted in an exceptionally low ranking by one of the selection members. He stated:

> The first time I bid a project under the Alternative Delivery Methods for the city, it was a job order contract. It was a three person selection committee. There was no capabilities presentation; there was only a technical presentation. First, the three member selection committee was a senior manager of a construction company; in the court's Revised Annotated Statute it states that one of the individual must be an architect and/or an engineer. And the third person was an individual who was representing that particular department. So, I do believe in this particular job order contracting process, the city was going to select the top three firms to be on the job order. And as I recall, the engineering firm, the senior manager of the construction firm, I believe he rated me as either first or second. The department representative rated me as either second or third. The third individual was representing another department; he was actually a city employee, so there were two city employees on the selection committee. In that particular department, I have had an occasion to file claims against in the past and have successful won those claims. That individual ranked me fourteen. Now, if he had ranked me 12th, I still would have been in the money in terms of I would have been one of the selected contractors, but he chose to rank me 14th. And the reason he ranked me 14th was because there were only 14 people who applied for the project. He actually ranked me behind someone who didn't have the proper license to perform that particular type of work. I ranked me behind someone who hadn't filled out the necessary paperwork. The city actually helped that individual fill out some of the paperwork. He ranked that person 8th. So, we didn't get the contract. That contract has gone on produce millions of dollars a year for my number one competitor.

One contractor indicated that her concern was that she did not know how the criteria the Agencies used to award JOC contracts. She stated:

> I think the biggest problem for any contractor would be the JOC contracts because not knowing…I mean we know what the criteria should be and all that but you don't really know how a contractor is selected. I think those contracts in general if you have a committee that doesn't like a certain person they might not be awarded the project and I don't think that's right. Personalities shouldn't come into play. Well the JOC, there's always that possibility, personality might come into play.
>
> <u>Follow up question:</u> And those types of contracts are at the City and at the County?
>
> Yes they are.

An MBE discussed how the point system as applied by the County operated in an unfair manner. This contractor cited to the fact that the County made decisions regarding the number of firms a project would be allocated to prior to receiving the proposals. During a personal interview this business owner stated:

> The point system that the County has is a very dangerous system because it's not objective, it's subjective. If I am a County employee, which I believe

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> this happened, and have had some run-ins with you as a vendor, then come point time, your points might not match up.
>
> Follow up question: Do you think the low bidding is more fair?
>
> Yeah, and I like the way they put the responsible low bidder which means they're not going to give a contract to somebody who doesn't have any experience but it is the, at this time, I think that is the most fair.
>
> Follow up question: Have you ever been specifically treated unfairly during the procurement process before.
>
> Most definitely.
>
> Follow up question: How is that?
>
> Yes, with Pima County in particular. Pima County has a lot of buildings and at one time, one company had everything and then they decided that's not good, which I think was a good move. But you know, with this point system, and talking to the contract specialist at the time, before the bids even went in before anything was evaluated and before anything happened, he told me, "we're going to divide the contracts, there's going to be three contractors who's going to get the buildings," and I thought that was kind of strange since nobody had submitted anything at all. They had made a decision already that there's going to be three contractors regardless. Our company was the low bidder on, there was four areas, our company was the low bidder on three of them. When the point system came out and when they assigned points, like magic you know, there's three contractors, it just so happened that they have three contractors, and I'm like, ok. To me, that's why I am saying the point system with the County is a very dangerous system and because the points can be manipulated. Someone with no past performance with the County was given the full amount of points. You would figure they would get zero because they have no past performance but they were given the full amount. Whether other companies, including ourselves would have contracts with the County in the past were given lower scores.

Another contractor discussed how the JOC process is frustrating not only for the reasons listed above, but also the fact that your bonding capacity is significantly reduced when bidding on a JOC. This reduced bonding capacity hinders contractors' abilities to bid on other, more secure jobs. He stated:

> During that period, I would say it's fair, because it's changing now.
>
> Follow up question: Is it better or worse now?
>
> I would say it's worse. They used to do a hard dollar bid and now they are going to job order contracts, design-build and CM at Risk, both City and County. So that excludes a lot of people. On the job order contracts, you give them a package of fluff, you don't do any bidding. They say we want 20 miles of pavement, you give them a package of fluff, what your credentials are, how long you've been in business, who the principals are, all of that stuff and then they compile a bunch of those and have some sort of committee, I'd love to know who, and apparently you get points for what's in your fluff, although I don't know how they do that either. Then

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> they select a couple and awarded the job. And those jobs have to be bonding and roll over for 4 years. So once you're in, you're in. And if there's a high bonding limits, that also eliminates a lot of people. What you have to do, say it's a half a million dollar job, you have to bond that half a million dollars, going in you might not do a job for the City, they just have you on call, in case. So most small businesses can't tie up that kind of bonding with a promise of work to come.

Another contractor expressed concern that the selection panelists were not qualified to evaluate and select service providers. He also indicated that the panelists do not use due diligence in investigation the materials submitted in the proposals but rather use subjective reasons for selecting firms. He indicated that the unfair selection process caused him to stop submitting proposals on JOC contracts. In a personal interview he stated:

> The only barrier that I would see is that I think some of the JOC processes are unfair and are not managed properly. The people that are making the decisions are not qualified.
>
> Follow up question: The panel that's selecting?
>
> Yes. And we know that from several experiences where we were not selected but a company that had totally no experience in that field was selected. We missed on a JOC because the lady drove by our office and thought our office was ugly so she gave us less points than she gave the guy with no experience.
>
> Follow up question: How did you all figure that out?
>
> You have a debriefing meeting afterwards and the guy said, "I see where they deducted points because they didn't like the looks of your office." And that's when you find out that it's solely a beauty contest. And the other problem was that they didn't do research. We have letters of recommendations from the head of their departments and they never even called the guy up and asked him any questions. The head of Parks and Recreation for both City and County wrote us letters of recommendations saying what a good quality job we did on many projects, not just one. It was not even considered. So, they deducted for the ugliness of our office and didn't consider their own departments that wrote the letters. We had a letter of recommendation from the architect that was selected to design the fire station, and we weren't selected. And we found out later that they really didn't have enough time to allow the people on the panel to do the selection because they were volunteers. So, how are you going to demand the volunteer to do research?
>
> Another problem I had with that JOC project is there was never an interview which they indicated in the process that there would be a call back interview. There was never one. Then they just said they didn't have time. We quit trying because of that.

A MBE also expressed concern about the objectivity of the panel and the evaluation criteria for contracts and whether the Agencies were unbiased in the evaluations. During a personal interview the business owner stated:

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> It's hard to change someone's behavior. I think in all fairness, I think what they did this last time, was that they got additional people to evaluate and people who had really no biases. But unfortunately [they] did have a couple of people who were in there, and all it takes is one person to give you a low score and you're out. So they need more neutral and impartial people on the panel. Also the point system [should] be more objective and less subjective in that if somebody has no past performance with the County, they should have a zero, and that's not on there. Or if someone has 1-2 years with the County, they should have so many points. It should be something a little more concrete that you can say, wait a minute, I have been with you guys for the past 10 years, how come I only got a 2 and here is somebody who has never dealt with these guys and has 15 points. How is that possible? That was one of my protests.

Another contractor felt that the JOC process was biased at the County. During a personal interview she discussed how the same contractors are receiving a significant number of contracts. She stated:

> Let's just say an agency has 6,7,8 contracts that comes out in the JOC process and that two contractors should get all of them that just doesn't seem right. Nobody in this town is that much more qualified than the other guy.

Further complicating the JOC process are the errors that may arise in calculating the bidders' scores, which may result in the Agency incorrectly awarding a contract. A MBE expressed frustration with the JOC process and how errors can affect the awarding of a contract.

> I can tell you that with one of the agencies that you don't have the right to find out who was selected, and on what basis they were selected until after it's a done deal. And on one of the projects we had a question, and so we asked for the documentation which is public record and we found an error in the evaluation of the contractors. And the agency was surprised, but recognized that they had made an error and they allowed the contractor who was selected to complete the year and then they put out the contract to bid again. They realized a problem that a contractor could be selected in error because something wasn't calculated properly.

Another subcontractor also stated that he was not awarded a job because of mathematical error. He stated that:

> Once, they mis-added the bid and gave it to the guy who was really the second bidder. It was a math mistake that someone made in their office. We went and talked to a lawyer about us not getting that job, to a guy who never lost a case to the City. And he said that because the City paid more money than they should have, that means the public was penalized once.

Another contractor expressed concern with the number of projects bundled into a JOC. He suggested that some projects should be issued by bidding them individually:

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> I would like to see them not package so many projects within the job order contracts and go back to regular bidding, advertising and bidding procedures. I don't mean to put down the JOCs, and I understand why they're using the job order contracts, I just wish they wouldn't put every small project inside those JOCs.

Prime Contractors Complaints with the MWBE Program

Many prime contractors expressed frustrations with the MWBE program. The complaints included not having enough certified firms to choose from, the agencies not evaluating the MWBEs availability before setting goals and process for evaluating a prime contractor's good faith efforts. Below is a discussion of some of those complaints.

A non-MWBE prime contractor talked about how the process for meeting the good faith efforts is challenging for prime contractors. He discussed how it is difficult to complete his bid by bid closing because he is receiving bids from subcontractors at the last minute. He stated:

> Follow up question: The process for submitting good faith efforts and requesting waivers is that a problem with either of the agencies?
>
> It's not a problem other than the time frame it's required. Typically on average, we probably have about two weeks notice from first advertisement to the bid opening. By the time the plans are available, that cuts it down to maybe ten days or something in that neighborhood. Once we identify what is a subcontracting opportunity, and try to make contact with people, a fair percentage of the contractors that we'd be able to sub contract with, when we try to contact them we're left with a voice mail. Typically, we rarely hear back from them. And obviously these bids close at a certain time, and if we don't have at least a couple of hours to close up the documentation… If they would respond, and at least say no we're not bidding that, if we could get a response that would be helpful. We've also had a challenge with a few of them in here that would submit a bid after closing, and then would complain why we didn't use their number. The program has been a challenge. I don't know how the County or the City views its success, but from our stand point, and I don't know what the other generals see, our portion is so specialized which has very few opportunities out there that its been a challenge at best to try to adhere to it.
>
> Just for argument sakes, if we have a bid closing at two o'clock by noon we have to have all our subcontracts in so we can fill the information into the bid. Even if one comes in an hour prior to the bid chances are we've already had to state all of our figures in writing. We've entered everything in the book and we've got to get it downtown. So it's really too late to change it. I don't know if there's a better way to handle it. I just know we typically run out of time trying to fill out the information that they've requested.

Another prime contractor discussed how the County does not provide prime contractors sufficient time to submit its good faith efforts documentation. He also discussed how the

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County does not provide any guidance in determining whether a MWBE quote is reasonable as compared to a lower non-MWBE quote. During a personal interview he stated:

> The City is good. The two distinct differences in the process is that the City will allow you to submit your good faith effort backup information the following day after the bid is due. The County wants everything submitted with the bid. That causes problems because you physically can't gather all the information when you have a bid due at a certain time. You physically don't receive that information until possibly minutes before the bid is due.
>
> Follow up question: You mean the subcontractors bid?
>
> Yes, the sub, the quotes. And the County wants a hardcopy that's submitted with your good faith effort which is being submitted with our bid and if you have a bid due at 2 o'clock, you are physically turning in a bid; these are not electronic bids here in Arizona. They are submitted in a sealed envelope. So, you have a man down at the County building on a cell phone. You are reading him the final numbers and you physically can't get him a copy of quote and have him write out an explanation as to why I'm using it or not. You're barely able to analyze the numbers and get your price together. We've met with the County on this specific issue and offered them to come in and watch the bid process. The City allows you to submit that the following day, which is reasonable.
>
> The other distinct difference is the issue of price difference. The City has specified in their published guideline 10% right now. They say within 10%, if a minority/woman/disadvantaged-owned business is within 10%, they should be given preference or the bid. Versus the County will not specify a guideline. They won't tell you how to evaluate the price when the public work is issued based on low bid. You know we're awarded the project based on low bid. But we're given no guidance from the County on how to evaluate price when it comes to disadvantaged businesses. The City specifies 10%. That's a very clean, very measurable; it puts all contractors on a level field. Our conversations with the County have been inconsistent to say the least.
>
> I wanted to use, a specific example on a project. It was a fence related project, and I'm not going to use the same numbers but it was around the same magnitude. It was probably a 3 ½ million dollar bid. There was some fencing on the project that was work $20 thousand dollars on a 3 ½ million dollar bid, relatively small amount. We had a minority contractor who was say $20 thousand dollars and a non-minority contractor who was $10 thousand dollars. In that case, it's a 100% difference; it's a 100% more to go to that minority contractor. The response from the County was that it was only $10,000. It's only 10 grand on a 3 ½ million dollar project. Our response is well no you need to analyze it based on the work. The work is only worth 10 grand and this person is charging double. It's not reasonable to give them the work. It doesn't matter how big the overall value of contract is.
>
> We have been told by the MWBE coordinator at the County specifically that she will never award a project to a contractor who did not make the MBE goal. The County does not have a WBE goal. She had said that the County

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> will not recommend an award to a contractor who did not make the goal but otherwise had a full documented good faith effort when another contractor did make the goal. We've submitted several good faith efforts to the Pima County where we did not make the goal and have been found nonresponsive every single time and it's the same good faith effort that we're submitting to the City, the State, to the Airport Authority and all the other agencies that we do business with who accepts them and find them adequate. And they are not being accepted by them. It's an issue that we can't seem to get to the bottom of as far as price.
>
> Follow up question: With regard to the discrepancies in terms of subcontractors' quotes, would that problem be solved if the County had a differential, a figure that they used for minority or women-owned businesses like the City.
>
> Absolutely. We don't care what that is just put us on a level field. If it's 50% so be it, put all the contractors on a level playing field.

Another prime contractor discussed how the 10% allowance for DBE firms discourages other majority owned subcontractors from bidding because they will not be the low bid after accounting for the 10% MWBE allowance. He stated:

> We are required to take an MBE or WBE and they can be 10% higher than the other subs and we are required to take them. On the flip side of this, we do have well qualified subcontractors that do not bid city projects because they know they are going to get beat out in this manner. A good, non MBE subcontractor could be the low bidder and still not get the job. Why should they spend their time, effort and energy bidding a project, and get thrown out because of that. A lot of them will not bid.

This prime contractor also discussed his frustration with the MWBE program not only from the perspective of receiving the MWBEs bids in a timely fashion, but also discussed his concern that the MWBE program is not always presenting the most qualified or cost effective firms. He stated:

> The M/WBE program is difficult for us to work with. We do it, but we're general contractors and in order to meet the M/WBE goals, we are required to contract with subcontractors that we wouldn't normally contract with. I think that's the function of the program and why they have the rules in place.
>
> Follow up question: What happens if you don't meet the goals?
>
> We typically do. Only under rare exceptions have we not met the goals. And I believe for our job order contract they look at that for the whole year. There are certain times where we did not specifically meet the goals. I can give you an example of that. We did the rewiring of the police dispatch operators area. We had to rewire all of the operator's stations while the operators continued their work. It

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> was a 911 facility and they remained up and functioning while we were in there. We literally had electricians underneath the raised flooring, rewiring while the operators worked. We were very nervous taking that project on. There were no MBE or WBE contractors we were comfortable with having them do that kind of work. We specifically went to an electrical contractor that we thought would do the right job. The city agreed with by the way. We had discussed that ahead of time and it was just something that needed to be done for safety reasons. That's probably the most dramatic thing we've had, but it does happen occasionally.
>
> Follow up question: You said that it is sometimes difficult to meet the goals and that you are forced to use subs that you normally wouldn't work with. Is that work that you would do in house yourself and/or you have subs you like to use instead?
>
> Yes, on both accounts. We have done jobs where it has cost the city more money to bring in a less qualified contractor to meet the goal. It goes against the grain. We try to get the lowest price and the best qualified person on our jobs. But because the City has decided they want to skirt around the program, it puts the burden on the general contractor.

Another prime contractor also discussed the problems he has had with MBE pricing.

He stated:

> I think they should get rid of the M/WBE program. For one, there are no black contractors approved. As far as I know, in the 25 years I've been working in Tucson, I don't know any black sub contractor's on their approved list, only Hispanics and maybe an Asian or two, but Hispanics in this part of the country are not minorities and are not discriminated against. So I think they should eliminate it. Very rarely do we see a WBE quota, but we always see an MBE quota. The same subcontractors are on it, year after year after year, and they don't need it. The good ones don't need it and the bad ones shouldn't be in business. And there are bad ones. As a matter of fact, on one of those that is considered bad was on a project that I lost because I had to add money to my bid in order to get the MBE on the project. I had a quote from an MBE that was 7 times more than the non MBE was. There is a tendency for MBE contractors to jack their prices up because there's a need for it. Because they know that there's a high goal.

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CHAPTER 10.0 – FINDINGS AND RECOMMENDATIONS

CHAPTER10.0 – FINDINGS AND RECOMMENDATIONS

The findings and recommendations included in this chapter are based on the analyses of the data represented in Chapters 2.0 through 9.0. The findings and recommendations address procurement practices for the City of Tucson and recommendations regarding the need for MWBE goals. Where appropriate, the subsections will provide specific recommendations for procurement of construction services, professional services and materials and supplies.

10.1 City of Tucson – Goal Setting

The disparity study analyzed the availability and utilization of MWBEs for construction, architectural and engineering, professional services and goods and services procured by the City of Tucson.

10.1.1 Construction

Based on the data analyzed for the study period, the Wilson Group found the following disparities for construction:

Subcontractor Disparity Analysis
Construction
Fiscal Years 2002 – 2006

Ethnicity Classifications	# of Awarded Contracts	Contract Dollars	% of Dollars[1]	% of Firms Available[2]	Disparity Index[3]	Disparity Impact Under/Over Utilization
OVERALL						
African Americans	6	$13,696	0.01%	0.31%	1.64	* Underutilization
Native Americans	14	$346,080	0.13%	0.16%	80.07	Underutilization
Asian Pacific Americans	6	$189,503	0.07%	0.31%	22.63	* Underutilization
Hispanic Americans	524	$13,793,551	5.11%	3.01%	169.65	Overutilization
Nonminority Women	212	$5,316,630	1.97%	2.29%	85.95	Underutilization

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding
[1] The percentage of dollars from the prime utilization.
[2] The percentage of available firms.
[3] The disparity index is % utilization divided by % availability multiplied by 100.
* Significantly underutilized - disparity index below 80.00.

Thus, on construction contracts, during the five year study period, only African American and Asian American owned firms were significantly underutilized with disparity indices of 1.64 and 22.63; Native American and non-minority Women owned firms were underutilized with indices of 80.07 and 85.95. The most successful MWBEs were Hispanic American owned firms with a disparity index of 169.65.

Based on the disparity study analysis, the Wilson Group recommends setting contract goals for construction for certified African American and Asian Pacific American MBEs.

Finding: On construction contracts, during the five year study period, only African American and Asian Pacific American owned-firms were significantly underutilized. Native American and non-minority Women owned firms were underutilized with disparity indices of 80.07 and 85.95, respectively; however, their underutilization was not statistically significant enough to require them to be included with an annual aspirational MBE or WBE goal. (See Chapter 6, pages 6-1 to 6-3)

Recommendation: The City of Tucson should amend its MWBE Program to set a race-specific annual goal of one (1) percent for African American and Asian Pacific American-owned firms and set contract specific goals for these MBEs in order to meet the annual goal.

Recommendation: The City of Tucson should closely monitor on a quarterly basis the utilization of all MBEs and WBEs to ensure that their utilization on construction contracts does not fall below their availability or they do not become over-utilized. If either situation occurs, the City should adjust its annual goals by including only the groups who continue to be underutilized in setting contract goals for ready, willing and available MWBEs.

10.1.2 Professional Services

For professional services, including A & E services, all of the MWBEs were significantly underutilized except Subcontinent Asian Americans. The Wilson Group found the following disparities for professional services:

Subcontractor Disparity Analysis
Professional Services
Fiscal Years 2002 – 2006

Ethnicity Classifications	# of Awarded Contracts	Contract Dollars	% of Dollars[1]	% of Firms Available[2]	Disparity Index[3]	Disparity Impact Under/Over Utilization
OVERALL						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	2	$122,817	0.76%	2.84%	26.59	* Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	1	$59,324	0.36%	0.18%	202.63	Overutilization
Hispanic Americans	9	$278,914	1.71%	9.77%	17.55	* Underutilization
Nonminority Women	11	$240,066	1.48%	9.95%	14.83	* Underutilization

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding
[1] The percentage of dollars from the prime utilization.
[2] The percentage of available firms.
[3] The disparity index is % utilization divided by % availability multiplied by 100.
* Significantly underutilized - disparity index below 80.00.

Based on the disparity study analysis, the Wilson group recommends that the City set MWBE subcontract goals and higher percentage points for utilization of MWBEs as prime consultants on professional services contracts.

Finding: The study found a statistically significant disparity in the utilization of MWBE subconsultants during the study period for professional services contracts. (See Chapter 6, pages 6-4 to 6-6)

Recommendation: The City of Tucson should amend its MWBE Program to include MWBE goals on professional services contracts in the amount of 20 percent for MBEs and 10 percent for WBEs.

- The OEOP office should develop a subcontract goals program that is similar to the construction contract MWBE program.
- The procurement engineers should work with the OEOP staff to develop project specific goals. The goals should be set based on the scope of work known at the time of the solicitation in the same manner as MWBE goals are set on construction projects.

Recommendation: The Wilson Group recommends that the City monitor, on a quarterly basis, the utilization of MBEs and WBEs to ensure that their utilization on professional services contracts does not fall below their availability nor do they become overutilized. If either situation occurs, the City of Tucson should adjust the goals annually and/or percentage price preference by including only the groups who continue to be underutilized in setting contract goals and/or points for ready, willing and available MWBEs.

10.1.3 Goods and Services

Finding: The study found a statistically significant disparity in the utilization of African-Americans and Asian Pacific American-businesses during the study period for goods and services. Their disparity levels were 65.39 and 43.46 respectively. (See Chapter 6, page 6-6 to 6-8)

Recommendation: The City should continue to implement the seven (7) and five (5) percent price preference points for African-American and Asian Pacific-American businesses for Goods and Services.

10.2 City of Tucson – Policies and Procedures

10.2.1 General Recommendations

Finding: Once a general contractor is selected for a defined scope of work that is issued as a Job Order Contract, the general contractor participates in setting the MWBE goals on that contract. The contractor's participation in setting the goals may result in goals lower than what is warranted based upon actual availability of MWBEs. This may occur when the contractors define the scope of work in such a way that it minimizes available subcontracting opportunities for MWBEs. (See Chapter 3, page 3-8)

Recommendation: The MWBE goals on Job Order Contracts should be set by the City's engineers and OEOP after determining the project(s).

10.2.2 Compliance - Construction

There are several barriers to contract participation that exist because there are no standard procedures in place to ensure that compliance with MWBE requirements is enforced after a contract is awarded. Several MWBE business owners expressed frustration with the City because they received no assistance from the Procurement Department, mainly because they did not know the individuals in the Department. In addition, during many personal interviews with MWBEs, business owners noted that they had issues such as being held to a higher standard of performance on the contract, prompt payment by the prime contractors, discriminatory treatment by prime contractors on the job site, bid shopping by the prime contractors, and release of retainage. When these business owners sought assistance from the City's Project Managers they were often advised that there was nothing the agency could do to assist them.

Commendation: Many MWBEs commented on how the City's OEOP program staff has improved within the past few years and how the program is more user-friendly and helpful.

Finding: Many of the barriers to participating on City contracts mentioned by MWBEs during personal interviews and discussed in the anecdotal chapter result from there being no set procedure in place to address complaints of MWBE contractors. For example, MWBEs complained that the agencies make no effort to assist them with obtaining payment from the prime contractor. According to several MWBEs, after asking for help, the agencies advised the MWBE that they were powerless to help them because the MWBE's contract was with the prime contractor. MWBEs were forced to either take significant losses or to expend significant legal fees to recover money owed them. MWBEs expressed similar frustrations with incidents of bid shopping and racist and sexist treatment by prime contractors and City employees. (See Chapter 9, page 9-12)

Recommendation: Issues such as non-payment or late payment of MWBE subcontractors, non-utilization of MWBEs once projects have begun, racial and gender discrimination against MWBE subcontractors on the project site etc., should be handled by establishing a compliance section to the OEOP Division. This section would have exclusive responsibility for compliance with the MWBE program on projects and would implement the policies set by the City of Tucson. The persons responsible for these efforts should report to the OEOP Director, who should report these issues to the Minority and Business Enterprise

Commission in the quarterly report. The compliance section, among other things, would have the responsibility for overseeing the following:

- Ensuring prompt payment of MWBE subcontractors;
- Monitoring complaints of bid-shopping by prime contractors;
- Addressing contract disputes between prime contractors and MWBE subcontractors;
- Monitoring utilization of MWBE contractors and consultants once the contract has been awarded;
- Participating in good faith efforts determinations;
- Addressing issues related to discriminatory treatment of MWBEs on project sites;
- Enforcing sanctions against prime contractors who violate MWBE requirements;
- Attending all pre-construction meetings and reviewing the MWBE requirements for contractors, subcontractors;
- Reviewing all bid and proposal documents to determine the MWBE utilization requirement is met; and
- Participating in the resolution of payment, discrimination and substitution issues and any other violations of the MWBE requirements.

The compliance section should report directly to the OEOP Director. MWBEs should be introduced to the compliance section and understand that they can file complaints with the person or persons involved in the section. The OEOP Director should have the authority to impose sanctions on prime contractors or MWBEs who abuse the City's MWBE requirements.

Finding: During the study period, the City issued change orders in the amount of $43,350,471 for construction projects. Based upon the construction subutilization participation, change orders provided an additional $2.9 million potential dollars available for prime contractors to award to MWBEs. (See Appendix E, pages E-1 to E-2)

Recommendation: The Wilson Group recommends that the City involve the OEOP in change orders to analyze the ability of MWBEs to participate on change orders over a certain amount on construction projects, and to set goals on change orders that reasonably should involve MWBE participation. The OEOP should establish a threshold amount that once reached consideration of setting goals on change orders will occur.

Finding: A common complaint among MWBE business owners was that prior to submission of bids to the City of Tucson, the prime contractors shop their bids. (See Chapter 9, page 9-10)

Recommendation: The Wilson Group recommends that referral of these complaints be made to the compliance section of the OEOP.

Finding: Some MWBE contractors feel that they have been discriminated against because of their gender or race while performing their subcontracts. (See Chapter 9, pages 9-15 to 9-19)

Recommendation: The Wilson Group recommends that referral of all discrimination issues that occur on the contract site be made to the compliance section of the OEOP.

Finding: Prime contractors in many cases require that subcontractors list the prime contractor's company on the subcontractor's insurance policy. According to subcontractors, this requirement increases the cost of their insurance. The City does not require that the subcontractors list the prime contractors on their insurance policy to perform on City projects, however, the City has not addressed this requirement with the prime contractors despite the fact that the City has been advised that this practice operates as a barrier for subcontractors. (See Chapter 9, pages 9-20 to 9-22)

Recommendation: The City should require that the prime contractors obtain insurance for the project and that the subcontractors obtain insurance only for the scope of the work they are responsible to perform. The subcontractors should not be required to name the prime contractors on their insurance policies.

10.2.3 Compliance – Professional Services Contracts

Finding: The City does not have specific methods in place to monitor compliance with MWBE utilization on professional services contracts. Currently, the City relies on payment to the prime consultant as proof that the MWBE consultant has been paid. The City should develop and implement methods to monitor compliance with the MWBE program by the prime consultants. The City should not assume that the prime consultants are complying with the MWBE program requirements.

Recommendation: Issues such as non-payment or late payment of MWBE subconsultants, non-utilization of MWBEs once projects have begun, racial and gender discrimination against MWBE subconsultants on the project site etc., should be handled by the compliance section of the OEOP Division. The compliance section should have exclusive responsibility for compliance with the MWBE program on projects and should implement the

policies set by the City of Tucson. The persons responsible for these efforts should report to the OEOP Director, who should report these issues to the Minority and Business Enterprise Commission in their quarterly report. The compliance section, among other things, would have the responsibility for overseeing the following:

- Ensuring prompt payment of MWBE subconsultants;
- Addressing contract disputes between prime consultants and MWBE subconsultants;
- Monitoring utilization of MWBE consultants once the contract has been awarded;
- Participating in good faith efforts determinations;
- Addressing issues related to discriminatory treatment of MWBEs on specific projects;
- Enforcing sanctions against prime consultants who violate MWBE requirements;
- Attending all pre-construction meetings and reviewing the MWBE requirements for professional services consultants, and subconsultants;
- Reviewing all professional services proposals to determine if the MWBE utilization requirement is met; and
- Participating in the resolution of payment, discrimination and substitution issues and any other violations of the MWBE requirements.

MWBEs should be introduced to the compliance section and understand that they can file complaints with the person or persons in this section. The OEOP Director should have the authority to impose sanctions on prime consultants or MWBEs who abuse the City MWBE requirements.

10.2.4 Race-Neutral Program

Finding: Current case law requires that governmental agencies with race specific contracting goals attempt to meet MWBE goals through race-neutral methods. (See, Chapter 2)

Recommendation: The Wilson Group recommends that the City create a race-neutral Small Business Enterprises Program to encourage contracting with all small businesses, including MWBE businesses. The Program should be limited to construction contracting companies whose annual gross income is no more than an average of $5 million per year over the last three years, and consulting companies whose gross income is no more than an average of $10.5 million per year. If a company is a certified MWBE and is within the above financial criteria, it should automatically qualify as Small Business Enterprise. Otherwise, a company must demonstrate that it meets the small business financial criteria.

The Small Business Enterprise Program should include provisions such as:

- Reserving certain professional service, construction, goods and materials contracts for bidding only by Small Business Enterprises;
- Separating certain construction, professional services contracts into smaller contracts reserved for bidding only by Small Business Enterprises;
- Creating a system to track all prime and subcontracts awarded to Small Business Enterprises;
- Providing outreach and supportive services for Small Business Enterprises; and
- Creating a mentor-protégé program for Small Business Enterprises, including contractors, consultants and suppliers.
- Implementing quarterly networking programs designed to provide MWBE business owners with the opportunity to meet with procurement officers and project managers that utilize the services they provide. After the MWBEs have established relationships with the purchasing officers and project managers, the Procurement Department and OEOP should consider including larger contractors and consultants at some of these quarterly meetings.

Finding: In selecting firms to perform on professional services contracts, the City has utilized on-call contracts for engineering, architectural and surveying firms and has ranked those firms in accordance with their qualifications. During the study period, only one MBE was ranked as one of the most qualified firms and currently there are no MWBEs on the list. Based on their ranking, the highest rated firms are almost always chosen by the project managers. (See Chapter 3, 3.3.1)

Recommendation: Neither Title 34 of the Arizona Revised Statute nor Chapter 28 of Tucson Procurement Code prohibits the creation of a two-tiered prequalification program. (See Section 10.2.4.) Procurements under a certain amount, e.g., under $250,000, could be reserved for small businesses that are pre-qualified for smaller projects. The procurements over $250,000 could be open to any business qualified for the type of work being procured. By providing a separate prequalification process for smaller contracts, the MWBEs, which are generally smaller firms, would be able to build their capacity to compete with and pre-qualify for larger procurements.

Recommendation: The City project managers in conjunction with the OEOP should recruit MWBEs to participate in the prequalification process for projects over $250,000.

Finding: Many MWBEs do not understand the process for setting MWBE goals on Job Order Contracts. They complain that the process for setting such goals is not always consistent

and there is no mechanism in place to enforce goals set on such contracts. The MWBEs complained that only large contractors receive Job Order Contracts and that the goals are commonly waived for MWBE utilization. (See Chapter 9, page 9-24) During the study period, a total of 112 Job Order Contracts (JOC) were awarded in the amount of $64,196,860. Of this amount, six (6) individual firms were awarded 45 contracts totaling $35,829,664 or 55.81 percent of the total dollars expended on JOCs (Appendix D-45).

Recommendation: OEOP and the procurement officials should conduct training internally and externally on the process for setting MWBE goals on Job Order Contracts and how MWBEs can become informed when a specific job is in the process of procurement.

10.2.5 Reporting

Finding: OEOP has had problems conveying partial waivers and other MWBE statistics to the Commission and to the public. (See Chapter 3, page 3-13)

Recommendation: The City should implement a policy that OEOP receives monthly reports of utilization of MWBEs on all contracts and OEOP should report such utilization to the Minority and Business Enterprise Commission on a quarterly basis. The reports should separately report availability and utilization on construction contracts and on professional service contracts (and if the City decides to use two tiers of prequalification, the report should reflect the differences). A separate report should be prepared for MWBE utilization on professional design and construction-related professional services that were solicited through an RFQ procedure. A separate report should be prepared for utilization of MWBEs for all contracts for services and/or materials under $50,000, including pCard purchases. Finally, separate reports should be prepared for design-build, construction-manager-at-risk and job order contracting MWBE participation. A summary report should be prepared that shows, in regard to all of the contracts issued by the City, the amount of dollars spent and the percentage that has been awarded to MWBEs. If the report shows underutilization of MWBEs (as compared to their availability as shown in Chapter 4.0), OEOP should provide an explanation of why the group is underutilized and whether a focus of outreach to that group should be conducted or if the goals should be modified for that group.

10.2.6 Waivers

Finding: A common complaint among MWBEs was that waivers are easily given to contractors on design-bid-build, design-build, construction manager at risk and job order contracts. Contractors must show a minimum of four (4) reasons to waive the MWBE goal. (See Chapter 3, page 3-11)

Recommendation: The City of Tucson procurement and OEOP should consider revising the requirement of how prime contractors show that they have made a good faith effort to meet the MWBE goal set on a contract and include more than four required elements. If a prime consultant or contractor does not meet the goals set or does not obtain a waiver or partial waiver of those goals, the contractor's or consultant's proposal should be deemed non-responsive.

10.2.7 Data Collection

Data collection and reporting is an important step to ensuring the integrity and accuracy of contract information and MWBE participation on all City contracts awarded. Currently the City collects and tracks MWBE participation on Construction contracts over $50,000 through a manual process and enters the data into an Access database. Other contracts data are not collected in a systematic format. The City MWBE and contract information using several data systems that collect part of data variables to effectively and efficiently track MWBE participation. The following methodologies/processes to track procurement activity:

- Construction Contracting System
- PaymentNet - pcard tracking system
- OPIS (Online Procurement Integration System) - purchase orders of $50,000 or less that are not associated with a contract
- Procurement System
- OEOP (Office of Equal Opportunity Programs) – tracks construction contracts that are $50,000 or greater

In addition to the current lack of data integration, the Wilson Group has recommended establishing a subconsultant goals program for Professional Services contracts; creating a Small Business Enterprise program; and addition of a compliance section to the OEOP. We realize that these recommendations will require additional resources and increase the workload of current employees.

To manage the data and accomplish these recommendations, the City would have to develop interfaces for the current systems, data protocols, and increase staffing.

Recommendation: The City should consider purchasing diversity management systems to manage the data collection and develop reports. There are several programs on the market that specifically addresses government agency's need for MWBE and DBE program management.

The advantages of a customized software:

- Reduction of staff time

- Real-time information
- Reduction in paperwork
- Increased efficiency
- Decrease processing times for transactions
- Organization-wide collaboration
- Improve service to internal customers and vendors
- Provide item-level information
- Interface to external systems

Some of the features of the software are:

- Contract compliance audits
- MWBE certification
- Reporting
- Contract management
- Communications log
- Vendor management
- Diversity/buyer account management

APPENDICES

APPENDIX A – DEFINITION OF TERMS

APPENDIX A - DEFINITIONS OF TERMS

This appendix provides explanations and definitions useful to understanding the Availability and Disparity Study. These definitions are only relevant in the context of the Availability and Disparity Study Final Report.

Anecdotal evidence. Includes personal accounts of incidents, including of discrimination, told from an individual's perspective.

Availability analysis. Examination of the relative number of DBEs or MBE/WBEs ready, willing and able to perform work related to transportation construction and engineering work for NDOT or local agencies.

Business. A for-profit company, including all of its establishments (equivalent to "firm").

Business listing. A record in the Dun & Bradstreet database of businesses (or other database). A D&B record is just a "listing" until the study team determines it to actually be a business establishment with a working phone number.

Business Enterprise. A corporation, partnership, individual, sole proprietorship, joint stock company, joint venture, professional association, or any other legal entity, operated for profit that is properly licensed and/or otherwise authorized to do business.

Business establishment. A place of business with an address and working phone number. One firm can have many business establishments. (Same as "establishment.")

City. City of Tucson, Arizona.

Contract. A legally binding relationship between the seller of goods or services and a buyer.

Contractor. The study team uses "contractor" to refer to firms performing construction contracts.

Controlled. For the purpose of determining whether a business is an MBE or WBE shall mean that the minority or woman owner(s) shall possess legal authority and power to manage business assets, good will and daily operations of the business, and actively and continuously exercise such authority and power in determining the policies and directing the operations of the business.

County. Pima County government.

Disadvantaged Business Enterprise (DBE). A small business owned and controlled by one or more individuals who are both socially and economically disadvantaged according to the guidelines in the Federal DBE Program (49 CFR Part 26). Membership in certain race and ethnic groups identified under "minority-owned business enterprise" in this appendix may meet the presumption of socially and economically disadvantaged. Women are also presumed to be socially and economically disadvantaged. Examination of economic disadvantage also includes investigating the gross revenues and the firm owner's personal net worth (maximum of $750,000 exclusive of equity in a home and in the business). Some minority- and women-owned firms do not qualify as DBEs because of the gross revenue or the net worth

requirements. A firm owned by a non-minority male can be certified as a DBE. Tribally-owned concerns can be certified as a DBE if the enterprise meets the requirements in 49 CFR Part 26.

Disparity. A difference or gap between an actual outcome and a reference point. For example, a difference between an outcome for one race/ethnic group and an outcome for non-Hispanic whites may constitute a disparity.

Disparity analysis. Comparisons of actual outcomes with what might be expected based on other data. Analysis of whether there is a "disparity" between DBE utilization and availability is one tool in examining whether there is evidence consistent with discrimination against DBEs.

Disparity index. Computed by dividing percentage utilization by percentage availability and then multiplying the result by 100. A disparity index of 100 indicates "parity".

Dun & Bradstreet. The leading firm in the United States and abroad that provides lists of business establishments and other business information (see www.dnb.com).

Employer firms. Firms with paid employees other than the business owner and family members.

Enterprise. An economic unit that could be a for-profit firm or establishment, not-for-profit organization or public sector organization.

Establishment. See "business establishment".

Firm. See "business".

Industry. A broad grouping of firms providing related goods or services.

Local . The principal place of business of the enterprise is physically located within the Tucson Metropolitan Statistical Area (MSA) (Pima County).

M/WBE directory. The Business Enterprise Program's electronic directory of firms certified as MWBEs with City of Tucson.

Majority-owned businesses. For-profit firms not owned and controlled by minorities or women (see definition of "minorities" below).

Minority. Citizens or lawful permanent residents of the United States, and includes any individual in the following groups, members of which are rebuttably presumed to be socially and economically disadvantaged:

(a) "Black Americans," which includes persons having origins in any of the black racial groups of Africa;

(b) "Hispanic Americans," which includes persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture of origin, regardless of race;

(c) "Native Americans," which includes persons who are American Indians, Eskimos, Aleuts, or Native Hawaiians;

(d) "Asian-Pacific Americans," which includes persons whose origins are from Japan, China, Taiwan, Korea, Burma (Myanmar), Vietnam, Laos, Cambodia (Kampuchea), Thailand, Malaysia, Indonesia, the Philippines, Brunei, Somoa, Guam, the U.S. Trust Territories of the Pacific Islands (Republic of Palau), the Commonwealth of Northern Marianas Islands, Macao, Fiji, Tonga, Kiribati, Juvala, Nauru, Federated States of Micronesia, or Hong Kong.

(e) "Subcontinent Asian Americans," which includes persons whose origins are from India, Pakistan, Bangladesh, Bhutan, the Maldives Islands, Nepal or Sri Lanka.

Minority Business Enterprise (MBE). A local disadvantaged MBE which is an independent and continuing business for profit, performing a commercially useful function, owned and controlled by one or more minority persons (Asian, Black, Hispanic or Native American) who possess an interest of fifty-one (51) percent or more in the business in accordance with 49 CFR Part 26.

NAICS code. North American Industry Classification System code that identifies primary line of business of an enterprise. www.census.gov/epcd/www/naics.html.

Non-minority Business Enterprise (NWBE) For-profit firms not owned and controlled by minorities or women (see definition of "minorities).

Non-response bias. Occurs when the observed value to a survey question differs from what would be obtained if all individuals in a population, including non-respondents, answered the question.

Owned. Ownership of at least 51 percent of a company. A "minority-owned" firm is at least 51 percent owned by one or more minorities.

Prime consultant. The professional services firm performing a contract for an end user such as City of Tucson.

Prime contract. The contract between the seller and an end user such as City of Tucson.

Prime contractor. The firm performing a contract for an end user such as City of Tucson.

Private sector. Organizations and entities that are not part of any governmental structure. Includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry.

Pubic sector. Government or a public service body.

Race-and gender-conscious. Remedies that apply to individuals or firms that includes some races and ethnicities and not others; and women and not men. This term is equivalent to "race- and gender-based". A DBE contract goal is one example of a race- and gender-conscious remedy. Note that this term is more accurately "race-," *"ethnicity-"* and "gender-" conscious. For ease of communication, the study team has shortened this to "race- and gender-conscious" remedies.

Race- and gender-neutral. Remedies that apply to individuals or firms that are not classified based on race, ethnicity or gender. Note that this term is more accurately "race-,"" *ethnicity-"* and "gender-" neutral. For ease of communication, the study team has shortened this to "race- and gender-neutral".

Race- and gender-neutral remedies may include assistance in overcoming bonding and financing obstacles, sampling bidding procedures, providing technical assistance, establishing programs to assist start-up firms and other methods open to all firms or any disadvantaged firm regardless of race or gender.

Relevant geographic market area. The geographic area that contains most establishments receiving City of Tucson construction, architectural & engineering, non-A&E professional services, general services and goods related work, based on dollars. It is also referred to as the "local marketplace".

Remedy. A program element designed to address barriers to full participation for a particular group.

SIC code. Standard Industrial Classification code, which describes the primary business of a firm (see SIC Manual at http://www.census.gov/epcdlwww/sic.html). The federal government groups firms into industries down to 4-digit SIC codes. Dun and Bradstreet further classifies types of work to the 8-digit level.

Small business. In general, a firm with low revenues or employment size relative to other firms in the industry. "Small business" does not necessarily mean that the firm is certified as such.

Small Business Administration (SBA). The U.S. Small Business Administration, which is an independent agency of the United States government.

Statistically significant difference. A difference in which chance in the sampling process can be eliminated as a cause, at the 95 percent confidence level (meaning that chance in the sampling process could still explain the difference in no more than 5 out of 100 cases).

Subconsultant. A professional services firm performing a service for the prime consultant as part of a larger contract.

Subcontract. The contract between a prime contractor and another firm selling services to the prime contractor.

Subcontractor. A firm performing a service for a prime contractor as part of a larger construction or engineering project.

Supplier. A firm selling supplies to a firm as part of a larger project.

Utilization. Percentage of total dollars of a type of work going to MBE/WBEs (or another group).

Woman-owned Business Enterprise (WBE). A local disadvantaged WBE which is an independent and continuing business for profit, performing a commercially useful function, owned and controlled by one or more non-minority women who possess an interest of fifty-one (51) percent or more in the business, in accordance with 49 CFR Part 26.

APPENDIX B – AVAILABILITY TELEPHONE SURVEY

TELEPHONE SURVEY STRUCTURE
City of Tucson
Comprehensive Disparity Study of MWBE Programs

Questionnaire # _____ (1-4)

Q.1 Which ONE of the following is your company's primary line of business?

[REQUIRE ANSWER]

(5)
Construction (highway, building, general contractor, marine or marine-related, etc.) ... 1
Architecture/Engineering 2
Professional Services (consulting, accounting, legal, etc.) 3
Commodities and Supplies 4
No Response 5
Miscellaneous and Other Services (Specify) 6

[A - IF THE ANSWER TO QUESTION 1 IS NOT 6, THEN SKIP TO QUESTION 3]

Q.2 [REQUIRE ANSWER: 2]_____ (6-55)

Q.3 What is the firm's business structure?

[REQUIRE ANSWER]

(56)
Sole Proprietorship 1
Partnership 2
Corporation 3
Limited Liability Partnership ... 4
Limited Liability Corporation .. 5
Joint Venture 6
Non-Profit 7
No Response 8

Q.4 What is the "race/ethnicity" of the controlling owner/partner of the firm? (Controlling means to own at least 51% of the firm)? [REQUIRE ANSWER]

(57)
Caucasian 1
African American 2
Native American 3
Asian 4
Native Hawaiian/Pacific Islander 5
Hispanic American, Caucasian 6
Hispanic American, African American .. 7
Other (Specify) 8

[A - IF THE ANSWER TO QUESTION 4 IS NOT 8, THEN SKIP TO QUESTION 6]

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Q.5 [REQUIRE ANSWER: 2]_____ (58-82)

Q.6 What is the gender of the controlling owner/partner of the firm? (Controlling means to own at least 51% of the firm)? [REQUIRE ANSWER]

(83)
Male 1
Female 2
Alaska Native Corporation (ANC) .. 3
No Response 4

Q.7 How many years has the firm been in business? [REQUIRE ANSWER]

(84)
0-10 years 1
11-20 years 2
21-30 years 3
31-40 years 4
41-50 years 5
50+ years 6
No Response .. 7

Q.8 How many years of experience in the firm's line of business does the firm's owner have? [REQUIRE ANSWER]

(85)
0-10 years 1
11-20 years 2
21-30 years 3
31-40 years 4
41-50 years 5
50+ years 6
No Response .. 7

Q.9 What is the highest level of education completed by the firm's owner? [REQUIRE ANSWER]

(86)
Some High School 1
High School graduate 2
Some College 3
College Graduate 4
Post Graduate 5
Trade or Technical Certificate .. 6
No Response 7

Q.10 What is the firm's total number of Full-time employees, excluding the owner(s)?
[REQUIRE ANSWER]_____ (87-96)

Q.11 What is the firm's total number of Part-time employees, excluding the owner(s)?
[REQUIRE ANSWER]_____ (97-106)

Q.12 What was the firm's gross receipts for 2006? [REQUIRE ANSWER]

(107-108)

$50,000 or less	1
$50,001 - $100,000	2
$100,001 - $300,000	3
$300,001 - $500,000	4
$500,001 - $1,000,000	5
$1,000,001 - $3,000,000	6
$3,000,001 - $5,000,000	7
$5,000,001 to $10,000,000	8
over $10,000,000	9
No Response	10

Q.13 Of the total gross receipts, what percentage of dollars came from doing business in the Private Sector? [REQUIRE ANSWER]_____ (109-118)

Q.14 Of the total gross receipts, what percentage of dollars came from doing business in the Public Sector? [REQUIRE ANSWER]_____ (119-128)

Q.15 Have you ever served as a prime in the **Private Sector**?

[REQUIRE ANSWER]

(129)

Yes	1
No	2
DK	3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 19]

Q.16 What was your largest contract in the Private Sector as a prime?
[REQUIRE ANSWER]_____ (130-149)

Q.17 How many times have you bid as a prime in the Private Sector?
[REQUIRE ANSWER]_____ (150-159)

Q.18 How many contracts have you won as a prime in the Private Sector?
[REQUIRE ANSWER]_____ (160-169)

Q.19 Have you served as a sub-contractor in the **Private Sector**?

[REQUIRE ANSWER]

(170)

Yes	1
No	2
DK	3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 23]

Q.20 What was your largest contract in the Private Sector as a sub-contractor?
[REQUIRE ANSWER]_____ (171-190)

Q.21 How many times have you bid as a sub-contractor in the Private Sector?
[REQUIRE ANSWER]_____ (191-200)

Q.22 How many contracts have you won as a sub-contractor in the Private Sector?
[REQUIRE ANSWER]_____ (201-210)

Q.23 Have you served as a prime in the **Public Sector**? [REQUIRE ANSWER]

(211)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 27]

Q.24 What was your largest contact in the Public Sector as a prime?
[REQUIRE ANSWER]_____ (212-221)

Q.25 How many times have you bid as a prime in the Public Sector?
[REQUIRE ANSWER]_____ (222-231)

Q.26 How many contracts have you won as a prime in the Public Sector?
[REQUIRE ANSWER]_____ (232-241)

Q.27 Have you served as a sub-contractor in the **Public Sector**?
[REQUIRE ANSWER]

(242)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 31]

Q.28 What was your largest contract in the Public Sector as a sub-contractor?
[REQUIRE ANSWER]_____ (243-252)

Q.29 How many times have you bid as a sub-contractor in the Public Sector?
[REQUIRE ANSWER]_____ (253-262)

Q.30 How many contracts have you won as a sub-contractor in the Public Sector?
[REQUIRE ANSWER]_____ (263-272)

Q.31 The following is a list of barriers that may prevent some firms from bidding or obtaining work on City of Tucson and Pima County's projects. Has your firm experienced any of these when attempting to contract with the City of Tucson and Pima County?

1=Yes
2=No
3=DK/No Response
4=Never attempted to bid on City of Tucson or Pima County projects

[REQUIRE ANSWER]

	Yes	No	DK/No Response	Never attempted to bid on City of Tucson or Pima County projects
Performance bond requirements?	1	2	3	4 (273)
Insurance requirements?	1	2	3	4 (274)
Non-competitive supplier prices?	1	2	3	4 (275)
Bid specifications?	1	2	3	4 (276)
Pre-qualification requirements?	1	2	3	4 (277)
Limited time to prepare bid package or quote?	1	2	3	4 (278)
Limited information and pending projects?	1	2	3	4 (279)
Knowledge and understanding of purchase/contracting policies, procedures or processes?	1	2	3	4 (280)
Lack of experience?	1	2	3	4 (281)
Lack of personnel?	1	2	3	4 (282)
Lack of equipment?	1	2	3	4 (283)
Lack of resources to compete in the public and private markets simultaneously?	1	2	3	4 (284)
Lack of relationships with larger firms that you could partner with?	1	2	3	4 (285)
Contract is too large?	1	2	3	4 (286)
Contract is too expensive?	1	2	3	4 (287)
Unfair contracting practices?	1	2	3	4 (288)
Cost of buying plans for each proposal?	1	2	3	4 (289)
Agency procurement managers tend to maintain a preferred list of vendor to the exclusion of your company	1	2	3	4 (290)

Q.32 Have you served as a subcontractor for the City of Tucson and/or Pima County?

[REQUIRE ANSWER]

(291)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 34]

Q.33 The following is a list of business practices that may occur when serving as a subcontractor on City of Tucson and Pima County projects. Please indicate whether your firm has ever encountered any of the following with a prime contractor during the period of January 1, 2002 through December 31, 2006.

[REQUIRE ANSWER]

	Yes	No	DK/No Response
Submitted as subcontractor, and then dropped by the prime after the prime was awarded the contract	1	2	3 (292)
Placed on a contract to do one job and ended up doing another	1	2	3 (293)
Did a job that required less work and pay than was contracted for	1	2	3 (294)
Paid less than the negotiated amount in the contract after completing a job	1	2	3 (295)
Prime contractor held your company to higher performance standards than other contractors on the job	1	2	3 (296)
Agency personnel held your company to higher performance standards than other contractors on the job	1	2	3 (297)
Completed a job and never received payment	1	2	3 (298)
Asked to be a front for a majority firm	1	2	3 (299)
Pressured to lower quotes on a bid because of bid peddling or bid shopping by the prime contractor	1	2	3 (300)
Frequently contacted by prime contractors for inclusion in a bid, and after providing the quotes, never heard from the prime again.	1	2	3 (301)
Dropped from the contract because a MBE goal was not required or already met	1	2	3 (302)
Followed any unwritten rules that you must follow in order to win contracts	1	2	3 (303)
Failed to attend mandatory pre-bid conference	1	2	3 (304)
Asked to sign a form stating you had been paid when you had not been	1	2	3 (305)
Had problems with prime paying you on time	1	2	3 (306)
Had prime use your firm name in bid without permission	1	2	3 (307)
Prime changed your bid without permission	1	2	3 (308)
Asked to do more work than in bid without increase in fees	1	2	3 (309)
Failure to timely release retainage	1	2	3 (310)
Design-Build format puts project out of reach for my company	1	2	3 (311)

Q.34 Do you agree or disagree with the following statements?

There is an overall informal network of prime and subcontractors that has purposely excluded your firm from City of Tucson and Pima County projects.

PROBE: Do you agree or disagree?

Do you strongly agree/disagree or just agree/disagree?

[REQUIRE ANSWER]

(312)
Strongly Agree 1
Agree 2
Strongly Disagree 3
Disagree 4
Neither Agree nor Disagree .. 5
No Response 6

Q.35 Qualifications and performance double standards make it difficult for minority-owned firms to win projects.

PROBE: Do you agree or disagree?

Do you strongly agree/disagree or just agree/disagree?

[REQUIRE ANSWER]

(313)
Strongly Agree 1
Agree 2
Strongly Disagree 3
Disagree 4
Neither Agree nor Disagree .. 5
No Response 6

Q.36 During the period of January 1, 2002 through December 31, 2006, has the firm experienced discrimination due to the owner's Ethnicity / Race?

[REQUIRE ANSWER]

(314)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS 4, THEN SKIP TO QUESTION 40]

Q.37 When did discrimination occur? [REQUIRE ANSWER]

(315)
Before award ... 1
After award 2
No Response .. 3

Q.38 How was the discrimination expressed to you? [REQUIRE ANSWER]

(316)
Actions 1
Written 2
Verbal 3
No Response .. 4

Q.39 Do you feel that the discrimination was due to: [REQUIRE ANSWER]

(317)
Owner's Ethnicity/Race .. 1
Owner's Gender 2
Age of Firm 3

Q.40 During the period of January 1, 2002 through December 31, 2006, has the firm experienced discrimination due to the owner's Gender? [REQUIRE ANSWER]

(318)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 44]

Q.41 When did discrimination occur? [REQUIRE ANSWER]

(319)
Before award ... 1
After award 2
No Response .. 3

Q.42 How was the discrimination expressed to you? [REQUIRE ANSWER]

(320)
Actions 1
Written 2
Verbal 3
No Response .. 4

Q.43 Do you feel that the discrimination was due to: [REQUIRE ANSWER]

(321)
Owner's Ethnicity/Race .. 1
Owner's Gender 2
Age of Firm 3
DK 4

Q.44 During the period of January 1, 2002 through December 31, 2006, has the firm experienced discrimination due to the Age of the firm? [REQUIRE ANSWER]

(322)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 48]

Q.45 When did discrimination occur? [REQUIRE ANSWER]

(323)
Before award ... 1
After award 2
No Response .. 3

Q.46 How was the discrimination expressed to you? [REQUIRE ANSWER]

(324)
Actions 1
Written 2
Verbal 3
No Response .. 4

Q.47 Do you feel that the discrimination was due to: [REQUIRE ANSWER]

(325)
Owner's Ethnicity/Race .. 1
Owner's Gender 2
Age of Firm 3
DK 4

Q.48 Do you feel that your firm is qualified to do work for the City of Tucson or Pima County?
[REQUIRE ANSWER]

(326)
Yes 1
No 2
No Response .. 3

Q.49 Are you interested in doing work for the City of Tucson or Pima County?
[REQUIRE ANSWER]

(327)
Yes 1
No 2
No Response .. 3

Q.50 Do you have the resources to do work for the City of Tucson or Pima County?
[REQUIRE ANSWER]

(328)
Yes 1
No 2
No Response .. 3

Q.51 What is the furthest away in miles your firm has performed work?
[REQUIRE ANSWER]_____ (329-338)

Q.52 On behalf of the City of Tucson and Pima County, we thank you for your participation in completing this survey. Have a nice Day.

INTERVIEWER ID # [REQUIRE ANSWER]_____ (339-340)

Q.53 Telephone Number_____ (341-356)

CITY OF TUCSON SURVEY RESULTS

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City of Tucson Survey Results

Q.1 Which one of the following is your company's primary line of business?

Construction (highway, building, general contractor, etc) 1
Architecture/Engineering 2
Professional Services (consulting, accounting, legal, etc.) 3
Commodities and Supplies 4
No Response 5
Miscellaneous and Other Services (Specify) 6

Question 1		
Answer	**Number**	**Percentage**
Construction	132	30.3%
Architecture/Engineering	28	6.4%
Professional Services	117	26.9%
Commodities and Supplies	96	22.1%
No Response	0	0.0%
Miscellaneous and Other Services	62	14.3%
Totals	**435**	**100.0%**

- The majority of firms were in Construction (30.3 percent) and Professional Services (26.9 percent).

Q. 2 Company's Line of Business (Other Services)

Question 2		
Answer	**Number**	**Percentage**
Various	176	40.5%
No Response	259	59.5%
Totals	**435**	**100.0%**

- The individuals who responded to this question answered with a wide variety of answers.

Q.3 What is the firm's business structure?

Sole Proprietorship 1
Partnership 2
Corporation 3
Limited Liability Partnership 4
Limited Liability Corporation 5
Joint Venture 6
Non-Profit 7
No Response 8

DRAFT

Question 3		
Answer	**Number**	**Percentage**
Sole Propietorship	76	17.5%
Partnership	2	0.5%
Corporation	241	55.4%
Limited Liability Partnership	2	0.5%
Limited Liability Corporation	113	26.0%
Joint Venture	0	0.0%
Non-Profit	0	0.0%
No Response	1	0.2%
Totals	**435**	**100.0%**

- Over 50 percent of the firms' business structures were Corporations. The second most frequent choice was for Limited Liability Corporation at 26.0 percent.

Q.4 What is the "race/ethnicity" of the controlling owner/partner of the firm? (Controlling means to own at least 51% of the firm)?

Caucasian 1
African American 2
Native American 3
Asian/Pacific Islander 4
Hispanic American 5
Other (Specify) 6

Question 4		
Answer	**Number**	**Percentage**
Caucasian	264	60.7%
African American	34	7.8%
Native American	27	6.2%
Asian/Pacific Islander	33	7.6%
Hispanic American	62	14.3%
Other	15	3.4%
Totals	**435**	**100.0%**

- 60.7 percent of the controlling owners or partners of the firm were Caucasian with the second highest frequency being for Hispanic Americans (14.3 percent). This group includes Caucasian and African American Hispanics.

Q.5 Ethnicity of Firm (Other)

Question 5		
Answer	**Number**	**Percentage**
Various	15	3.4%
No Response	420	96.6%
Totals	**435**	**100.0%**

- Of the 15 individuals who responded to Question 4 as Other, there was a variety of answers for Question 5.

DRAFT

Q.6 What is the gender of the controlling owner/partner of the firm? (Controlling means to own at least 51% of the firm)?

Male 1
Female 2
No Response 3

Question 6		
Answer	**Number**	**Percentage**
Male	248	57.0%
Female	165	37.9%
No Response	22	5.1%
Totals	**435**	**100.0%**

- 57.0 percent of the owners were male while only 37.9 percent were female.

Q.7 How many years has the firm been in business?

0-10 years 1
11-20 years 2
21-30 years 3
31-40 years 4
41-50 years 5
50+ years 6
No Response 7

Question 7		
Answer	**Number**	**Percentage**
0-10 Years	189	43.4%
11-20 Years	116	26.7%
21-30 Years	77	17.7%
31-40 Years	29	6.7%
41-50 Years	8	1.8%
50+ Years	15	3.4%
No Response	1	0.2%
Totals	**435**	**100.0%**

- Approximately 70.1 percent of participating firms have been in business for less than 20 years. Fifteen of the 435 firms have been around for more than 50 years (3.4 percent).

Q.8 How many years of experience in the firm's line of business does the firm's owner have?

0-10 years 1
11-20 years 2
21-30 years 3
31-40 years 4
41-50 years 5
50+ years 6
No Response 7

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Question 8		
Answer	**Number**	**Percentage**
0-10 Years	83	19.1%
11-20 Years	128	29.4%
21-30 Years	116	26.7%
31-40 Years	69	15.9%
41-50 Years	15	3.4%
50+ Years	22	5.1%
No Response	2	0.5%
Totals	**435**	**100.0%**

- The amount of experience that the owner of the firm has is pretty evenly distributed with the highest percentage having between 11 and 20 years experience (29.4 percent).

Q.9 What is the highest level of education completed by the firm's owner?

Some High School 1
High School graduate 2
Some College 3
College Graduate 4
Post Graduate 5
Trade or Technical Certificate 6
No Response 7

Question 9		
Answer	**Number**	**Percentage**
Some High School	4	0.9%
High School Graduate	43	9.9%
Some College	99	22.8%
College Graduate	154	35.4%
Post Graduate	102	23.4%
Trade or Technicial Certificate	18	4.1%
No Response	15	3.4%
Totals	**435**	**100.0%**

- Over 50 percent (256 individuals) of the owners had a College degree or higher.

Q.10 What is the firm's total number of Full-time employees, excluding the owner(s)?

Question 10		
Answer	**Number**	**Percentage**
0 Emps	108	24.8%
1-10 Emps	195	44.8%
11-20 Emps	48	11.0%
21-30 Emps	25	5.7%
31-50 Emps	17	3.9%
51-100 Emps	20	4.6%
101-200 Emps	11	2.5%
201+ Emps	10	2.3%
Refused	1	0.2%
Totals	**435**	**100.0%**

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- 195 firms had between one and ten employees and 108 firms had no Full Time Employees. Ten firms had over 200 full time employees.

Q.11 What is the firm's total number of Part-time employees, excluding the owner(s)?

Question 11		
Answer	**Number**	**Percentage**
0 Emps	267	61.4%
1-10 Emps	147	33.8%
11-20 Emps	5	1.1%
21-50 Emps	6	1.4%
51+ Emps	7	1.6%
Don't Know	2	0.5%
Refused	1	0.2%
Totals	**435**	**100.0%**

- The overwhelming majority of firms had zero part time employees (61.4 percent), and the second highest was between one and ten part time employees at 33.8 percent.

Q.12 What was the firm's gross receipts for 2006?

$50,000 or less 1
$50,001 - $100,000 2
$100,001 - $300,000 3
$300,001 - $500,000 4
$500,001 - $1,000,000 5
$1,000,001 - $3,000,000 6
$3,000,001 - $5,000,000 7
$5,000,001 to $10,000,000 8
Over $10,000,000 9
No Response 10

Question 12		
Answer	**Number**	**Percentage**
$50,000 or less	47	10.8%
$50,001 - $100,000	34	7.8%
$100,001 - $300,000	50	11.5%
$300,001 - $500,000	37	8.5%
$500,001 - $1,000,000	51	11.7%
$1,000,001 - $3,000,000	75	17.2%
$3,000,001 - $5,000,000	26	6.0%
$5,000,001 - $10,000,000	16	3.7%
Over $10,000,000	31	7.1%
No Response	68	15.6%
Totals	**435**	**100.0%**

- Firm's gross receipts were pretty evenly distributed with a slight advantage between $1 million and $3 million (17.2 percent).

Q.13 Of the total gross receipts, what percentage of dollars came from doing business in the Private Sector?

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Question 13		
Answer	**Number**	**Percentage**
0-10%	65	14.9%
11-20%	17	3.9%
21-30%	21	4.8%
31-40%	12	2.8%
41-50%	35	8.0%
51-60%	11	2.5%
61-70%	11	2.5%
71-80%	32	7.4%
81-90%	30	6.9%
91-100%	197	45.3%
Don't Know	2	0.5%
Refused	2	0.5%
Totals	**435**	**100.0%**

- Most of the participating firms appear to do almost all of their work in the private sector with 197 firms saying they did between 91 and 100 percent of their work exclusively in the private sector.

Q.14 Of the total gross receipts, what percentage of dollars came from doing business in the Public Sector?

Question 14		
Answer	**Number**	**Percentage**
0-10%	236	54.3%
11-20%	24	5.5%
21-30%	22	5.1%
31-40%	12	2.8%
41-50%	35	8.0%
51-60%	10	2.3%
61-70%	11	2.5%
71-80%	20	4.6%
81-90%	15	3.4%
91-100%	46	10.6%
Don't Know	2	0.5%
Refused	2	0.5%
Totals	**435**	**100.0%**

- Along with Question 13, the vast majority of participating firms do not do much work in the public sector. 236 of the 435 firms have done less than 10% of work in the public sector.

Q.15 Have you ever served as a prime in the **Private Sector**?

Yes 1
No 2
Don't Know 3

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Question 15		
Answer	**Number**	**Percentage**
Yes	230	52.9%
No Response	197	45.3%
Don't Know	8	1.8%
Totals	**435**	**100.0%**

- Slightly over 50 percent of firms have served as prime in the Private Sector (52.9 percent)

Q.16 What was your largest contract in the Private Sector as a prime?

Question 16		
Answer	**Number**	**Percentage**
$0-3,000	13	3.0%
$3,001-25,000	62	14.3%
$25,001-70,000	38	8.7%
$70,001-180,000	24	5.5%
$180,001-390,000	21	4.8%
$390,001-1,000,000	33	7.6%
$1,000,001+	26	6.0%
Other	3	0.7%
Blank	205	47.1%
Don't Know	3	0.7%
Refused	7	1.6%
Totals	**435**	**100.0%**

- 205 individuals did not respond to this question, but the largest response was for contracts between $3,001 and $25,000 at 14.3 percent.

Q.17 How many times have you bid as a prime in the Private Sector?

Question 17		
Answer	**Number**	**Percentage**
0 Times	20	4.6%
1-5 Times	29	6.7%
6-10 Times	8	1.8%
11-20 Times	15	3.4%
21-50 Times	11	2.5%
51-100 Times	17	3.9%
101+ Times	36	8.3%
Other	88	20.2%
Blank	205	47.1%
Don't Know	4	0.9%
Refused	2	0.5%
Totals	**435**	**100.0%**

- A slight majority of firms have bid as a prime over 100 times (8.3 percent)

Q.18 How many contracts have you won as a prime in the Private Sector?

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Question 18		
Answer	**Number**	**Percentage**
0 Won	27	6.2%
1-5 Won	45	10.3%
6-10 Won	19	4.4%
11-20 Won	13	3.0%
21-50 Won	10	2.3%
51-100 Won	11	2.5%
101+ Won	24	5.5%
Other	73	16.8%
Blank	205	47.1%
Don't Know	5	1.1%
Refused	3	0.7%
Totals	**435**	**100.0%**

- 16.5 percent of firms have won less than 5 contracts which equates to 72 firms.

Q.19 Have you served as a sub-contractor in the **Private Sector**?

Yes 1
No 2
Don't Know 3

Question 19		
Answer	**Number**	**Percentage**
Yes	185	42.5%
No	244	56.1%
Don't Know	6	1.4%
Totals	**435**	**100.0%**

- Most firms have not served as a sub-contractor in the private sector (244 out of 435).

Q.20 What was your largest contract in the Private Sector as a sub-contractor?

Question 20		
Answer	**Number**	**Percentage**
$0-3,000	11	2.5%
$3,001-25,000	48	11.0%
$25,001-70,000	31	7.1%
$70,001-180,000	26	6.0%
$180,001-390,000	23	5.3%
$390,001-1,000,000	19	4.4%
$1,000,001+	18	4.1%
Other	1	0.2%
Blank	250	57.5%
Don't Know	5	1.1%
Refused	3	0.7%
Totals	**435**	**100.0%**

- Of the firms who responded, the largest number listed their largest contract to be between $3,000 and $25,000 which equates to 11.0 percent of the total.

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Q.21 How many times have you bid as a sub-contractor in the Private Sector?

Question 21		
Answer	**Number**	**Percentage**
0 Times	30	6.9%
1-5 Times	18	4.1%
6-10 Times	2	0.5%
11-20 Times	9	2.1%
21-50 Times	13	3.0%
51-100 Times	14	3.2%
101+ Times	20	4.6%
Other	71	16.3%
Blank	250	57.5%
Don't Know	8	1.8%
Refused	0	0.0%
Totals	**435**	**100.0%**

- Out of the 185 who responded to this question, the majority of firms have bid less than five times (48 respondents) and 30 firms have never bid.

Q.22 How many contracts have you won as a sub-contractor in the Private Sector?

Question 22		
Answer	**Number**	**Percentage**
0 Won	14	3.2%
1-5 Won	36	8.3%
6-10 Won	6	1.4%
11-20 Won	15	3.4%
21-50 Won	15	3.4%
51-100 Won	9	2.1%
101+ Won	17	3.9%
Other	62	14.3%
Blank	250	57.5%
Don't Know	11	2.5%
Refused	0	0.0%
Totals	**435**	**100.0%**

- 8.3 percent of respondents have won between one and five contracts as a sub-contractor which is the largest group of quantifiable answers.

Q.23 Have you served as a prime in the **Public Sector**?

Yes 1
No 2
Don't Know 3

Question 23		
Answer	**Number**	**Percentage**
Yes	173	39.8%
No	257	59.1%
Don't Know	5	1.1%
Totals	**435**	**100.0%**

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- The majority of the firms have never served as a prime in the public sector (257 of the 435 firms).

Q.24 What was your largest contract in the Public Sector as a prime?

Question 24		
Answer	**Number**	**Percentage**
$0-3,000	9	2.1%
$3,001-25,000	27	6.2%
$25,001-70,000	21	4.8%
$70,001-180,000	28	6.4%
$180,001-390,000	14	3.2%
$390,001-1,000,000	34	7.8%
$1,000,001+	31	7.1%
Other	2	0.5%
Blank	262	60.2%
Don't Know	2	0.5%
Refused	5	1.1%
Totals	**435**	**100.0%**

- The highest number of firms has had a contract between $390,001 and $1,000,000 which equates to 7.8 percent.

Q.25 How many times have you bid as a prime in the Public Sector?

Question 25		
Answer	**Number**	**Percentage**
0 Times	13	3.0%
1-5 Times	29	6.7%
6-10 Times	11	2.5%
11-20 Times	10	2.3%
21-50 Times	16	3.7%
51-100 Times	9	2.1%
101+ Times	25	5.7%
Other	54	12.4%
Blank	262	60.2%
Don't Know	5	1.1%
Refused	1	0.2%
Totals	**435**	**100.0%**

- Most firms have not bid very many times which was evident because the highest number of responses were between one and five times (6.7 percent).

Q.26 How many contracts have you won as a prime in the Public Sector?

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Question 26		
Answer	**Number**	**Percentage**
0 Won	15	3.4%
1-5 Won	49	11.3%
6-10 Won	12	2.8%
11-20 Won	8	1.8%
21-50 Won	19	4.4%
51-100 Won	4	0.9%
101+ Won	14	3.2%
Other	45	10.3%
Blank	262	60.2%
Don't Know	4	0.9%
Refused	3	0.7%
Totals	**435**	**100.0%**

- As stated in Question 25, since most firms have bid between one and five times, the majority of responses falls in the range of one to five wins (11.3 percent).

Q.27 Have you served as a sub-contractor in the **Public Sector**?

Yes 1
No 2
Don't Know 3

Question 27		
Answer	**Number**	**Percentage**
Yes	128	29.4%
No	300	69.0%
Don't Know	7	1.6%
Totals	**435**	**100.0%**

- Almost 70 percent of firms have never served as a sub-contractor in the public sector.

Q.28 What was your largest contract in the Public Sector as a sub-contractor?

Question 28		
Answer	**Number**	**Percentage**
$0-3,000	9	2.1%
$3,001-25,000	21	4.8%
$25,001-70,000	16	3.7%
$70,001-180,000	20	4.6%
$180,001-390,000	18	4.1%
$390,001-1,000,000	15	3.4%
$1,000,001+	20	4.6%
Other	1	0.2%
Blank	307	70.6%
Don't Know	5	1.1%
Refused	3	0.7%
Totals	**435**	**100.0%**

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- A slight majority of firms' largest contract was between $3,001 and $25,000 which was equal to 4.8 percent.

Q.29 How many times have you bid as a sub-contractor in the Public Sector?

Question 29		
Answer	**Number**	**Percentage**
0 Times	8	1.8%
1-5 Times	24	5.5%
6-10 Times	10	2.3%
11-20 Times	8	1.8%
21-50 Times	7	1.6%
51-100 Times	10	2.3%
101+ Times	17	3.9%
Other	38	8.7%
Blank	307	70.6%
Don't Know	5	1.1%
Refused	1	0.2%
Totals	**435**	**100.0%**

- The number of bids as a sub-contractor was very similar to the number of bids as a prime with most responding between one and five times (24 firms).

Q.30 How many contracts have you won as a sub-contractor in the Public Sector?

Question 30		
Answer	**Number**	**Percentage**
0 Won	5	1.1%
1-5 Won	42	9.7%
6-10 Won	8	1.8%
11-20 Won	6	1.4%
21-50 Won	11	2.5%
51-100 Won	6	1.4%
101+ Won	12	2.8%
Other	32	7.4%
Blank	307	70.6%
Don't Know	5	1.1%
Refused	1	0.2%
Totals	**435**	**100.0%**

- There was a high correlation between the number of bids and number of wins, which is evident with 42 respondents having between one and five wins and not as many responses in the higher number of win ranges.

Q.31 The following is a list of barriers that may prevent some firms from bidding or obtaining work on City of Tucson and Pima County's projects. Has your firm experienced any of these when attempting to contract with the City of Tucson and Pima County?

1=Yes
2=No

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3=Don't Know/No Response
4=Never attempted to bid on City of Tucson or Pima County projects

A. Performance bond requirements?

Question 31a		
Answer	**Number**	**Percentage**
Yes	34	7.8%
No	234	53.8%
Don't Know	20	4.6%
Never Attempted Bid	147	33.8%
Totals	**435**	**100.0%**

- Over 50 percent (234 firms) of the participants stated that they didn't believe that performance bond requirements were keeping them from bidding.

B. Insurance Requirements?

Question 31b		
Answer	**Number**	**Percentage**
Yes	8	1.8%
No	266	61.1%
Don't Know	13	3.0%
Never Attempted Bid	148	34.0%
Totals	**435**	**100.0%**

- 61.1 percent did not feel that insurance requirements were preventing them from bidding.

C. Non-competitive supplier prices?

Question 31c		
Answer	**Number**	**Percentage**
Yes	20	4.6%
No	244	56.1%
Don't Know	23	5.3%
Never Attempted Bid	148	34.0%
Totals	**435**	**100.0%**

- Only 4.6 percent felt that non-competitive supplier prices were preventing them from bidding.

D. Bid Specifications?

Question 31d		
Answer	**Number**	**Percentage**
Yes	39	9.0%
No	236	54.3%
Don't Know	12	2.8%
Never Attempted Bid	148	34.0%
Totals	**435**	**100.0%**

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- A little over half of the firms (54.3 percent) didn't feel that bid specifications were too high or difficult to prevent bidding.

E. Pre-qualification requirements?

Question 31e		
Answer	**Number**	**Percentage**
Yes	26	6.0%
No	243	55.9%
Don't Know	18	4.1%
Never Attempted Bid	148	34.0%
Totals	**435**	**100.0%**

- 243 firms didn't feel that pre-qualification requirements were too stringent.

F. Limited time to prepare bid package or quote?

Question 31f		
Answer	**Number**	**Percentage**
Yes	53	12.2%
No	222	51.0%
Don't Know	12	2.8%
Never Attempted Bid	148	34.0%
Totals	**435**	**100.0%**

- 53 of the 435 participants felt that there was not enough time to prepare bid packages or quotes.

G. Limited information and pending projects?

Question 31g		
Answer	**Number**	**Percentage**
Yes	69	15.9%
No	203	46.7%
Don't Know	15	3.4%
Never Attempted Bid	148	34.0%
Totals	**435**	**100.0%**

- A higher percentage than in previous questions felt that there was limited information in regards to pending projects (15.9 percent).

H. Knowledge and understanding of purchase/contracting policies, procedures, or processes?

Question 31h		
Answer	**Number**	**Percentage**
Yes	44	10.1%
No	229	52.6%
Don't Know	14	3.2%
Never Attempted Bid	148	34.0%
Totals	**435**	**100.0%**

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- The majority of firms understood the policies, procedures, and processes and did not prevent them from bidding (229 of 435 firms).

I. Lack of experience?

Question 31i		
Answer	**Number**	**Percentage**
Yes	26	6.0%
No	250	57.5%
Don't Know	10	2.3%
Never Attempted Bid	149	34.3%
Totals	**435**	**100.0%**

- Very few firms felt that they lack the experience necessary to submit a bid at only 6.0 percent or 26 total firms.

J. Lack of personnel?

Question 31j		
Answer	**Number**	**Percentage**
Yes	31	7.1%
No	245	56.3%
Don't Know	10	2.3%
Never Attempted Bid	149	34.3%
Totals	**435**	**100.0%**

- Most firms felt that they did not lack the required personnel in order to submit a bid (245 respondents).

K. Lack of equipment?

Question 31k		
Answer	**Number**	**Percentage**
Yes	15	3.4%
No	262	60.2%
Don't Know	9	2.1%
Never Attempted Bid	149	34.3%
Totals	**435**	**100.0%**

- 60.2 percent of firms did not feel they lack the equipment to bid on or perform work for Tucson.

L. Lack of resources to compete in the public and private markets simultaneously?

Question 31l		
Answer	**Number**	**Percentage**
Yes	37	8.5%
No	238	54.7%
Don't Know	11	2.5%
Never Attempted Bid	149	34.3%
Totals	**435**	**100.0%**

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- These results were consistent with the other questions in that most respondents do not feel that they are lacking resources to compete in the public and private markets simultaneously.

M. Lack of relationships with larger firms that you could partner with?

Question 31m		
Answer	**Number**	**Percentage**
Yes	59	13.6%
No	215	49.4%
Don't Know	12	2.8%
Never Attempted Bid	149	34.3%
Totals	**435**	**100.0%**

- Most firms did not feel that creating relationships with larger firms was necessary in order to secure work or submit bids.

N. Contract is too large?

Question 31n		
Answer	**Number**	**Percentage**
Yes	67	15.4%
No	204	46.9%
Don't Know	15	3.4%
Never Attempted Bid	149	34.3%
Totals	**435**	**100.0%**

- A little over 15 percent of firms felt that contracts were too large and prevented them from submitting bids.

O. Contract is too expensive?

Question 31o		
Answer	**Number**	**Percentage**
Yes	61	14.0%
No	203	46.7%
Don't Know	22	5.1%
Never Attempted Bid	149	34.3%
Totals	**435**	**100.0%**

- 203 out of the 435 participants felt that contracts were not too expensive.

P. Unfair contracting practices?

Question 31p		
Answer	**Number**	**Percentage**
Yes	38	8.7%
No	216	49.7%
Don't Know	32	7.4%
Never Attempted Bid	149	34.3%
Totals	**435**	**100.0%**

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- Very few firms felt that unfair contracting practices were used (8.7 percent).

Q. Cost of buying plans for each proposal?

Question 31q		
Answer	**Number**	**Percentage**
Yes	33	7.6%
No	233	53.6%
Don't Know	20	4.6%
Never Attempted Bid	149	34.3%
Totals	**435**	**100.0%**

- 53.6 percent of firms did not feel that the cost of the plans were too high to submit a bid.

R. Agency procurement managers tend to maintain a preferred list of vendor to the exclusion of your company?

Question 31r		
Answer	**Number**	**Percentage**
Yes	68	15.6%
No	187	43.0%
Don't Know	32	7.4%
Never Attempted Bid	148	34.0%
Totals	**435**	**100.0%**

- A higher percentage of firms than in previous questions felt that there may be a preferred list of vendors that does not include their firm (15.6 percent).

Q.32 Have you served as a sub-contractor for the City of Tucson and/or Pima County?

Yes 1
No 2
Don't K now..... 3

Question 32		
Answer	**Number**	**Percentage**
Yes	56	12.9%
No	375	86.2%
Don't Know	4	0.9%
Totals	**435**	**100.0%**

- Only 56 firms have served as a sub-contractor for the City of Tucson or Pima County.

Q.33 The following is a list of business practices that may occur when serving as a subcontractor on City of Tucson and Pima County projects. Please indicate whether your firm has ever encountered any of the following with a prime contractor during the period of January 1, 2002 through December 31, 2006.

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A. Submitted as subcontractor and then dropped by the prime after the prime was awarded the contract.

Question 33a		
Answer	**Number**	**Percentage**
Yes	7	1.6%
No	48	11.0%
Don't Know/No Response	380	87.4%
Totals	**435**	**100.0%**

- Of the 55 firms that answered either yes or no, 48 of those have never been dropped after an award was given.

B. Placed on a contract to do one job and ended up doing another.

Question 33b		
Answer	**Number**	**Percentage**
Yes	5	1.1%
No	51	11.7%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- Very few firms (only 1.1 percent) felt that they were asked to perform a different job than they were contracted for.

C. Did a job that required less work and pay then was contracted for.

Question 33c		
Answer	**Number**	**Percentage**
Yes	5	1.1%
No	51	11.7%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- Once again, the majority of firms did not perform a job that required less work and less pay than they were contracted for (51 firms).

D. Paid less than the negotiated amount in the contract after completing a job.

Question 33d		
Answer	**Number**	**Percentage**
Yes	4	0.9%
No	52	12.0%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- Only four firms out of the 435 total stated that they were paid less than the negotiated amount at the completion of the contract.

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E. Prime contractor held your company to higher performance standards than other contractors on the job.

Question 33e		
Answer	**Number**	**Percentage**
Yes	2	0.5%
No	54	12.4%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- Almost every single firm felt that they were not held to higher standards by the Prime contractor than other contractors (54 firms).

F. Agency personnel held your company to higher performance standards than other contractors on the job.

Question 33f		
Answer	**Number**	**Percentage**
Yes	4	0.9%
No	52	12.0%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- As seen in question 33e also, only 0.9 percent felt that they were held to higher standards by agency personnel.

G. Completed a job and never received payment.

Question 33g		
Answer	**Number**	**Percentage**
Yes	3	0.7%
No	53	12.2%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- The overwhelming majority of firms stated that they received payment at the completion of the job.

H. Asked to be a front for a majority firm.

Question 33h		
Answer	**Number**	**Percentage**
Yes	3	0.7%
No	53	12.2%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- Very few firms were asked to be a front for a majority firm (0.7 percent)

I. Pressured to lower quotes on a bid because of bid peddling or bid shopping by the

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prime contractor.

Question 33i		
Answer	**Number**	**Percentage**
Yes	8	1.8%
No	47	10.8%
Don't Know/No Response	380	87.4%
Totals	**435**	**100.0%**

- Only eight firms felt that they were pressured to lower quotes because of bid peddling or bid shopping.

J. Frequently contacted by prime contractors for inclusion in a bid and after providing the quotes, never heard from the prime again.

Question 33j		
Answer	**Number**	**Percentage**
Yes	8	1.8%
No	48	11.0%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- The majority of firms that responded to this question did not feel that the prime contractors ignored them after a quote was submitted.

K. Dropped from the contract because a D/M/WBE goal was not required or already met.

Question 33k		
Answer	**Number**	**Percentage**
Yes	1	0.2%
No	55	12.6%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- Only one firm stated that they were dropped because of D/M/WBE goals that were not met.

L. Followed any unwritten rules that you must follow in order to win contracts.

Question 33l		
Answer	**Number**	**Percentage**
Yes	0	0.0%
No	56	12.9%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- Every respondent that answered this question did not feel that unwritten rules had to be followed in order to win contracts.

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M. Failed to attend mandatory pre-bid conference.

Question 33m		
Answer	**Number**	**Percentage**
Yes	1	0.2%
No	55	12.6%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- Only one firm stated that they failed to attend the mandatory pre-bid conference.

N. Asked to sign a form stating you had been paid when you had not been.

Question 33n		
Answer	**Number**	**Percentage**
Yes	1	0.2%
No	55	12.6%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- The overwhelming majority of firms were not asked to sign a form stating they had been paid when they had not and only one firm said they had (0.2 percent).

O. Had problems with prime paying you on time.

Question 33o		
Answer	**Number**	**Percentage**
Yes	12	2.8%
No	44	10.1%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- A larger percentage of employees than in previous questions had problems with the prime paying them on time (12 firms).

P. Had prime use your firm name in bid without permission.

Question 33p		
Answer	**Number**	**Percentage**
Yes	55	12.6%
No	1	0.2%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- A surprisingly high number of firms stated that the prime used their name in a bid without permission (55 of 56 respondents).

Q. Prime changed your bid without permission.

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Question 33q		
Answer	**Number**	**Percentage**
Yes	0	0.0%
No	56	12.9%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- No participants stated that the prime changed the bid without their permission.

R. Asked to do more work than in bid without increase in fees.

Question 33r		
Answer	**Number**	**Percentage**
Yes	6	1.4%
No	50	11.5%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- Only 1.4 percent of all the firms (six out of 435) were asked to perform more work without added compensation.

S. Failure to timely release retainage.

Question 33s		
Answer	**Number**	**Percentage**
Yes	7	1.6%
No	49	11.3%
Don't Know/No Response	379	87.1%
Totals	**435**	**100.0%**

- 49 of the 56 firms that responded to this question felt that everything was released on time.

T. Design-Build format puts project out of reach for my company.

Question 33t		
Answer	**Number**	**Percentage**
Yes	1	0.2%
No	54	12.4%
Don't Know/No Response	380	87.4%
Totals	**435**	**100.0%**

- Overall, the design-build format did not put projects out of reach for the firms (54 firms).

Q.34 Do you agree or disagree with the following statements?

There is an overall informal network of prime and subcontractors that has purposely excluded your firm from City of Tucson and Pima County projects.

Strongly Agree 1

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Agree 2
Strongly Disagree 3
Disagree 4
Neither Agree nor Disagree 5
No Response 6

Question 34		
Answer	**Number**	**Percentage**
Strongly Agree	21	4.8%
Agree	33	7.6%
Strongly Disagree	54	12.4%
Disagree	181	41.6%
Neither Agree nor Disagree	117	26.9%
No Response	29	6.7%
Totals	**435**	**100.0%**

- 68.5 percent of firms felt that there was not an informal network of prime and sub-contractors with their firm excluded from that group.

Q.35 Qualifications and performance double standards make it difficult for minority-owned firms to win projects.

Strongly Agree 1
Agree 2
Strongly Disagree 3
Disagree 4
Neither Agree nor Disagree 5
No Response 6

Question 35		
Answer	**Number**	**Percentage**
Strongly Agree	41	9.4%
Agree	38	8.7%
Strongly Disagree	47	10.8%
Disagree	165	37.9%
Neither Agree nor Disagree	117	26.9%
No Response	27	6.2%
Totals	**435**	**100.0%**

- A total of 282 firms (64.8 percent) did not feel there were double standards that prevented minority-owned firms from winning projects.

Q.36 During the period of January 1, 2002 through December 31, 2006, has the firm experienced discrimination due to the owner's Ethnicity / Race?

Yes 1
No 2
Don't Know 3

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Question 36		
Answer	**Number**	**Percentage**
Yes	25	5.7%
No	397	91.3%
Don't Know	13	3.0%
Totals	**435**	**100.0%**

- 91.3 percent of firms have not experienced discrimination because of the owner's ethnicity.

Q.37 When did discrimination occur?

Before award 1
After award 2
No Response 3

Question 37		
Answer	**Number**	**Percentage**
Before Award	19	4.4%
After Award	4	0.9%
Don't Know	2	0.5%
No Response	410	94.3%
Totals	**435**	**100.0%**

- In the cases in which discrimination did occur, 19 of the 25 firms reported that it happened before the award was given.

Q.38 How was the discrimination expressed to you?

Actions 1
Written 2
Verbal 3
No Response 4

Question 38		
Answer	**Number**	**Percentage**
Action	11	2.5%
Written	2	0.5%
Verbal	10	2.3%
No Response	412	94.7%
Totals	**435**	**100.0%**

- The way discrimination was expressed was split pretty evenly between actions and verbally (11 and 10 firms respectively) with only two cases happening in writing.

Q.39 Do you feel that the discrimination was due to:

Owner's Ethnicity/Race 1
Owner's Gender 2
Age of Firm 3

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Question 39		
Answer	**Number**	**Percentage**
Owner's Ethnicity/Race	23	5.3%
Owner's Gender	2	0.5%
Age of Firm	0	0.0%
No Response	410	94.3%
Totals	**435**	**100.0%**

- Out of the 25 firms that stated discrimination occurred, 23 felt it was because of the owner's ethnicity or race.

Q.40 During the period of January 1, 2002 through December 31, 2006, has the firm experienced discrimination due to the owner's Gender?

Yes 1
No 2
Don't Know 3

Question 40		
Answer	**Number**	**Percentage**
Yes	18	4.1%
No	404	92.9%
Don't Know	13	3.0%
Totals	**435**	**100.0%**

- 92.9 percent of firms stated that there had been no discrimination due to the owner's gender which makes up 404 out of the 435 firms.

Q.41 When did discrimination occur?

Before award 1
After award 2
No Response 3

Question 41		
Answer	**Number**	**Percentage**
Before Award	13	3.0%
After Award	4	0.9%
No Response	418	96.1%
Totals	**435**	**100.0%**

- Out of the 17 firms that reported cases of discrimination, 13 reported it happened before the award was granted.

Q.42 How was the discrimination expressed to you?

Actions 1
Written 2
Verbal 3
No Response 4

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Question 42		
Answer	**Number**	**Percentage**
Action	7	1.6%
Written	2	0.5%
Verbal	9	2.1%
No Response	417	95.9%
Totals	**435**	**100.0%**

- Similarly to the case with discrimination regarding race, most of the cases were expressed either by actions or verbally.

Q.43 Do you feel that the discrimination was due to:

Owner's Ethnicity/Race 1
Owner's Gender 2
Age of Firm 3
Don't Know 4

Question 43		
Answer	**Number**	**Percentage**
Owner's Ethnicity/Race	1	0.2%
Owner's Gender	17	3.9%
Age of Firm	0	0.0%
Don't Know	0	0.0%
No Response	417	95.9%
Totals	**435**	**100.0%**

- 17 of the 18 respondents felt that the discrimination was because of the owner's gender and not the owner's race or ethnicity.

Q.44 During the period of January 1, 2002 through December 31, 2006, has the firm experienced discrimination due to the Age of the firm?

Yes 1
No 2
Don't Know 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 48]

Question 44		
Answer	**Number**	**Percentage**
Yes	25	5.7%
No	399	91.7%
Don't Know	11	2.5%
Totals	**435**	**100.0%**

- Approximately 25 out of the 435 firms (5.7 percent) experienced discrimination because of the age of the firm.

Q.45 When did discrimination occur?

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Before award 1
After award 2
No Response 3

Question 45		
Answer	**Number**	**Percentage**
Before Award	18	4.1%
After Award	4	0.9%
No Response	413	94.9%
Totals	**435**	**100.0%**

- As with the previous cases of discrimination, the majority happened before the award was given (18 out of 22).

Q.46 How was the discrimination expressed to you?

Actions 1
Written 2
Verbal 3
No Response 4

Question 46		
Answer	**Number**	**Percentage**
Actions	9	2.1%
Written	2	0.5%
Verbal	10	2.3%
No Response	414	95.2%
Totals	**435**	**100.0%**

- Discrimination was expressed the most verbally (10 firms) with the second most being actions.

Q.47 Do you feel that the discrimination was due to:

Owner's Ethnicity/Race 1
Owner's Gender 2
Age of Firm 3
Don't Know 4

Question 47		
Answer	**Number**	**Percentage**
Owner's Ethnicity/Race	1	0.2%
Owner's Gender	0	0.0%
Age of Firm	24	5.5%
Don't Know	0	0.0%
No Response	410	94.3%
Totals	**435**	**100.0%**

- Approximately 96.0 percent of firms that responded to this question felt that discrimination happened because of the age of the firm.

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Q.48 Do you feel that your firm is qualified to do work for the City of Tucson or Pima County?

Yes 1
No 2
No Response 3

Question 48		
Answer	**Number**	**Percentage**
Yes	417	95.9%
No	14	3.2%
No Response	4	0.9%
Totals	**435**	**100.0%**

- A very large proportion of firms felt that they were qualified to work for the City of Tucson or Pima County (95.9 percent).

Q.49 Are you interested in doing work for the City of Tucson or Pima County?

Yes 1
No 2
No Response 3

Question 49		
Answer	**Number**	**Percentage**
Yes	380	87.4%
No	50	11.5%
No Response	5	1.1%
Totals	**435**	**100.0%**

- 380 firms stated that they were interested in doing work for the City or County.

Q.50 Do you have the resources to do work for the City of Tucson or Pima County?

Yes 1
No 2
No Response 3

Question 50		
Answer	**Number**	**Percentage**
Yes	411	94.5%
No	20	4.6%
No Response	4	0.9%
Totals	**435**	**100.0%**

- Only a small percentage of firms felt that they did not have the resources needed to work for Tucson or Pima.

Q.51 What if the furthest distance your firm is willing to travel to perform work on a contract?

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Question 51		
Answer	**Number**	**Percentage**
0-50 Miles	26	6.0%
51-100 Miles	29	6.7%
101-500 Miles	29	6.7%
501-1000 Miles	2	0.5%
1001+ Miles	3	0.7%
Other	346	79.5%
Totals	**435**	**100.0%**

- Looking at the distance a firm was willing to travel, it appears that most firms were willing to travel up to 500 miles to perform work.

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APPENDIX C –PERSONAL INTERVIEW GUIDE

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City of Tucson and Pima County
Comprehensive Disparity Study of M/WBE Programs
PERSONAL INTERVIEW GUIDE

DATE; _____

START TIME: _____

END TIME: _____

INTERVIEWER: _____

LOCATION: _____

COMPANY: _____

INTERVIEWEE: _____

TITLE: _____

ADDRESS: _____

CITY: _____

STATE: _____

ZIP CODE: _____

PHONE: _____

FAX: _____

E-MAIL: _____

CONFIDENTIALITY STATEMENT

This statement is to be read to the interviewee prior to asking any questions.

On behalf of the City of Tucson and Pima County we're conducting personal interviews with randomly sampled firms to gather comprehensive data of the Agencies' purchasing practices. The agencies are committed to improving business with all their vendors. Interview responses will be held in confidence; your firm's information will not be distributed to or shared with any other firm or person. However, in the case of a court order, D. Wilson Consulting Group will be compelled to provide all documents to the courts.

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DEMOGRAPHICS

1. What is the firm's primary line of business?

- ☐ Construction
  - o Highway
  - o Building
  - o Bridge
  - o Rail
- ☐ Architecture/Engineering
- ☐ Professional Services (consulting, accounting, legal, etc.)
- ☐ Commodities and Supplies
- ☐ Miscellaneous and Other Services _____
- ☐ No Response

1a. Is this the firm's original line of business?

- ☐ Yes
- ☐ No
- ☐ No Response

If not, what was the firm's original line of business?

2. Is your firm required to maintain a special license for the services provided?

- ☐ Yes
- ☐ No
- ☐ No response

If yes, what type of license?

3. What is the firm's business structure?

- ☐ Sole Proprietorship
- ☐ Partnership
- ☐ Corporation
- ☐ Limited Liability Partnership
- ☐ Limited Liability Corporation
- ☐ Joint Venture
- ☐ Non-Profit
- ☐ No Response

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4. What is the race/ethnicity of the controlling owner/partner of the firm?

- ☐ Caucasian
- ☐ Black
- ☐ Native American
- ☐ Asian
- ☐ Hispanic
- ☐ Native Hawaiian/Pacific Islander
- ☐ Other _____

5. What is the gender of the controlling owner/partner of the firm?

- ☐ Male
- ☐ Female
- ☐ No Response

6. What year was the business established?

_____

7. How many years of experience does the primary owner of the firm have in the firm's line of business?

_____

8. What is the highest level of education completed by the firm's owner?

- ☐ Some High School
- ☐ High School Graduate
- ☐ Some College
- ☐ College Graduate
- ☐ Post Graduate
- ☐ Trade or Technical Certificate
- ☐ No Response

9. What is the firm's total number of employees, excluding the owner(s)?

Full-time _____

Part-time _____

10. Has the number of employees changed?

- ☐ Grown
- ☐ Flat
- ☐ Declined

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11. Specify the gross receipts of the firm for the last 3 years:

2004

- ☐ $50,000 or less
- ☐ $50,001 - $100,000
- ☐ $100,001 - $300,000
- ☐ $300,001 - $500,000
- ☐ $500,001 - $1,000,000
- ☐ $1,000,001 - $3,000,000
- ☐ $3,000,001 - $5,000,000
- ☐ $5,000,001 - $10,000,000
- ☐ Over $10,000,000

2005

- ☐ $50,000 or less
- ☐ $50,001 - $100,000
- ☐ $100,001 - $300,000
- ☐ $300,001 - $500,000
- ☐ $500,001 - $1,000,000
- ☐ $1,000,001 - $3,000,000
- ☐ $3,000,001 - $5,000,000
- ☐ $5,000,001 - $10,000,000

2006

- ☐ $50,000 or less
- ☐ $50,001 - $100,000
- ☐ $100,001 - $300,000
- ☐ $300,001 - $500,000
- ☐ $500,001 - $1,000,000
- ☐ $1,000,001 - $3,000,000
- ☐ $3,000,001 - $5,000,000
- ☐ $5,000,001 - $10,000,000
- ☐ Over $10,000,000

12. Of the total gross receipts mentioned above, what percentage of dollars came from doing business in the following?

_____% Private Sector

_____% Public Sector

_____% Other _____

_____% Don't Know

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The following questions refer to the firm's conducting business with the City of Tucson and/or Pima County during the study period of January 1, 2002 through December 31, 2006.

AS A PRIME CONTRACTOR/CONSULTANT OR SUBCONTRACTOR/SUBCONSULTANT

13. Has your firm ever served as a prime contractor/consultant on any of the Agencies projects?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

14. Is your firm familiar with the Agencies' bidding and solicitation procedures and processes?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

15. Has your firm submitted a bid or quote or responded to an ITB/RFP/RFQ on a project as a prime contractor?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If so, specify the number of bids, quotes or proposals submitted

City of Tucson	Pima County
☐ 1-10 ☐ 11-25 ☐ 26-50 ☐ 51-100 ☐ 100+	☐ 1-10 ☐ 11-25 ☐ 26-50 ☐ 51-100 ☐ 100+

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Of the bids submitted, how many bids were awarded?

City of Tucson	Pima County
☐ 1-10	☐ 1-10
☐ 11-25	☐ 11-25
☐ 26-50	☐ 26-50
☐ 51-100	☐ 51-100
☐ 100+	☐ 100+

16. Has Agency personnel been helpful when your firm has requested additional information or needed help during the procurement/selection process?

City of Tucson	Pima County
☐ Yes	☐ Yes
☐ No	☐ No
☐ No Response	☐ No Response

If yes, has the information been timely and accurate?

If no, please explain.

17. How fair do you think the Agencies' procurement/selection process is?

City of Tucson	Pima County
☐ Extremely Fair	☐ Extremely Fair
☐ Somewhat Fair	☐ Somewhat Fair
☐ Fair	☐ Fair
☐ Unfair	☐ Unfair
☐ Extremely Unfair	☐ Extremely Unfair
☐ No Response	☐ No Response

If unfair, has your firm specifically been treated unfairly in the procurement selection process? If so, please explain how.

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18. Is your firm aware of any informal networking that gives advantages to firms selected for the Agencies' contracts (good old boy network)?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, please explain.

19. Please tell me if any of the following factors have interfered with your company's ability to bid on a project with the Agencies:

		Yes	No
a.	Performance bond requirements	☐	☐
b.	Insurance requirements	☐	☐
c.	Non-competitive supplier prices	☐	☐
d.	Bid specifications	☐	☐
e.	Pre-qualification requirements	☐	☐
f.	Limited time to prepare bid package or quote	☐	☐
g.	Limited information on pending projects	☐	☐
h.	Knowledge and understanding of purchasing/contracting policies, procedures or processes	☐	☐
i.	Lack of experience	☐	☐
j.	Lack of personnel	☐	☐
k.	Lack of equipment	☐	☐
l.	Lack of resources to compete in the public & private markets simultaneously	☐	☐
m.	Lack of relationships with larger firms that you could partner with	☐	☐
n.	Contract is too large	☐	☐
o.	Contract is too expensive	☐	☐
p.	Unfair contracting practices	☐	☐
q.	Cost of buying plans for each proposal	☐	☐
r.	Agency procurement managers tend to maintain a preferred list of vendor to the exclusion of your company	☐	☐

Please explain any yes responses

20. Of the above mentioned barriers, which do you feel is the greatest factor preventing your firm from being awarded projects? How?

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21. Are there any other barriers from the above list that present significant issues? How?

22. Are there any barriers or factors other then those previously mentioned that have hindered your firm from serving as a subcontractor/subconsultant on projects?

- ☐ Yes
- ☐ No
- ☐ No Response

If yes, please explain.

23. Has your company ever been faced with any of the following situations?

	SITUATIONS	YES	NO
a.	Submitted as subcontractor, and then dropped by the prime after the prime was awarded the contract.	[ ]	[ ]
b.	Placed on a contract to do one job and ended up doing another	[ ]	[ ]
c.	Did a job that required less work and pay that was contracted for	[ ]	[ ]
d.	Paid less than the negotiated amount in the contract after completing the job.	[ ]	[ ]
e.	Prime contractor held your company to higher performance standards than other contractors on the job.	[ ]	[ ]
f.	Agency personnel held your company to higher performance standards than other contractors on the job.	[ ]	[ ]
g.	Completed a job and never received payment.	[ ]	[ ]
h.	Asked to be a front for a majority firm.	[ ]	[ ]
i.	Pressured to lower quotes on a bid because of bid peddling or bid shopping by prime contractor.	[ ]	[ ]
j.	Frequently contacted by prime contractors for inclusion in a bid, and after providing the quotes, never heard from the prime again.	[ ]	[ ]
k.	Dropped from the contract because a MBE goal was not required or already met.	[ ]	[ ]
l.	Followed any unwritten rules that you must follow in order to win contracts.	[ ]	[ ]
m.	Failed to attend mandatory pre-bid conference.	[ ]	[ ]

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n. Asked to sign form stating you had been paid when you had not been.	[ ]	[ ]
o. Had problems with prime paying you on time.	[ ]	[ ]
p. Had prime use your firm name in bid without permission.	[ ]	[ ]
q. Prime changed your bid without permission.	[ ]	[ ]
r. Asked to do more work than in bid without increase in fees.	[ ]	[ ]
s. Failure to timely release retainage	[ ]	[ ]
t. Design-Build format puts project out of reach for my company	[ ]	[ ]

Please explain any yes responses.

24. In your opinion, what has been the biggest obstacle your firm has faced when doing business with the: (Refer to list)

a. City of Tucson

b. Pima County

25. Are there any other obstacles that present significant issues? (Refer to list) How?

26. Has the City of Tucson and/or Pima County ever encouraged your firm to bid or submit a proposal on their procurements?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

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If so please explain the Agencies' efforts

27. Do the Agencies conduct any outreach efforts?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, please provide examples of the Agencies' outreach efforts. In no, what are some outreach practices you would like to see the Agencies implement?

28. In your opinion, do you think the Agencies shows favoritism toward some firms?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, please explain.

29. Has your firm ever been the lowest bidder on a project and was not awarded the project as a prime contractor?

☐ Yes
☐ No
☐ No Response

If yes, please explain the situation and what actions were taken.

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30. Has your firm ever appealed a project award?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, please explain.

31. Have you ever filed a complaint with the Agencies?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, please explain.

32. In your opinion, do you fear retaliation against your firm if you were to appeal a project award or since you have appealed a project award?

☐ Yes
☐ No
☐ No Response

If yes, please explain.

33. What can be done to improve the Agencies procurement and selection process?

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34. Has your firm ever submitted a bid or responded to an RFP as a subcontractor/subconsultant?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, what is the estimated number of bids/RFPs your firm has responded to?

City of Tucson	Pima County
☐ 1-10 ☐ 11-25 ☐ 26-50 ☐ 51-100 ☐ 100+	☐ 1-10 ☐ 11-25 ☐ 26-50 ☐ 51-100 ☐ 100+

35. Has your firm ever served as a subcontractor/subconsultant on the Agencies' projects?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, what is the estimated number of projects your firm has served as a subcontractor/subconsultant?

City of Tucson	Pima County
☐ 1-10 ☐ 11-25 ☐ 26-50 ☐ 51-100 ☐ 100+	☐ 1-10 ☐ 11-25 ☐ 26-50 ☐ 51-100 ☐ 100+

36. In your opinion, do you think prime contractors/consultants show favoritism toward some firms on projects?

☐ Yes
☐ No
☐ No Response

If yes, please explain.

DRAFT

MINORITY/DISADVANTAGED BUSINESSES

37. Is the firm certified in any of the following categories?

- ☐ DBE
- ☐ MBE
- ☐ SBE
- ☐ WBE

If yes, with what agencies?

38. Do you feel your firm's certification status has affected the firm's ability to compete with other firms?

- ☐ Yes
- ☐ No
- ☐ No Response

Why or why not?

39. Has your firm ever experienced discriminatory action from the Agencies?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, please explain.

DRAFT

40. Has your firm ever experienced discriminatory action by a prime contractor on any of the Agencies' projects?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, please explain.

41. If there were no DBE goals, do you believe prime contractors would utilize minority-owned firms on the Agencies' projects?

☐ Yes
☐ No
☐ No Response

Please explain.

42. Are you utilized by prime contractors on projects where there are no goals?

☐ Yes
☐ No
☐ No Response

Please explain.

43. In your opinion, do you feel there is a difference in the Agencies willingness to utilize non-minority owned firms versus minority-owned firms as prime contractors?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

DRAFT

If yes, please explain.

44. Is your firm aware of any practices or procedures utilized by the Agencies or prime contractors to avoid the utilization of minority-owned firms on projects?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, please explain.

NON-MINORITY BUSINESSES (Caucasian Male Owned)

45. Do you think certified minority-owned firms have a competitive advantage when bidding on the Agencies' projects?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, please explain.

DRAFT

46. In your opinion, do you feel there is a difference in the Agencies' willingness to utilize non-minority owned firms versus minority-owned firms as prime contractors?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, please explain.

47. Is your firm aware of any practices or procedures utilized by the Agencies or prime contractors to avoid the utilization of minority-owned firms on projects?

City of Tucson	Pima County
☐ Yes ☐ No ☐ No Response	☐ Yes ☐ No ☐ No Response

If yes, please explain.

48. Do you think the challenges minority-owned firms are faced with differ from those of non-minority owned firms?

☐ Yes
☐ No
☐ No Response

If yes, please explain.

49. Has your firm ever encountered reverse discrimination?

☐ Yes
☐ No
☐ No Response

DRAFT

If yes, please explain.

50. In your opinion, what has been the biggest obstacle your firm has faced when doing business with:

a. City of Tucson

b. Pima County

ALL INTERVIEWEES

51. Do you have any suggestions for improvement to the Agencies' purchasing practices?

52. Have you experienced any problems with inconsistencies in the Agencies' contracting policies?

53. Do any of the Agencies' contracting policies hinder your company's ability to do business with the Agencies.

DRAFT

54. Can you think of anything not covered in the interview that will be helpful to this study?

NOTES:

DRAFT

A F F I D A V I T

I _____,
(Printed Name)

_____
(Title)

representing _____; hereby
(Firm's Name)

acknowledge the information provided during this interview were freely given, true and reflects this firm's procurement experiences with participating Agencies. My statements were given freely and not coerced.

_____
Signature

_____
Date

_____
Interviewer (witness)

_____
Date

DRAFT

APPENDIX D –CITY OF TUCSON

DATA CHARTS

CITY OF TUSCON
CONSTRUCTION

Market Area Analysis
Fiscal Years 2002-2006
Construction
City of Tucson

County, State	# of Contracts	% of Contracts	Dollars	% of Dollars	Cum%
PIMA, AZ	320	84.88%	$270,121,963.52	83.65%	83.65%
MARICOPA, AZ	30	7.96%	$24,879,031.00	7.70%	91.35%
COCHISE, AZ	10	2.65%	$8,888,916.16	2.75%	94.11%
SANPETE, UT	2	0.53%	$5,545,376.45	1.72%	95.82%
LOS ANGELES, CA	2	0.53%	$3,439,467.96	1.07%	96.89%
NEVADA, CA	2	0.53%	$2,926,246.00	0.91%	97.79%
HENNEPIN, MN	1	0.27%	$2,343,000.00	0.73%	98.52%
LA PAZ, AZ	1	0.27%	$1,627,269.78	0.50%	99.02%
CLALLAM, WA	1	0.27%	$1,497,761.87	0.46%	99.49%
BERNALILLO, NM	2	0.53%	$510,020.30	0.16%	99.65%
DOUGLAS, CO	1	0.27%	$328,442.75	0.10%	99.75%
SALT LAKE, UT	2	0.53%	$254,188.00	0.08%	99.83%
CIBOLA, NM	1	0.27%	$245,476.00	0.08%	99.90%
EL PASO, TX	1	0.27%	$241,639.07	0.07%	99.98%
DONA ANA, NM	1	0.27%	$73,785.00	0.02%	100.00%
Total	377	100.00%	$322,922,584	100.00%	

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Relevant Market Area
Fiscal Years 2002 - 2006
City of Tucson

	Pima County, AZ	Totals
Total Dollars	$270,121,964	$270,121,964
Percent of Dollars	83.65%	83.65%
Percent of Contracts	84.88%	84.88%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Fiscal Years 2002-2006
Prime Contractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Dollars Awarded
2002	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$3,294,599 **7.30%**	$1,259,199 **2.79%**	$4,553,798 **10.09%**	$40,585,001 **89.91%**	$45,138,799
2003	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$1,736,416 **4.64%**	$3,991,731 **10.67%**	$5,728,148 **15.32%**	$31,667,842 **84.68%**	$37,395,990
2004	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$3,825,728 **8.73%**	$2,343,761 **5.35%**	$6,169,489 **14.07%**	$37,676,954 **85.93%**	$43,846,443
2005	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$10,159,991 **17.18%**	$10,799,365 **18.27%**	$20,959,356 **35.45%**	$38,162,138 **64.55%**	$59,121,494
2006	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$2,561,323 **3.03%**	$6,686,980 **7.90%**	$9,248,303 **10.93%**	$75,370,934 **89.07%**	$84,619,237
Total	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$21,578,058 **7.99%**	$25,081,036 **9.29%**	$46,659,094 **17.27%**	$223,462,870 **82.73%**	$270,121,964

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Fiscal Years 2002-2006
M/WBE Prime Contractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Fiscal Year	MBE (minority certified)	WBE (woman certified)	DBE (disadvantage certifed)	DBW (disadvantage woman certified)	SCM (self certified minority)	SCW (self certified woman)	SCWM (self certified minority woman)	Total M/WBEs (certified and non-certified)	Total Dollars Awarded
2002	$3,092,390 **6.85%**	$949,019 **2.10%**	$0 **0.00%**	$0 **0.00%**	$202,209 **0.45%**	$310,180 **0.69%**	$0 **0.00%**	$4,553,798 **10.09%**	$45,138,799
2003	$1,736,416 **4.64%**	$2,453,423 **6.56%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$1,538,308 **4.11%**	$0 **0.00%**	$5,728,148 **15.32%**	$37,395,990
2004	$3,825,728 **8.73%**	$543,408 **1.24%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$1,800,353 **4.11%**	$0 **0.00%**	$6,169,489 **14.07%**	$43,846,443
2005	$10,159,991 **17.18%**	$777,150 **1.31%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$10,022,215 **16.95%**	$0 **0.00%**	$20,959,356 **35.45%**	$59,121,494
2006	$2,561,323 **3.03%**	$4,716,460 **5.57%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$1,970,520 **2.33%**	$0 **0.00%**	$9,248,303 **10.93%**	$84,619,237
Total	$21,375,848 **7.91%**	$9,439,460 **3.49%**	$0 **0.00%**	$0 **0.00%**	$202,209 **0.07%**	$15,641,576 **5.79%**	$0 **0.00%**	$46,659,094 **17.27%**	$270,121,964

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Fiscal Years 2002-2006
Prime Contractor Utilization
Number of Contracts
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Contracts
2002	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	5 **13.89%**	2 **5.56%**	7 **19.44%**	29 **80.56%**	36
2003	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	5 **9.26%**	7 **12.96%**	12 **22.22%**	42 **77.78%**	54
2004	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	5 **6.94%**	10 **13.89%**	15 **20.83%**	57 **79.17%**	72
2005	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	8 **9.88%**	12 **14.81%**	20 **24.69%**	61 **75.31%**	81
2006	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	6 **7.79%**	14 **18.18%**	20 **25.97%**	57 **74.03%**	77
Total Contracts	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	29 **9.06%**	45 **14.06%**	74 **23.13%**	246 **76.88%**	320

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Construction
Fiscal Years 2002-2006
Prime Contractor Utilization
Number of Firms
City Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Firms
2002	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	5 **17.24%**	2 **6.90%**	7 **24.14%**	22 **75.86%**	29
2003	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	3 **8.57%**	4 **11.43%**	7 **20.00%**	28 **80.00%**	35
2004	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	4 **8.51%**	5 **10.64%**	9 **19.15%**	38 **80.85%**	47
2005	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	3 **6.82%**	4 **9.09%**	7 **15.91%**	37 **84.09%**	44
2006	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	4 **10.00%**	5 **12.50%**	9 **22.50%**	31 **77.50%**	40
Total Firms	0 **0.00%**	0 **0.00%**	0 **0.00%**		19 **9.74%**	20 **10.26%**	39 **20.00%**	156 **80.00%**	195

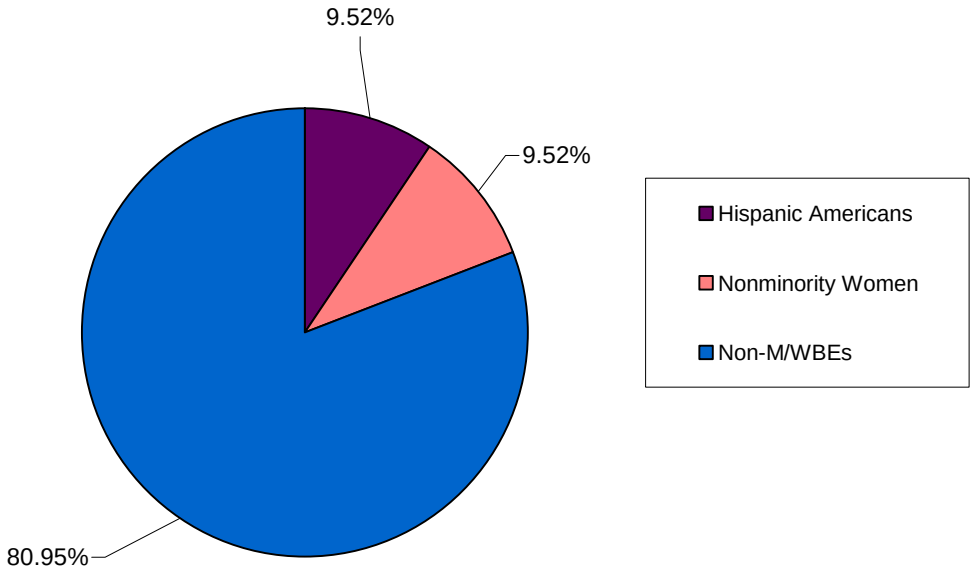
Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Construction
Fiscal Years 2002-2006
Prime Contractor Utilization
Individual Firms
City of Tucson

African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Non-M/WBEs	Total Firms
0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	8 **9.52%**	8 **9.52%**	68 **80.95%**	84

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Prime Contractor Utilization
Construction
Individual Firms



Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Construction
Prime Contractor Utilization
Fiscal Years 2002 - 2006
City of Tucson

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	TOTALS
Total Contract Dollars	$0	$0	$0	$0	$21,578,058	$25,081,036	$46,659,094	$223,462,870	$270,121,964
Percent of Dollars	0.00%	0.00%	0.00%	0.00%	7.99%	9.29%	17.27%	82.73%	100.00%
Percent of Contracts	0.00%	0.00%	0.00%	0.00%	9.06%	14.06%	23.13%	76.88%	100.00%
Percent of Firms Utilized	0.00%	0.00%	0.00%	0.00%	9.52%	9.52%	19.05%	80.95%	100.00%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Prime Contractor Utilization
Fiscal Years 2002 - 2006
City of Tucson

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	TOTALS
Total Prime Contractor Dollars	$0	$0	$0	$0	$21,578,058	$25,081,036	$46,659,094	$223,462,870	$270,121,964
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**7.99%**	**9.29%**	**17.27%**	**82.73%**	**100.00%**
Total Number of Contracts	0	0	0	0	29	45	74	246	320
Percent of Contracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**9.06%**	**14.06%**	**23.13%**	**76.88%**	**100.00%**
Individual Firms Utilized	0	0	0	0	8	8	16	68	84
Percent of Firms	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**9.52%**	**9.52%**	**19.05%**	**80.95%**	**100.00%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Construction
Fiscal Years 2002-2006
Prime Contractor Utilization Thredshold
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Dollars Awarded
$500,000 or Less	$0	$0	$0	$0	$3,381,703	$6,253,533	$9,635,236	$30,712,787	$40,348,023
# of Contracts	0	0	0	0	18	29	47	159	206
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**8.38%**	**15.50%**	**23.88%**	**76.12%**	
Percent of Contracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**8.74%**	**14.08%**	**22.82%**	**77.18%**	
$500,001 to $1,000,000	$0	$0	$0	$0	$3,960,916	$5,408,159	$9,369,075	$21,771,527	$31,140,602
# of Contracts	0	0	0	0	5	8	13	32	45
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**12.72%**	**17.37%**	**30.09%**	**69.91%**	
Percent of Contracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**11.11%**	**17.78%**	**28.89%**	**71.11%**	
$1,000,001 to $3,000,000	$0	$0	$0	$0	$9,620,059	$13,419,344	$23,039,403	$68,185,079	$91,224,482
# of Contracts	0	0	0	0	5	8	13	40	53
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**10.55%**	**14.71%**	**25.26%**	**74.74%**	
Percent of Contracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**9.43%**	**15.09%**	**24.53%**	**75.47%**	
$3,000,001 to $5,000,000	$0	$0	$0	$0	$4,615,380	$0	$4,615,380	$38,821,787	$43,437,167
# of Contracts	0	0	0	0	1	0	1	10	11
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**10.63%**	**0.00%**	**10.63%**	**89.37%**	
Percent of Contracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**9.09%**	**0.00%**	**9.09%**	**90.91%**	
Above $5,000,000	$0	$0	$0	$0	$0	$0	$0	$63,971,689	$63,971,689
# of Contracts	0	0	0	0	0	0	0	5	5
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**100.00%**	
Percent of Contracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**100.00%**	
Total	$0	$0	$0	$0	$21,578,058	$25,081,036	$46,659,094	$223,462,870	$270,121,964

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Fiscal Years 2002-2006
Subcontractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Total Dollars Awarded
2002	$0 **0.00%**	$185,862 **0.41%**	$0 **0.00%**	$0 **0.00%**	$3,008,191 **6.66%**	$901,332 **2.00%**	$4,095,385 **9.07%**	$45,138,799
2003	$5,257 **0.01%**	$10,522 **0.03%**	$5,775 **0.02%**	$0 **0.00%**	$4,019,532 **10.75%**	$578,047 **1.55%**	$4,619,133 **12.35%**	$37,395,990
2004	$1,665 **0.00%**	$67,165 **0.15%**	$3,900 **0.01%**	$0 **0.00%**	$1,881,054 **4.29%**	$914,425 **2.09%**	$2,868,209 **6.54%**	$43,846,443
2005	$5,634 **0.01%**	$48,762 **0.08%**	$179,828 **0.30%**	$0 **0.00%**	$2,560,465 **4.33%**	$1,390,277 **2.35%**	$4,184,966 **7.08%**	$59,121,494
2006	$1,140 **0.00%**	$33,769 **0.04%**	$0 **0.00%**	$0 **0.00%**	$2,324,308 **2.75%**	$1,532,549 **1.81%**	$3,891,767 **4.60%**	$84,619,237
Total	$13,696 **0.01%**	$346,080 **0.13%**	$189,503 **0.07%**	$0 **0.00%**	$13,793,551 **5.11%**	$5,316,630 **1.97%**	$19,659,460 **7.28%**	$270,121,964

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Fiscal Years 2002-2006
M/WBE Subcontractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Fiscal Year	MBE (minority certified)	WBE (woman certified)	DBE (disadvantage certifed)	DBW (disadvantage woman certified)	SCM (self certified minority)	SCW (self certified woman)	SCWM (self certified minority woman)	Total M/WBEs (certified and non-certified)	Total Dollars Awarded
2002	$2,886,983 **6.40%**	$551,510 **1.22%**	$0 **0.00%**	$0 **0.00%**	$72,433 **0.16%**	$535,684 **1.19%**	$48,775 **0.11%**	$4,095,385 **9.07%**	$45,138,799
2003	$2,992,941 **8.00%**	$258,486 **0.69%**	$256,129 **0.68%**	$23,042 **0.06%**	$613,537 **1.64%**	$307,041 **0.82%**	$167,957 **0.45%**	$4,619,133 **12.35%**	$37,395,990
2004	$1,505,360 **3.43%**	$739,269 **1.69%**	$16,000 **0.04%**	$13,731 **0.03%**	$358,129 **0.82%**	$228,590 **0.52%**	$7,130 **0.02%**	$2,868,209 **6.54%**	$43,846,443
2005	$2,364,875 **4.00%**	$1,124,663 **1.90%**	$27,000 **0.05%**	$9,112 **0.02%**	$354,052 **0.60%**	$305,264 **0.52%**	$0 **0.00%**	$4,184,966 **7.08%**	$59,121,494
2006	$2,260,786 **2.67%**	$1,410,721 **1.67%**	$0 **0.00%**	$3,276 **0.00%**	$69,462 **0.08%**	$147,521 **0.17%**	$0 **0.00%**	$3,891,767 **4.60%**	$84,619,237
Total	$12,010,946 **4.45%**	$4,084,649 **1.51%**	$299,129 **0.11%**	$49,161 **0.02%**	$1,467,613 **0.54%**	$1,524,100 **0.56%**	$223,862 **0.08%**	$19,659,460 **7.28%**	$270,121,964

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Fiscal Years 2002-2006
Subcontractor Utilization
Number of Contracts
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Contracts
2002	0 **0.00%**	3 **2.27%**	0 **0.00%**	0 **0.00%**	53 **40.15%**	35 **26.52%**	91 **68.94%**	41 **31.06%**	132
2003	2 **0.49%**	1 **0.25%**	1 **0.25%**	0 **0.00%**	103 **25.25%**	28 **6.86%**	135 **33.09%**	273 **66.91%**	408
2004	1 **0.28%**	2 **0.55%**	1 **0.28%**	0 **0.00%**	99 **27.35%**	33 **9.12%**	136 **37.57%**	226 **62.43%**	362
2005	1 **0.16%**	4 **0.66%**	4 **0.66%**	0 **0.00%**	143 **23.52%**	57 **9.38%**	209 **34.38%**	399 **65.63%**	608
2006	2 **0.40%**	4 **0.79%**	0 **0.00%**	0 **0.00%**	126 **24.95%**	59 **11.68%**	191 **37.82%**	314 **62.18%**	505
Total Contracts	6	14	6	0	524	212	762	1,253	2,015
	0.30%	**0.69%**	**0.30%**	**0.00%**	**26.00%**	**10.52%**	**37.82%**	**62.18%**	

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Construction
Fiscal Years 2002-2006
Subcontractor Utilization
Number of Firms
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Firms
2002	0 **0.00%**	1 **1.33%**	0 **0.00%**	0 **0.00%**	27 **36.00%**	11 **14.67%**	39 **52.00%**	36 **48.00%**	75
2003	2 **0.83%**	1 **0.41%**	1 **0.41%**	0 **0.00%**	35 **14.52%**	16 **6.64%**	55 **22.82%**	186 **77.18%**	241
2004	1 **0.48%**	1 **0.48%**	1 **0.48%**	0 **0.00%**	35 **16.83%**	15 **7.21%**	53 **25.48%**	155 **74.52%**	208
2005	1 **0.45%**	1 **0.45%**	2 **0.91%**	0 **0.00%**	29 **13.18%**	18 **8.18%**	51 **23.18%**	169 **76.82%**	220
2006	1 **0.54%**	2 **1.09%**	0 **0.00%**	0 **0.00%**	26 **14.13%**	17 **9.24%**	46 **25.00%**	138 **75.00%**	184
Total Firms	5 **0.54%**	6 **0.65%**	4 **0.43%**	0 **0.00%**	152 **16.38%**	77 **8.30%**	244 **26.29%**	684 **73.71%**	928

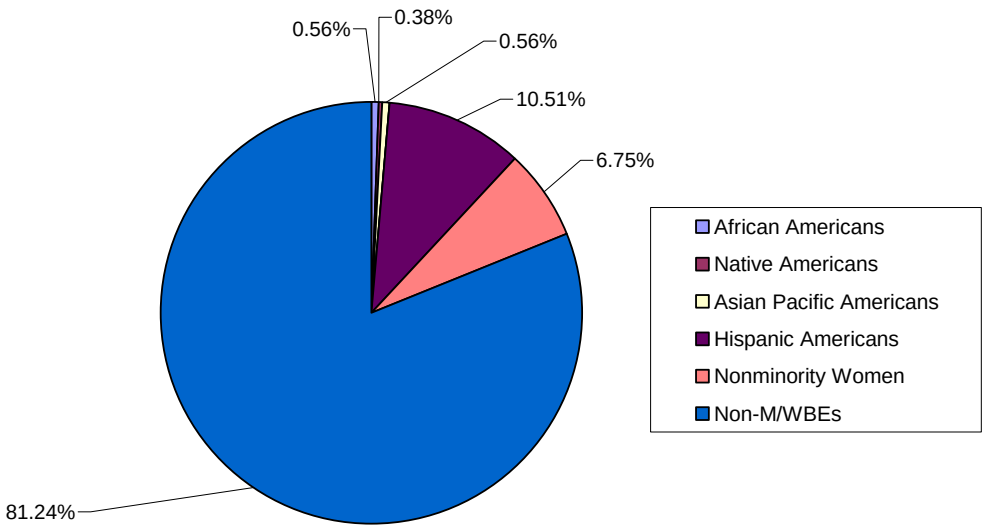
Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Construction
Fiscal Years 2002-2006
Subcontractor Utilization
Individual Firms
City of Tucson

African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Non-M/WBEs	Total Firms
3 **0.56%**	2 **0.38%**	3 **0.56%**	0 **0.00%**	56 **10.51%**	36 **6.75%**	433 **81.24%**	533

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Subcontractor Utilization
Construction
Individual Firms



Construction
Subcontractor Utilization
Fiscal Years 2002 - 2006
City of Tucson

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBE Dollars
Total Subcontract Dollars	$13,696	$346,080	$189,503	$0	$13,793,551	$5,316,630	$19,659,460
Percent of Total Contract Dollars	0.01%	0.13%	0.07%	0.00%	5.11%	1.97%	7.28%
Percent of Subcontracts	0.30%	0.69%	0.30%	0.00%	26.00%	10.52%	37.82%
Percent of Firms Utilized	0.56%	0.38%	0.56%	0.00%	10.51%	6.75%	18.76%

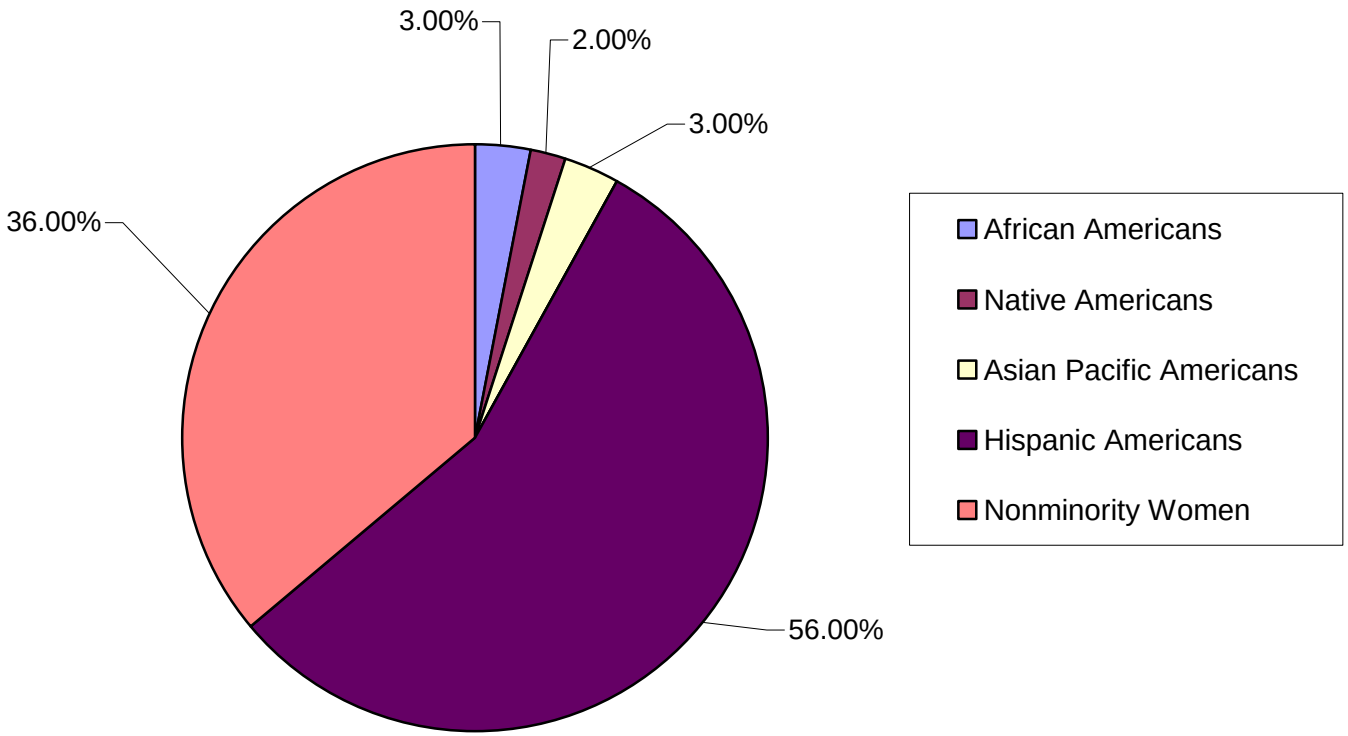
Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Subcontractor Utilization
Fiscal Years 2002 - 2006
City of Tucson

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	M/WBE Totals
All Subs Utilized	$13,696	$346,080	$189,503	$0	$13,793,551	$5,316,630	$19,659,460
Percent of M/WBE Subcontract Dollars	**0.07%**	**1.76%**	**0.96%**	**0.00%**	**70.16%**	**27.04%**	**100%**
Percent of Total Contract Dollars	**0.01%**	**0.13%**	**0.07%**	**0.00%**	**5.11%**	**1.97%**	**7.28%**
SubContracts Total	6	14	6	0	524	212	762
Percent of Contracts	**0.79%**	**1.84%**	**0.79%**	**0.00%**	**68.77%**	**27.82%**	**100%**
Individual Firms Utilized	3	2	3	0	56	36	100
Percent of Firms	**3.00%**	**2.00%**	**3.00%**	**0.00%**	**56.00%**	**36.00%**	**100%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Subcontractor Utilization
Individual Firms



Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Construction
Fiscal Years 2002-2006
Subcontractor Utilization Threshold
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Threshold	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Dollars Awarded
$50,000 or Less	$13,696	$189,508	$35,015	$0	$4,825,423	$2,002,774	$7,066,417	$9,682,183	$16,748,600
# of Subcontracts	6	12	5	0	460	193	676	1,088	1,764
Percent of Dollars	**0.08%**	**1.13%**	**0.21%**	**0.00%**	**28.81%**	**11.96%**	**42.19%**	**57.81%**	
Percent of Subcontracts	**0.34%**	**0.68%**	**0.28%**	**0.00%**	**26.08%**	**10.94%**	**38.32%**	**61.68%**	
$50,001 to $150,000	$0	$156,572	$0	$0	$3,728,930	$1,060,367	$4,945,869	$11,048,530	$15,994,399
# of Subcontracts	0	2	0	0	45	13	60	126	186
Percent of Dollars	**0.00%**	**0.98%**	**0.00%**	**0.00%**	**23.31%**	**6.63%**	**30.92%**	**69.08%**	
Percent of Subcontracts	**0.00%**	**1.08%**	**0.00%**	**0.00%**	**24.19%**	**6.99%**	**32.26%**	**67.74%**	
$150,001 to $350,000	$0	$0	$154,488	$0	$3,608,678	$919,919	$4,683,085	$6,373,518	$11,056,603
# of Subcontracts	0	0	1	0	17	4	22	28	50
Percent of Dollars	**0.00%**	**0.00%**	**1.40%**	**0.00%**	**32.64%**	**8.32%**	**42.36%**	**57.64%**	
Percent of Subcontracts	**0.00%**	**0.00%**	**2.00%**	**0.00%**	**34.00%**	**8.00%**	**44.00%**	**56.00%**	
$350,001 to $1,000,000	$0	$0	$0	$0	$432,520	$1,333,569	$1,766,089	$5,912,313	$7,678,402
# of Subcontracts	0	0	0	0	1	2	3	11	14
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**5.63%**	**17.37%**	**23.00%**	**77.00%**	
Percent of Subcontracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**7.14%**	**14.29%**	**21.43%**	**78.57%**	
Above $1,000,000	$0	$0	$0	$0	$1,198,000	$0	$1,198,000	$0	$1,198,000
# of Subcontracts	0	0	0	0	1	0	1	0	1
Percent of Dollars	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**100.00%**	**0.00%**	**100.00%**	**0.00%**	
Percent of Subcontracts	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**100.00%**	**0.00%**	
Total	$13,696	$346,080	$189,503	$0	$13,793,551	$5,316,630	$19,659,460	$33,016,544	$52,676,004

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Fiscal Years 2002-2006
Project MBE Goal Utilization Analysis
City of Tucson

Fiscal Year	Contract #	Contract Amount	Contract Goal Amount	Contract MBE Goal	Achieved Contract MBE Goal Amount	Achieved MBE Goal %	Dollars Over/Under MBE Goal	% of Dollars Over/Under MBE Goal
				2002				
2002	011084	$83,400.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021039	$949,019.32	$75,921.55	8.00%	$79,725.00	8.40%	$3,803.45	0.40%
2002	021046	$229,000.00	$9,160.00	4.00%	$22,249.00	9.72%	$13,089.00	5.72%
2002	021077	$2,649,206.89	$79,476.21	3.00%	$73,737.00	2.78%	($5,739.21)	-0.22%
2002	021084	$202,209.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021089	$159,273.00	$6,370.92	4.00%	$27,155.54	17.05%	$20,784.62	13.05%
2002	021090	$366,000.00	$10,980.00	3.00%	$25,390.00	6.94%	$14,410.00	3.94%
2002	021093	$190,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021095	$209,700.00	$10,485.00	5.00%	$4,800.00	2.29%	($5,685.00)	-2.71%
2002	021097	$67,340.04	$673.40	1.00%	$4,950.00	7.35%	$4,276.60	6.35%
2002	021102	$1,933,358.26	$154,668.66	8.00%	$412,268.17	21.32%	$257,599.51	13.32%
2002	021117	$131,955.00	$9,236.85	7.00%	$6,926.00	5.25%	($2,310.85)	-1.75%
2002	021124	$320,797.00	$12,831.88	4.00%	$13,000.00	4.05%	$168.12	0.05%
2002	021126	$87,843.00	$1,756.86	2.00%	$18,600.00	21.17%	$16,843.14	19.17%
2002	021127	$767,646.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021128	$87,639.44	$1,752.79	2.00%	$350.00	0.40%	($1,402.79)	-1.60%
2002	021130	$1,236,118.00	$61,805.90	5.00%	$81,000.00	6.55%	$19,194.10	1.55%
2002	021131	$379,945.56	$41,794.01	11.00%	$90,524.97	23.83%	$48,730.96	12.83%
2002	021132	$196,735.65	$11,804.14	6.00%	$12,912.00	6.56%	$1,107.86	0.56%
2002	021142	$3,683,551.36	$184,177.57	5.00%	$28,726.00	0.78%	($155,451.57)	-4.22%
2002	021148	$11,516,761.00	$230,335.22	2.00%	$203,077.00	1.76%	($27,258.22)	-0.24%
2002	021151	$101,887.63	$1,018.88	1.00%	$1,500.00	1.47%	$481.12	0.47%
2002	021156	$310,180.00	$15,509.00	5.00%	$51,020.00	16.45%	$35,511.00	11.45%
2002	021159	$173,946.00	$6,957.84	4.00%	$95,337.00	54.81%	$88,379.16	50.81%
2002	021169	$97,004.24	$9,700.42	10.00%	$9,502.00	9.80%	($198.42)	-0.20%
2002	021171	$371,853.50	$26,029.75	7.00%	$32,724.00	8.80%	$6,694.26	1.80%
2002	021177	$191,551.15	$7,662.05	4.00%	$17,930.00	9.36%	$10,267.95	5.36%
2002	021185	$151,295.17	$6,051.81	4.00%	$0.00	0.00%	($6,051.81)	-4.00%
2002	021188	$10,553,283.67	$1,160,861.20	11.00%	$1,243,000.00	11.78%	$82,138.80	0.78%
2002	021196	$3,415,387.23	$375,692.60	11.00%	$221,845.00	6.50%	($153,847.60)	-4.50%
2002	021201	$566,526.00	$45,322.08	8.00%	$0.00	0.00%	($45,322.08)	-8.00%
2002	021211	$201,320.40	$4,026.41	2.00%	$5,284.65	2.62%	$1,258.24	0.62%
2002	021214	$229,650.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021218	$1,393,879.00	$153,326.69	11.00%	$173,378.00	12.44%	$20,051.31	1.44%
2002	021222	$258,985.04	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021225	$1,674,551.00	$184,200.61	11.00%	$237,142.00	14.16%	$52,941.39	3.16%
		$45,138,799	**$2,899,590**	**6.42%**	**$3,194,053**	**7.08%**	**$294,463**	**0.65%**
				2003				
2003	021092B	$281,910.23	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	021186	$77,400.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	021212A	$1,172,564.00	$35,176.92	3.00%	$165,699.00	14.13%	$130,522.08	11.13%
2003	031003	$826,600.00	$16,532.00	2.00%	$7,685.00	0.93%	($8,847.00)	-1.07%
2003	031005	$131,581.23	$1,315.81	1.00%	$1,500.00	1.14%	$184.19	0.14%
2003	031011	$63,500.00	$1,270.00	2.00%	$395.00	0.62%	($875.00)	-1.38%
2003	031022	$838,898.00	$83,889.80	10.00%	$13,779.00	1.64%	($70,110.80)	-8.36%
2003	031027	$68,123.05	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031030	$623,119.47	$56,080.75	9.00%	$10,775.17	1.73%	($45,305.58)	-7.27%
2003	031036	$67,129.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031038	$396,475.16	$15,859.01	4.00%	$17,158.00	4.33%	$1,298.99	0.33%
2003	031061	$194,392.41	$5,831.77	3.00%	$5,832.00	3.00%	$0.23	0.00%
2003	031062	$402,750.00	$24,165.00	6.00%	$24,165.00	6.00%	$0.00	0.00%
2003	031066	$203,761.00	$10,188.05	5.00%	$39,140.00	19.21%	$28,951.95	14.21%
2003	031067	$4,341,656.00	$303,915.92	7.00%	$332,924.00	7.67%	$29,008.08	0.67%
2003	031068A	$114,475.49	$3,434.26	3.00%	$0.00	0.00%	($3,434.26)	-3.00%
2003	031072	$488,043.85	$43,923.95	9.00%	$22,000.00	4.51%	($21,923.95)	-4.49%
2003	031074	$2,094,904.00	$230,439.44	11.00%	$260,966.00	12.46%	$30,526.56	1.46%
2003	031080	$350,918.74	$3,509.19	1.00%	$16,657.50	4.75%	$13,148.31	3.75%
2003	031090	$116,223.16	$2,324.46	2.00%	$19,780.00	17.02%	$17,455.54	15.02%

Construction
Fiscal Years 2002-2006
Project MBE Goal Utilization Analysis
City of Tucson

Fiscal Year	Contract #	Contract Amount	Contract Goal Amount	Contract MBE Goal	Achieved Contract MBE Goal Amount	Achieved MBE Goal %	Dollars Over/Under MBE Goal	% of Dollars Over/Under MBE Goal
				2003				
2003	031097	$305,197.65	$12,207.91	4.00%	$4,628.75	1.52%	($7,579.16)	-2.48%
2003	031112	$197,758.41	$5,932.75	3.00%	$62,253.00	31.48%	$56,320.25	28.48%
2003	031113	$361,820.00	$3,618.20	1.00%	$9,130.00	2.52%	$5,511.80	1.52%
2003	031115	$159,308.66	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031116	$94,053.47	$940.53	1.00%	$1,640.37	1.74%	$699.84	0.74%
2003	031123	$469,660.00	$32,876.20	7.00%	$32,647.55	6.95%	($228.65)	-0.05%
2003	031125	$163,030.65	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031131	$194,096.00	$3,881.92	2.00%	$10,707.00	5.52%	$6,825.08	3.52%
2003	031132	$457,908.83	$27,474.53	6.00%	$24,435.00	5.34%	($3,039.53)	-0.66%
2003	031133	$75,536.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031149	$271,900.00	$16,314.00	6.00%	$16,314.00	6.00%	$0.00	0.00%
2003	031152	$73,513.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031153	$365,744.00	$7,314.88	2.00%	$17,956.65	4.91%	$10,641.77	2.91%
2003	031157	$245,134.26	$12,256.71	5.00%	$89,183.06	36.38%	$76,926.35	31.38%
2003	031159	$556,517.17	$5,565.17	1.00%	$7,945.00	1.43%	$2,379.83	0.43%
2003	031165	$513,752.68	$25,687.63	5.00%	$65,705.00	12.79%	$40,017.37	7.79%
2003	031166	$231,660.80	$2,316.61	1.00%	$6,540.00	2.82%	$4,223.39	1.82%
2003	031167	$1,606,766.35	$96,405.98	6.00%	$267,520.00	16.65%	$171,114.02	10.65%
2003	031175	$1,572,835.00	$173,011.85	11.00%	$249,775.00	15.88%	$76,763.15	4.88%
2003	031180	$184,643.30	$1,846.43	1.00%	$1,000.00	0.54%	($846.43)	-0.46%
2003	031188	$1,551,673.29	$170,684.06	11.00%	$242,247.06	15.61%	$71,563.00	4.61%
2003	031190	$1,104,963.75	$11,049.64	1.00%	$25,703.00	2.33%	$14,653.36	1.33%
2003	031195	$138,000.00	$12,420.00	9.00%	$20,405.00	14.79%	$7,985.00	5.79%
2003	031197	$3,570,790.00	$392,786.90	11.00%	$493,331.12	13.82%	$100,544.22	2.82%
2003	031198	$220,783.72	$2,207.84	1.00%	$8,078.00	3.66%	$5,870.16	2.66%
2003	031206	$4,684,386.05	$515,282.47	11.00%	$714,383.61	15.25%	$199,101.14	4.25%
2003	031208	$157,601.00	$4,728.03	3.00%	$32,503.00	20.62%	$27,774.97	17.62%
2003	031217	$107,040.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031219	$106,600.00	$0.00	0.00%	$3,880.00	3.64%	$3,880.00	3.64%
2003	031221	$108,845.00	$1,088.45	1.00%	$12,849.00	11.80%	$11,760.55	10.80%
2003	031229	$1,253,924.00	$137,931.64	11.00%	$99,239.00	7.91%	($38,692.64)	-3.09%
2003	031233	$306,549.00	$18,392.94	6.00%	$35,313.00	11.52%	$16,920.06	5.52%
2003	031236	$1,973,367.00	$217,070.37	11.00%	$526,503.00	26.68%	$309,432.63	15.68%
2003	031244	$1,156,205.51	$23,124.11	2.00%	$20,815.00	1.80%	($2,309.11)	-0.20%
		$37,395,990	**$2,772,274**	**7.41%**	**$4,041,086**	**10.81%**	**$1,268,812**	**3.39%**
				2004				
2004	021212-2A	$552,650.59	$16,579.52	3.00%	$74,095.50	13.41%	$57,515.98	10.41%
2004	031035-2A	$43,867.00	$2,632.02	6.00%	$5,600.00	12.77%	$2,967.98	6.77%
2004	031035-2B	$66,150.00	$3,969.00	6.00%	$2,096.00	3.17%	($1,873.00)	-2.83%
2004	031035-2C	$16,599.00	$995.94	6.00%	$9,762.00	58.81%	$8,766.06	52.81%
2004	031056A	$4,500.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031056B	$2,196.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031088-1	$55,165.00	$0.00	0.00%	$976.00	1.77%	$976.00	1.77%
2004	031088-2	$279,664.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031127A	$1,040,324.10	$62,419.45	6.00%	$0.00	0.00%	($62,419.45)	-6.00%
2004	031127B	$1,663,321.87	$99,799.31	6.00%	$0.00	0.00%	($99,799.31)	-6.00%
2004	031130A	$258,064.00	$12,903.20	5.00%	$0.00	0.00%	($12,903.20)	-5.00%
2004	031130B	$131,640.56	$6,582.03	5.00%	$16,000.00	12.15%	$9,417.97	7.15%
2004	031143-1A	$161,045.00	$3,220.90	2.00%	$21,171.00	13.15%	$17,950.10	11.15%
2004	031183A	$107,812.98	$2,156.26	2.00%	$13,191.77	12.24%	$11,035.51	10.24%
2004	031191A	$318,655.14	$35,052.07	11.00%	$10,250.00	3.22%	($24,802.07)	-7.78%
2004	031191B	$59,410.00	$6,535.10	11.00%	$10,140.00	17.07%	$3,604.90	6.07%
2004	031191C	$26,908.00	$2,959.88	11.00%	$0.00	0.00%	($2,959.88)	-11.00%
2004	031192B	$199,473.96	$1,994.74	1.00%	$2,714.67	1.36%	$719.93	0.36%
2004	031223B	$698,146.00	$13,962.92	2.00%	$43,892.62	6.29%	$29,929.70	4.29%
2004	041007	$3,566,360.10	$178,318.01	5.00%	$63,175.75	1.77%	($115,142.26)	-3.23%
2004	041016	$50,330.00	$503.30	1.00%	$6,126.00	12.17%	$5,622.70	11.17%
2004	041017	$127,780.94	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%

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				2004				
2004	041018	$198,160.93	$13,871.27	7.00%	$8,655.52	4.37%	($5,215.75)	-2.63%
2004	041021	$845,330.00	$25,359.90	3.00%	$22,303.02	2.64%	($3,056.88)	-0.36%
2004	041025	$2,813,736.00	$168,824.16	6.00%	$262,393.00	9.33%	$93,568.84	3.33%
2004	041027A	$2,386,745.41	$0.00	0.00%	$32,786.51	1.37%	$32,786.51	1.37%
2004	042005	$671,657.24	$26,866.29	4.00%	$23,168.00	3.45%	($3,698.29)	-0.55%
2004	042006	$86,077.00	$860.77	1.00%	$3,243.19	3.77%	$2,382.42	2.77%
2004	042007	$80,000.00	$1,600.00	2.00%	$1,676.12	2.10%	$76.12	0.10%
2004	042012	$155,972.84	$1,559.73	1.00%	$1,000.00	0.64%	($559.73)	-0.36%
2004	042014	$70,968.82	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042016	$171,310.35	$1,713.10	1.00%	$18,000.00	10.51%	$16,286.90	9.51%
2004	042021A	$106,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042024A	$160,633.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042024B	$316,978.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042028	$104,280.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042029	$3,924,506.00	$431,695.66	11.00%	$153,054.00	3.90%	($278,641.66)	-7.10%
2004	042031	$760,574.00	$7,605.74	1.00%	$12,470.00	1.64%	$4,864.26	0.64%
2004	042032	$662,502.66	$13,250.05	2.00%	$13,236.79	2.00%	($13.26)	0.00%
2004	042033A	$498,955.13	$4,989.55	1.00%	$0.00	0.00%	($4,989.55)	-1.00%
2004	042033B	$1,871,333.49	$18,713.33	1.00%	$0.00	0.00%	($18,713.33)	-1.00%
2004	042034	$916,203.07	$27,486.09	3.00%	$86,578.19	9.45%	$59,092.10	6.45%
2004	042035	$148,639.00	$4,459.17	3.00%	$19,937.47	13.41%	$15,478.30	10.41%
2004	042036	$179,668.50	$8,983.43	5.00%	$7,925.52	4.41%	($1,057.91)	-0.59%
2004	042037	$112,331.60	$1,123.32	1.00%	$2,000.00	1.78%	$876.68	0.78%
2004	042040	$122,862.31	$6,143.12	5.00%	$16,750.00	13.63%	$10,606.88	8.63%
2004	042041	$149,999.00	$16,499.89	11.00%	$42,560.00	28.37%	$26,060.11	17.37%
2004	042047	$2,792,220.00	$307,144.20	11.00%	$241,876.00	8.66%	($65,268.20)	-2.34%
2004	042049	$171,248.65	$1,712.49	1.00%	$2,870.86	1.68%	$1,158.37	0.68%
2004	042050	$974,253.16	$48,712.66	5.00%	$38,000.00	3.90%	($10,712.66)	-1.10%
2004	042052	$195,142.29	$1,951.42	1.00%	$4,925.91	2.52%	$2,974.49	1.52%
2004	042054	$142,800.00	$2,856.00	2.00%	$14,351.00	10.05%	$11,495.00	8.05%
2004	042057	$251,940.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042060A	$353,212.00	$17,660.60	5.00%	$0.00	0.00%	($17,660.60)	-5.00%
2004	042065	$264,727.70	$2,647.28	1.00%	$6,311.81	2.38%	$3,664.53	1.38%
2004	042068	$539,650.00	$37,775.50	7.00%	$67,261.86	12.46%	$29,486.36	5.46%
2004	042071	$298,674.92	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042072	$301,179.58	$0.00	0.00%	$5,930.00	1.97%	$5,930.00	1.97%
2004	042074	$178,688.00	$1,786.88	1.00%	$2,765.65	1.55%	$978.77	0.55%
2004	042075	$1,299,812.16	$90,986.85	7.00%	$54,507.18	4.19%	($36,479.67)	-2.81%
2004	042086	$151,111.50	$3,022.23	2.00%	$3,100.16	2.05%	$77.93	0.05%
2004	042088	$28,436.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042093	$155,303.46	$3,106.07	2.00%	$33,517.17	21.58%	$30,411.10	19.58%
2004	042094	$70,613.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042097	$267,536.69	$13,376.83	5.00%	$6,032.94	2.25%	($7,343.89)	-2.75%
2004	042099	$385,265.00	$11,557.95	3.00%	$26,665.00	6.92%	$15,107.05	3.92%
2004	042108	$5,292,703.63	$211,708.15	4.00%	$354,439.62	6.70%	$142,731.47	2.70%
2004	042110	$1,424,439.03	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042112	$211,521.95	$2,115.22	1.00%	$58,428.50	27.62%	$56,313.28	26.62%
2004	042116	$56,486.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042119	$802,236.00	$8,022.36	1.00%	$6,110.00	0.76%	($1,912.36)	-0.24%
2004	042123	$291,754.00	$8,752.62	3.00%	$19,762.00	6.77%	$11,009.38	3.77%
		$43,846,443	**$2,007,084**	**4.58%**	**$1,953,784.30**	**4.46%**	**($53,299)**	**-0.12%**
				2005				
2005	021092-2A	$257,492.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	021092-2B	$52,834.63	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031035-3A	$56,695.36	$3,968.68	7.00%	$2,979.35	5.26%	($989.33)	-1.74%
2005	031035-3B	$179,023.00	$12,531.61	7.00%	$3,420.00	1.91%	($9,111.61)	-5.09%
2005	031056-2B	$66,128.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031127-2A	$48,018.96	$1,440.57	3.00%	$1,439.16	3.00%	($1.41)	0.00%

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				2005				
2005	031127-2B	$968,324.02	$29,049.72	3.00%	$25,285.00	2.61%	($3,764.72)	-0.39%
2005	031130-2A	$104,000.00	$2,080.00	2.00%	$0.00	0.00%	($2,080.00)	-2.00%
2005	031130-2B	$529,275.21	$10,585.50	2.00%	$72,098.05	13.62%	$61,512.55	11.62%
2005	031140A	$55,206.00	$0.00	0.00%	$7,650.00	13.86%	$7,650.00	13.86%
2005	031143-2A	$204,117.00	$4,082.34	2.00%	$16,673.50	8.17%	$12,591.16	6.17%
2005	031183-2A	$235,241.00	$2,352.41	1.00%	$11,265.98	4.79%	$8,913.57	3.79%
2005	031191-2A	$1,536,182.00	$122,894.56	8.00%	$137,591.44	8.96%	$14,696.88	0.96%
2005	031191-2B	$1,218,918.58	$97,513.49	8.00%	$402,317.00	33.01%	$304,803.51	25.01%
2005	031192-2B	$102,985.20	$1,029.85	1.00%	$2,124.85	2.06%	$1,095.00	1.06%
2005	031223-2B	$1,949,340.30	$38,986.81	2.00%	$72,985.98	3.74%	$33,999.17	1.74%
2005	041027-2A	$641,160.45	$0.00	0.00%	$11,349.00	1.77%	$11,349.00	1.77%
2005	042024-2A	$258,826.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042024-2B	$84,430.97	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042033-2A	$510,509.00	$10,210.18	2.00%	$61,719.08	12.09%	$51,508.90	10.09%
2005	042033-2B	$645,507.11	$12,910.14	2.00%	$6,259.28	0.97%	($6,650.86)	-1.03%
2005	042096A	$2,209,935.57	$0.00	0.00%	$248,599.00	11.25%	$248,599.00	11.25%
2005	042096B	$541,908.88	$0.00	0.00%	$525.00	0.10%	$525.00	0.10%
2005	042096C	$2,144,635.00	$0.00	0.00%	$44,492.00	2.07%	$44,492.00	2.07%
2005	042096D	$509,324.79	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042114B	$367,271.98	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042120A	$173,068.97	$12,114.83	7.00%	$28,496.52	16.47%	$16,381.69	9.47%
2005	042120B	$267,136.61	$18,699.56	7.00%	$0.00	0.00%	($18,699.56)	-7.00%
2005	052004	$1,124,703.85	$11,247.04	1.00%	$18,878.00	1.68%	$7,630.96	0.68%
2005	052005	$351,722.00	$3,517.22	1.00%	$7,000.00	1.99%	$3,482.78	0.99%
2005	052006	$228,245.51	$2,282.46	1.00%	$8,573.00	3.76%	$6,290.54	2.76%
2005	052013	$383,653.13	$3,836.53	1.00%	$13,856.64	3.61%	$10,020.11	2.61%
2005	052019	$863,400.54	$8,634.01	1.00%	$162,851.00	18.86%	$154,216.99	17.86%
2005	052022	$206,437.50	$2,064.38	1.00%	$2,361.73	1.14%	$297.36	0.14%
2005	052023	$1,089,082.50	$0.00	0.00%	$12,705.00	1.17%	$12,705.00	1.17%
2005	052025	$111,300.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052026	$63,274.91	$632.75	1.00%	$2,885.00	4.56%	$2,252.25	3.56%
2005	052028	$2,715,734.90	$0.00	0.00%	$27,850.50	1.03%	$27,850.50	1.03%
2005	052029	$2,567,203.50	$0.00	0.00%	$35,627.50	1.39%	$35,627.50	1.39%
2005	052031	$497,839.00	$19,913.56	4.00%	$58,640.00	11.78%	$38,726.44	7.78%
2005	052032	$155,205.27	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052033	$263,471.00	$10,538.84	4.00%	$10,218.00	3.88%	($320.84)	-0.12%
2005	052042	$2,059,488.81	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052044	$97,763.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052047A	$12,792.00	$127.92	1.00%	$0.00	0.00%	($127.92)	-1.00%
2005	052048A	$770,583.25	$69,352.49	9.00%	$50,453.39	6.55%	($18,899.10)	-2.45%
2005	052048B	$89,201.09	$8,028.10	9.00%	$0.00	0.00%	($8,028.10)	-9.00%
2005	052048C	$1,246,310.90	$112,167.98	9.00%	$47,602.84	3.82%	($64,565.14)	-5.18%
2005	052052	$2,222,722.00	$0.00	0.00%	$20,457.90	0.92%	$20,457.90	0.92%
2005	052055	$45,515.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052056A	$108,843.64	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052057	$1,217,050.40	$60,852.52	5.00%	$171,896.00	14.12%	$111,043.48	9.12%
2005	052059	$1,231,587.46	$49,263.50	4.00%	$203,583.06	16.53%	$154,319.56	12.53%
2005	052065	$1,001,470.32	$110,161.74	11.00%	$71,117.00	7.10%	($39,044.74)	-3.90%
2005	052068	$1,770,137.67	$70,805.51	4.00%	$343,601.53	19.41%	$272,796.02	15.41%
2005	052073	$304,900.52	$3,049.01	1.00%	$8,531.86	2.80%	$5,482.85	1.80%
2005	052075	$120,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052076	$95,314.57	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052078	$1,076,815.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052091	$54,674.63	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052093	$1,582,415.93	$15,824.16	1.00%	$84,799.00	5.36%	$68,974.84	4.36%
2005	052097	$937,210.00	$18,744.20	2.00%	$22,301.00	2.38%	$3,556.80	0.38%
2005	052100	$390,667.29	$3,906.67	1.00%	$18,709.48	4.79%	$14,802.81	3.79%
2005	052102	$705,564.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%

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				2005				
2005	052103	$380,638.80	$19,031.94	5.00%	$3,427.66	0.90%	($15,604.28)	-4.10%
2005	052104	$1,192,144.70	$35,764.34	3.00%	$62,100.00	5.21%	$26,335.66	2.21%
2005	052106	$48,576.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052114	$131,827.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052115	$74,969.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052117	$519,419.20	$0.00	0.00%	$5,474.77	1.05%	$5,474.77	1.05%
2005	052118	$2,330,718.40	$23,307.18	1.00%	$24,584.53	1.05%	$1,277.35	0.05%
2005	052120	$2,742,027.89	$82,260.84	3.00%	$7,339.50	0.27%	($74,921.34)	-2.73%
2005	052124	$31,961.40	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052125	$607,600.00	$6,076.00	1.00%	$12,010.00	1.98%	$5,934.00	0.98%
2005	052127	$4,615,380.00	$46,153.80	1.00%	$42,778.00	0.93%	($3,375.80)	-0.07%
2005	052131	$654,334.66	$6,543.35	1.00%	$7,087.30	1.08%	$543.95	0.08%
2005	052132	$200,280.00	$2,002.80	1.00%	$18,674.00	9.32%	$16,671.20	8.32%
2005	052138	$146,534.84	$4,396.05	3.00%	$6,000.00	4.09%	$1,603.95	1.09%
2005	052139	$276,014.05	$8,280.42	3.00%	$23,467.00	8.50%	$15,186.58	5.50%
2005	052143	$348,830.30	$6,976.61	2.00%	$3,411.48	0.98%	($3,565.13)	-1.02%
2005	052151	$1,140,439.98	$11,404.40	1.00%	$16,565.00	1.45%	$5,160.60	0.45%
		$59,121,494	**$1,217,599**	**2.06%**	**$2,794,689**	**4.73%**	**$1,577,090**	**2.67%**
				2006				
2006	031056-3A	$19,332.25	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	031056-3B	$84,558.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	031127A_2	$1,040,324.10	$20,806.48	2.00%	$31,296.33	3.01%	$10,489.85	1.01%
2006	031127B_2	$112,784.10	$2,255.68	2.00%	$0.00	0.00%	($2,255.68)	-2.00%
2006	031130-3A	$398,969.75	$3,989.70	1.00%	$66,425.00	16.65%	$62,435.30	15.65%
2006	031130-3B	$8,218.00	$82.18	1.00%	$6,848.00	83.33%	$6,765.82	82.33%
2006	031140-2A	$132,691.00	$0.00	0.00%	$6,885.00	5.19%	$6,885.00	5.19%
2006	031143-3A	$261,679.00	$0.00	0.00%	$19,329.00	7.39%	$19,329.00	7.39%
2006	031183-3A	$469,295.00	$9,385.90	2.00%	$44,869.09	9.56%	$35,483.19	7.56%
2006	031192-3B	$529,286.10	$0.00	0.00%	$1,428.32	0.27%	$1,428.32	0.27%
2006	031223-3B	$1,686,439.00	$0.00	0.00%	$51,231.96	3.04%	$51,231.96	3.04%
2006	041027-3A	$2,675,743.06	$0.00	0.00%	$134,191.47	5.02%	$134,191.47	5.02%
2006	042024A_2	$110,217.14	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042024B_2	$316,978.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042033_3B	$1,056,878.74	$21,137.57	2.00%	$0.00	0.00%	($21,137.57)	-2.00%
2006	042033A_2	$498,955.13	$9,979.10	2.00%	$33,544.80	6.72%	$23,565.70	4.72%
2006	042060A_2	$353,212.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042096-2A	$3,978,315.42	$0.00	0.00%	$30,491.00	0.77%	$30,491.00	0.77%
2006	042096-2B	$1,246,880.58	$0.00	0.00%	$30,276.00	2.43%	$30,276.00	2.43%
2006	042096-2C	$676,428.23	$0.00	0.00%	$22,305.00	3.30%	$22,305.00	3.30%
2006	042114A_2	$392,951.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042120-2A	$163,679.41	$13,094.35	8.00%	$22,826.84	13.95%	$9,732.49	5.95%
2006	052056A_2	$108,843.64	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	052142A	$417,590.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	052142B	$229,722.90	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	052149A	$1,383,834.49	$110,706.76	8.00%	$0.00	0.00%	($110,706.76)	-8.00%
2006	052149A_2	$657,202.28	$61,777.01	9.40%	$28,363.01	4.32%	($33,414.00)	-5.08%
2006	052149B	$232,926.00	$18,634.08	8.00%	$0.00	0.00%	($18,634.08)	-8.00%
2006	052149B_2	$3,634,243.01	$341,618.84	9.40%	$110,777.87	3.05%	($230,840.97)	-6.35%
2006	062001A	$865,018.03	$51,901.08	6.00%	$99,732.00	11.53%	$47,830.92	5.53%
2006	062001B	$342,541.62	$20,552.50	6.00%	$20,003.65	5.84%	($548.85)	-0.16%
2006	062001C	$242,468.16	$14,548.09	6.00%	$30,805.84	12.71%	$16,257.75	6.71%
2006	062012	$339,962.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062013A	$156,400.00	$6,256.00	4.00%	$0.00	0.00%	($6,256.00)	-4.00%
2006	062013B	$36,775.18	$1,471.01	4.00%	$0.00	0.00%	($1,471.01)	-4.00%
2006	062014	$2,486,050.45	$24,860.50	1.00%	$42,982.17	1.73%	$18,121.67	0.73%
2006	062019	$141,005.00	$2,820.10	2.00%	$21,389.00	15.17%	$18,568.90	13.17%
2006	062024	$4,022,592.00	$442,485.12	11.00%	$200,980.00	5.00%	($241,505.12)	-6.00%
2006	062026	$579,500.00	$23,180.00	4.00%	$79,260.00	13.68%	$56,080.00	9.68%

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Fiscal Year	Contract #	Contract Amount	Contract Goal Amount	Contract MBE Goal	Achieved Contract MBE Goal Amount	Achieved MBE Goal %	Dollars Over/Under MBE Goal	% of Dollars Over/Under MBE Goal
				2006				
2006	062031	$486,773.91	$14,603.22	3.00%	$14,155.10	2.91%	($448.12)	-0.09%
2006	062037	$276,404.10	$5,528.08	2.00%	$10,575.00	3.83%	$5,046.92	1.83%
2006	062039	$495,367.25	$0.00	0.00%	$25,405.00	5.13%	$25,405.00	5.13%
2006	062040	$83,373.68	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062041	$152,910.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062054	$253,288.42	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062066	$26,928,717.43	$807,861.52	3.00%	$670,000.00	2.49%	($137,861.52)	-0.51%
2006	062068	$124,500.00	$1,245.00	1.00%	$1,245.00	1.00%	$0.00	0.00%
2006	062074A	$463,078.57	$32,415.50	7.00%	$101,701.00	21.96%	$69,285.50	14.96%
2006	062074B	$513,230.79	$35,926.16	7.00%	$96,046.96	18.71%	$60,120.80	11.71%
2006	062074C	$66,078.66	$4,625.51	7.00%	$0.00	0.00%	($4,625.51)	-7.00%
2006	062076	$321,502.00	$6,430.04	2.00%	$6,430.40	2.00%	$0.36	0.00%
2006	062083	$86,638.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062087A	$5,657.99	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062087B	$62,980.81	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062088	$9,680,223.02	$96,802.23	1.00%	$51,878.00	0.54%	($44,924.23)	-0.46%
2006	062089	$367,165.00	$3,671.65	1.00%	$8,390.00	2.29%	$4,718.35	1.29%
2006	062101	$657,039.90	$32,852.00	5.00%	$22,414.99	3.41%	($10,437.01)	-1.59%
2006	062106	$30,702.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062107	$686,623.97	$6,866.24	1.00%	$43,776.34	6.38%	$36,910.10	5.38%
2006	062108	$737,147.61	$7,371.48	1.00%	$6,475.62	0.88%	($895.86)	-0.12%
2006	062111	$455,221.25	$8,239.50	1.81%	$11,503.00	2.53%	$3,263.50	0.72%
2006	062119A	$177,071.50	$1,770.72	1.00%	$0.00	0.00%	($1,770.72)	-1.00%
2006	062119C	$2,295,486.97	$22,954.87	1.00%	$7,477.35	0.33%	($15,477.52)	-0.67%
2006	062119D	$590,240.55	$5,902.41	1.00%	$5,553.00	0.94%	($349.41)	-0.06%
2006	062119E	$395,109.00	$3,951.09	1.00%	$31,788.00	8.05%	$27,836.91	7.05%
2006	062119F	$236,031.27	$2,360.31	1.00%	$0.00	0.00%	($2,360.31)	-1.00%
2006	062119G	$88,360.80	$883.61	1.00%	$840.00	0.95%	($43.61)	-0.05%
2006	072004	$180,785.00	$6,417.87	3.55%	$7,949.00	4.40%	$1,531.13	0.85%
2006	072005A	$405,512.24	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072005B	$71,813.72	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072006A	$151,000.00	$1,510.00	1.00%	$0.00	0.00%	($1,510.00)	-1.00%
2006	072006B	$2,317,531.00	$23,175.31	1.00%	$12,900.00	0.56%	($10,275.31)	-0.44%
2006	072006C	$886,970.98	$8,869.71	1.00%	$6,689.00	0.75%	($2,180.71)	-0.25%
2006	072006D	$5,883.16	$58.83	1.00%	$0.00	0.00%	($58.83)	-1.00%
2006	072009	$749,850.80	$7,498.51	1.00%	$7,498.50	1.00%	($0.01)	0.00%
2006	072021	$542,660.40	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072022	$499,815.00	$24,990.75	5.00%	$72,285.00	14.46%	$47,294.25	9.46%
		$84,619,237	**$2,376,324**	**2.81%**	**$2,359,218**	**2.79%**	**($17,107)**	**-0.02%**
TOTALS		**$270,121,964**	**$11,272,871**	**4.17%**	**$14,342,830**	**5.31%**	**$3,069,959**	**1.14%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

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Fiscal Year	Contract #	Contract Amount	Contract Goal Amount	Contract MBE Goal	Achieved Contract MBE Goal Amount	Achieved MBE Goal %	Dollars Over/Under MBE Goal	% of Dollars Over/Under MBE Goal
				2002				
2002	011084	$83,400.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021084	$202,209.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021093	$190,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021127	$767,646.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021214	$229,650.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021222	$258,985.04	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
		$1,731,890	**$0**	**0.00%**	**$0**	**0.00%**	**$0**	**0.00%**
				2003				
2003	021092B	$281,910.23	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	021186	$77,400.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031027	$68,123.05	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031036	$67,129.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031115	$159,308.66	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031125	$163,030.65	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031133	$75,536.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031152	$73,513.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031217	$107,040.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031219	$106,600.00	$0.00	0.00%	$3,880.00	3.64%	$3,880.00	3.64%
		$1,179,591	**$0**	**0.00%**	**$3,880**	**0.33%**	**$3,880**	**0.33%**
				2004				
2004	031056A	$4,500.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031056B	$2,196.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031088-1	$55,165.00	$0.00	0.00%	$976.00	1.77%	$976.00	1.77%
2004	031088-2	$279,664.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	041017	$127,780.94	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	041027A	$2,386,745.41	$0.00	0.00%	$32,786.51	1.37%	$32,786.51	1.37%
2004	042014	$70,968.82	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042021A	$106,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042024A	$160,633.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042024B	$316,978.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042028	$104,280.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042057	$251,940.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042071	$298,674.92	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042072	$301,179.58	$0.00	0.00%	$5,930.00	1.97%	$5,930.00	1.97%
2004	042088	$28,436.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042094	$70,613.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042110	$1,424,439.03	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042116	$56,486.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
		$6,046,680	**$0**	**0.00%**	**$39,692.51**	**0.66%**	**$39,693**	**0.66%**
				2005				
2005	021092-2A	$257,492.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	021092-2B	$52,834.63	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031056-2B	$66,128.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031140A	$55,206.00	$0.00	0.00%	$7,650.00	13.86%	$7,650.00	13.86%
2005	041027-2A	$641,160.45	$0.00	0.00%	$11,349.00	1.77%	$11,349.00	1.77%
2005	042024-2A	$258,826.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042024-2B	$84,430.97	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042096A	$2,209,935.57	$0.00	0.00%	$248,599.00	11.25%	$248,599.00	11.25%
2005	042096B	$541,908.88	$0.00	0.00%	$525.00	0.10%	$525.00	0.10%
2005	042096C	$2,144,635.00	$0.00	0.00%	$44,492.00	2.07%	$44,492.00	2.07%
2005	042096D	$509,324.79	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042114B	$367,271.98	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052023	$1,089,082.50	$0.00	0.00%	$12,705.00	1.17%	$12,705.00	1.17%
2005	052025	$111,300.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052028	$2,715,734.90	$0.00	0.00%	$27,850.50	1.03%	$27,850.50	1.03%
2005	052029	$2,567,203.50	$0.00	0.00%	$35,627.50	1.39%	$35,627.50	1.39%
2005	052032	$155,205.27	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%

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				2005				
2005	052042	$2,059,488.81	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052044	$97,763.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052052	$2,222,722.00	$0.00	0.00%	$20,457.90	0.92%	$20,457.90	0.92%
2005	052055	$45,515.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052056A	$108,843.64	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052075	$120,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052076	$95,314.57	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052078	$1,076,815.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052091	$54,674.63	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052102	$705,564.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052106	$48,576.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052114	$131,827.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052115	$74,969.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052117	$519,419.20	$0.00	0.00%	$5,474.77	1.05%	$5,474.77	1.05%
2005	052124	$31,961.40	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
		$21,221,134	**$0**	**0.00%**	**$414,731**	**1.95%**	**$414,731**	**1.95%**
				2006				
2006	031056-3A	$19,332.25	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	031056-3B	$84,558.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	031140-2A	$132,691.00	$0.00	0.00%	$6,885.00	5.19%	$6,885.00	5.19%
2006	031143-3A	$261,679.00	$0.00	0.00%	$19,329.00	7.39%	$19,329.00	7.39%
2006	031192-3B	$529,286.10	$0.00	0.00%	$1,428.32	0.27%	$1,428.32	0.27%
2006	031223-3B	$1,686,439.00	$0.00	0.00%	$51,231.96	3.04%	$51,231.96	3.04%
2006	041027-3A	$2,675,743.06	$0.00	0.00%	$134,191.47	5.02%	$134,191.47	5.02%
2006	042024A_2	$110,217.14	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042024B_2	$316,978.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042060A_2	$353,212.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042096-2A	$3,978,315.42	$0.00	0.00%	$30,491.00	0.77%	$30,491.00	0.77%
2006	042096-2B	$1,246,880.58	$0.00	0.00%	$30,276.00	2.43%	$30,276.00	2.43%
2006	042096-2C	$676,428.23	$0.00	0.00%	$22,305.00	3.30%	$22,305.00	3.30%
2006	042114A_2	$392,951.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	052056A_2	$108,843.64	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	052142A	$417,590.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	052142B	$229,722.90	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062012	$339,962.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062039	$495,367.25	$0.00	0.00%	$25,405.00	5.13%	$25,405.00	5.13%
2006	062040	$83,373.68	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062041	$152,910.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062054	$253,288.42	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062083	$86,638.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062087A	$5,657.99	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062087B	$62,980.81	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062106	$30,702.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072005A	$405,512.24	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072005B	$71,813.72	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072021	$542,660.40	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
		$15,751,734	**$0**	**0.00%**	**$321,543**	**2.04%**	**$321,543**	**2.04%**
TOTALS		**$45,931,030**	**$0**	**0.00%**	**$779,846**	**1.70%**	**$779,846**	**1.70%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

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				2002				
2002	021039	$949,019.32	$75,921.55	8.00%	$79,725.00	8.40%	$3,803.45	0.40%
2002	021046	$229,000.00	$9,160.00	4.00%	$22,249.00	9.72%	$13,089.00	5.72%
2002	021077	$2,649,206.89	$79,476.21	3.00%	$73,737.00	2.78%	($5,739.21)	-0.22%
2002	021089	$159,273.00	$6,370.92	4.00%	$27,155.54	17.05%	$20,784.62	13.05%
2002	021090	$366,000.00	$10,980.00	3.00%	$25,390.00	6.94%	$14,410.00	3.94%
2002	021095	$209,700.00	$10,485.00	5.00%	$4,800.00	2.29%	($5,685.00)	-2.71%
2002	021097	$67,340.04	$673.40	1.00%	$4,950.00	7.35%	$4,276.60	6.35%
2002	021102	$1,933,358.26	$154,668.66	8.00%	$412,268.17	21.32%	$257,599.51	13.32%
2002	021117	$131,955.00	$9,236.85	7.00%	$6,926.00	5.25%	($2,310.85)	-1.75%
2002	021124	$320,797.00	$12,831.88	4.00%	$13,000.00	4.05%	$168.12	0.05%
2002	021126	$87,843.00	$1,756.86	2.00%	$18,600.00	21.17%	$16,843.14	19.17%
2002	021128	$87,639.44	$1,752.79	2.00%	$350.00	0.40%	($1,402.79)	-1.60%
2002	021130	$1,236,118.00	$61,805.90	5.00%	$81,000.00	6.55%	$19,194.10	1.55%
2002	021131	$379,945.56	$41,794.01	11.00%	$90,524.97	23.83%	$48,730.96	12.83%
2002	021132	$196,735.65	$11,804.14	6.00%	$12,912.00	6.56%	$1,107.86	0.56%
2002	021142	$3,683,551.36	$184,177.57	5.00%	$28,726.00	0.78%	($155,451.57)	-4.22%
2002	021148	$11,516,761.00	$230,335.22	2.00%	$203,077.00	1.76%	($27,258.22)	-0.24%
2002	021151	$101,887.63	$1,018.88	1.00%	$1,500.00	1.47%	$481.12	0.47%
2002	021156	$310,180.00	$15,509.00	5.00%	$51,020.00	16.45%	$35,511.00	11.45%
2002	021159	$173,946.00	$6,957.84	4.00%	$95,337.00	54.81%	$88,379.16	50.81%
2002	021169	$97,004.24	$9,700.42	10.00%	$9,502.00	9.80%	($198.42)	-0.20%
2002	021171	$371,853.50	$26,029.75	7.00%	$32,724.00	8.80%	$6,694.26	1.80%
2002	021177	$191,551.15	$7,662.05	4.00%	$17,930.00	9.36%	$10,267.95	5.36%
2002	021185	$151,295.17	$6,051.81	4.00%	$0.00	0.00%	($6,051.81)	-4.00%
2002	021188	$10,553,283.67	$1,160,861.20	11.00%	$1,243,000.00	11.78%	$82,138.80	0.78%
2002	021196	$3,415,387.23	$375,692.60	11.00%	$221,845.00	6.50%	($153,847.60)	-4.50%
2002	021201	$566,526.00	$45,322.08	8.00%	$0.00	0.00%	($45,322.08)	-8.00%
2002	021211	$201,320.40	$4,026.41	2.00%	$5,284.65	2.62%	$1,258.24	0.62%
2002	021218	$1,393,879.00	$153,326.69	11.00%	$173,378.00	12.44%	$20,051.31	1.44%
2002	021225	$1,674,551.00	$184,200.61	11.00%	$237,142.00	14.16%	$52,941.39	3.16%
		$43,406,909	**$2,899,590**	**6.68%**	**$3,194,053**	**7.36%**	**$294,463**	**0.68%**
				2003				
2003	021212A	$1,172,564.00	$35,176.92	3.00%	$165,699.00	14.13%	$130,522.08	11.13%
2003	031003	$826,600.00	$16,532.00	2.00%	$7,685.00	0.93%	($8,847.00)	-1.07%
2003	031005	$131,581.23	$1,315.81	1.00%	$1,500.00	1.14%	$184.19	0.14%
2003	031011	$63,500.00	$1,270.00	2.00%	$395.00	0.62%	($875.00)	-1.38%
2003	031022	$838,898.00	$83,889.80	10.00%	$13,779.00	1.64%	($70,110.80)	-8.36%
2003	031030	$623,119.47	$56,080.75	9.00%	$10,775.17	1.73%	($45,305.58)	-7.27%
2003	031038	$396,475.16	$15,859.01	4.00%	$17,158.00	4.33%	$1,298.99	0.33%
2003	031061	$194,392.41	$5,831.77	3.00%	$5,832.00	3.00%	$0.23	0.00%
2003	031062	$402,750.00	$24,165.00	6.00%	$24,165.00	6.00%	$0.00	0.00%
2003	031066	$203,761.00	$10,188.05	5.00%	$39,140.00	19.21%	$28,951.95	14.21%
2003	031067	$4,341,656.00	$303,915.92	7.00%	$332,924.00	7.67%	$29,008.08	0.67%
2003	031068A	$114,475.49	$3,434.26	3.00%	$0.00	0.00%	($3,434.26)	-3.00%
2003	031072	$488,043.85	$43,923.95	9.00%	$22,000.00	4.51%	($21,923.95)	-4.49%
2003	031074	$2,094,904.00	$230,439.44	11.00%	$260,966.00	12.46%	$30,526.56	1.46%
2003	031080	$350,918.74	$3,509.19	1.00%	$16,657.50	4.75%	$13,148.31	3.75%
2003	031090	$116,223.16	$2,324.46	2.00%	$19,780.00	17.02%	$17,455.54	15.02%
2003	031097	$305,197.65	$12,207.91	4.00%	$4,628.75	1.52%	($7,579.16)	-2.48%
2003	031112	$197,758.41	$5,932.75	3.00%	$62,253.00	31.48%	$56,320.25	28.48%
2003	031113	$361,820.00	$3,618.20	1.00%	$9,130.00	2.52%	$5,511.80	1.52%
2003	031116	$94,053.47	$940.53	1.00%	$1,640.37	1.74%	$699.84	0.74%
2003	031123	$469,660.00	$32,876.20	7.00%	$32,647.55	6.95%	($228.65)	-0.05%
2003	031131	$194,096.00	$3,881.92	2.00%	$10,707.00	5.52%	$6,825.08	3.52%
2003	031132	$457,908.83	$27,474.53	6.00%	$24,435.00	5.34%	($3,039.53)	-0.66%
2003	031149	$271,900.00	$16,314.00	6.00%	$16,314.00	6.00%	$0.00	0.00%
2003	031153	$365,744.00	$7,314.88	2.00%	$17,956.65	4.91%	$10,641.77	2.91%
2003	031157	$245,134.26	$12,256.71	5.00%	$89,183.06	36.38%	$76,926.35	31.38%

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				2003				
2003	031159	$556,517.17	$5,565.17	1.00%	$7,945.00	1.43%	$2,379.83	0.43%
2003	031165	$513,752.68	$25,687.63	5.00%	$65,705.00	12.79%	$40,017.37	7.79%
2003	031166	$231,660.80	$2,316.61	1.00%	$6,540.00	2.82%	$4,223.39	1.82%
2003	031167	$1,606,766.35	$96,405.98	6.00%	$267,520.00	16.65%	$171,114.02	10.65%
2003	031175	$1,572,835.00	$173,011.85	11.00%	$249,775.00	15.88%	$76,763.15	4.88%
2003	031180	$184,643.30	$1,846.43	1.00%	$1,000.00	0.54%	($846.43)	-0.46%
2003	031188	$1,551,673.29	$170,684.06	11.00%	$242,247.06	15.61%	$71,563.00	4.61%
2003	031190	$1,104,963.75	$11,049.64	1.00%	$25,703.00	2.33%	$14,653.36	1.33%
2003	031195	$138,000.00	$12,420.00	9.00%	$20,405.00	14.79%	$7,985.00	5.79%
2003	031197	$3,570,790.00	$392,786.90	11.00%	$493,331.12	13.82%	$100,544.22	2.82%
2003	031198	$220,783.72	$2,207.84	1.00%	$8,078.00	3.66%	$5,870.16	2.66%
2003	031206	$4,684,386.05	$515,282.47	11.00%	$714,383.61	15.25%	$199,101.14	4.25%
2003	031208	$157,601.00	$4,728.03	3.00%	$32,503.00	20.62%	$27,774.97	17.62%
2003	031221	$108,845.00	$1,088.45	1.00%	$12,849.00	11.80%	$11,760.55	10.80%
2003	031229	$1,253,924.00	$137,931.64	11.00%	$99,239.00	7.91%	($38,692.64)	-3.09%
2003	031233	$306,549.00	$18,392.94	6.00%	$35,313.00	11.52%	$16,920.06	5.52%
2003	031236	$1,973,367.00	$217,070.37	11.00%	$526,503.00	26.68%	$309,432.63	15.68%
2003	031244	$1,156,205.51	$23,124.11	2.00%	$20,815.00	1.80%	($2,309.11)	-0.20%
		$36,216,399	**$2,772,274**	**7.65%**	**$4,037,206**	**11.15%**	**$1,264,932**	**3.49%**
				2004				
2004	021212-2A	$552,650.59	$16,579.52	3.00%	$74,095.50	13.41%	$57,515.98	10.41%
2004	031035-2A	$43,867.00	$2,632.02	6.00%	$5,600.00	12.77%	$2,967.98	6.77%
2004	031035-2B	$66,150.00	$3,969.00	6.00%	$2,096.00	3.17%	($1,873.00)	-2.83%
2004	031035-2C	$16,599.00	$995.94	6.00%	$9,762.00	58.81%	$8,766.06	52.81%
2004	031127A	$1,040,324.10	$62,419.45	6.00%	$0.00	0.00%	($62,419.45)	-6.00%
2004	031127B	$1,663,321.87	$99,799.31	6.00%	$0.00	0.00%	($99,799.31)	-6.00%
2004	031130A	$258,064.00	$12,903.20	5.00%	$0.00	0.00%	($12,903.20)	-5.00%
2004	031130B	$131,640.56	$6,582.03	5.00%	$16,000.00	12.15%	$9,417.97	7.15%
2004	031143-1A	$161,045.00	$3,220.90	2.00%	$21,171.00	13.15%	$17,950.10	11.15%
2004	031183A	$107,812.98	$2,156.26	2.00%	$13,191.77	12.24%	$11,035.51	10.24%
2004	031191A	$318,655.14	$35,052.07	11.00%	$10,250.00	3.22%	($24,802.07)	-7.78%
2004	031191B	$59,410.00	$6,535.10	11.00%	$10,140.00	17.07%	$3,604.90	6.07%
2004	031191C	$26,908.00	$2,959.88	11.00%	$0.00	0.00%	($2,959.88)	-11.00%
2004	031192B	$199,473.96	$1,994.74	1.00%	$2,714.67	1.36%	$719.93	0.36%
2004	031223B	$698,146.00	$13,962.92	2.00%	$43,892.62	6.29%	$29,929.70	4.29%
2004	041007	$3,566,360.10	$178,318.01	5.00%	$63,175.75	1.77%	($115,142.26)	-3.23%
2004	041016	$50,330.00	$503.30	1.00%	$6,126.00	12.17%	$5,622.70	11.17%
2004	041018	$198,160.93	$13,871.27	7.00%	$8,655.52	4.37%	($5,215.75)	-2.63%
2004	041021	$845,330.00	$25,359.90	3.00%	$22,303.02	2.64%	($3,056.88)	-0.36%
2004	041025	$2,813,736.00	$168,824.16	6.00%	$262,393.00	9.33%	$93,568.84	3.33%
2004	042005	$671,657.24	$26,866.29	4.00%	$23,168.00	3.45%	($3,698.29)	-0.55%
2004	042006	$86,077.00	$860.77	1.00%	$3,243.19	3.77%	$2,382.42	2.77%
2004	042007	$80,000.00	$1,600.00	2.00%	$1,676.12	2.10%	$76.12	0.10%
2004	042012	$155,972.84	$1,559.73	1.00%	$1,000.00	0.64%	($559.73)	-0.36%
2004	042016	$171,310.35	$1,713.10	1.00%	$18,000.00	10.51%	$16,286.90	9.51%
2004	042029	$3,924,506.00	$431,695.66	11.00%	$153,054.00	3.90%	($278,641.66)	-7.10%
2004	042031	$760,574.00	$7,605.74	1.00%	$12,470.00	1.64%	$4,864.26	0.64%
2004	042032	$662,502.66	$13,250.05	2.00%	$13,236.79	2.00%	($13.26)	0.00%
2004	042033A	$498,955.13	$4,989.55	1.00%	$0.00	0.00%	($4,989.55)	-1.00%
2004	042033B	$1,871,333.49	$18,713.33	1.00%	$0.00	0.00%	($18,713.33)	-1.00%
2004	042034	$916,203.07	$27,486.09	3.00%	$86,578.19	9.45%	$59,092.10	6.45%
2004	042035	$148,639.00	$4,459.17	3.00%	$19,937.47	13.41%	$15,478.30	10.41%
2004	042036	$179,668.50	$8,983.43	5.00%	$7,925.52	4.41%	($1,057.91)	-0.59%
2004	042037	$112,331.60	$1,123.32	1.00%	$2,000.00	1.78%	$876.68	0.78%
2004	042040	$122,862.31	$6,143.12	5.00%	$16,750.00	13.63%	$10,606.88	8.63%
2004	042041	$149,999.00	$16,499.89	11.00%	$42,560.00	28.37%	$26,060.11	17.37%
2004	042047	$2,792,220.00	$307,144.20	11.00%	$241,876.00	8.66%	($65,268.20)	-2.34%
2004	042049	$171,248.65	$1,712.49	1.00%	$2,870.86	1.68%	$1,158.37	0.68%

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				2004				
2004	042050	$974,253.16	$48,712.66	5.00%	$38,000.00	3.90%	($10,712.66)	-1.10%
2004	042052	$195,142.29	$1,951.42	1.00%	$4,925.91	2.52%	$2,974.49	1.52%
2004	042054	$142,800.00	$2,856.00	2.00%	$14,351.00	10.05%	$11,495.00	8.05%
2004	042060A	$353,212.00	$17,660.60	5.00%	$0.00	0.00%	($17,660.60)	-5.00%
2004	042065	$264,727.70	$2,647.28	1.00%	$6,311.81	2.38%	$3,664.53	1.38%
2004	042068	$539,650.00	$37,775.50	7.00%	$67,261.86	12.46%	$29,486.36	5.46%
2004	042074	$178,688.00	$1,786.88	1.00%	$2,765.65	1.55%	$978.77	0.55%
2004	042075	$1,299,812.16	$90,986.85	7.00%	$54,507.18	4.19%	($36,479.67)	-2.81%
2004	042086	$151,111.50	$3,022.23	2.00%	$3,100.16	2.05%	$77.93	0.05%
2004	042093	$155,303.46	$3,106.07	2.00%	$33,517.17	21.58%	$30,411.10	19.58%
2004	042097	$267,536.69	$13,376.83	5.00%	$6,032.94	2.25%	($7,343.89)	-2.75%
2004	042099	$385,265.00	$11,557.95	3.00%	$26,665.00	6.92%	$15,107.05	3.92%
2004	042108	$5,292,703.63	$211,708.15	4.00%	$354,439.62	6.70%	$142,731.47	2.70%
2004	042112	$211,521.95	$2,115.22	1.00%	$58,428.50	27.62%	$56,313.28	26.62%
2004	042119	$802,236.00	$8,022.36	1.00%	$6,110.00	0.76%	($1,912.36)	-0.24%
2004	042123	$291,754.00	$8,752.62	3.00%	$19,762.00	6.77%	$11,009.38	3.77%
		$37,799,764	**$2,007,084**	**5.31%**	**$1,914,091.79**	**5.06%**	**($92,992)**	**-0.25%**
				2005				
2005	031035-3A	$56,695.36	$3,968.68	7.00%	$2,979.35	5.26%	($989.33)	-1.74%
2005	031035-3B	$179,023.00	$12,531.61	7.00%	$3,420.00	1.91%	($9,111.61)	-5.09%
2005	031127-2A	$48,018.96	$1,440.57	3.00%	$1,439.16	3.00%	($1.41)	0.00%
2005	031127-2B	$968,324.02	$29,049.72	3.00%	$25,285.00	2.61%	($3,764.72)	-0.39%
2005	031130-2A	$104,000.00	$2,080.00	2.00%	$0.00	0.00%	($2,080.00)	-2.00%
2005	031130-2B	$529,275.21	$10,585.50	2.00%	$72,098.05	13.62%	$61,512.55	11.62%
2005	031143-2A	$204,117.00	$4,082.34	2.00%	$16,673.50	8.17%	$12,591.16	6.17%
2005	031183-2A	$235,241.00	$2,352.41	1.00%	$11,265.98	4.79%	$8,913.57	3.79%
2005	031191-2A	$1,536,182.00	$122,894.56	8.00%	$137,591.44	8.96%	$14,696.88	0.96%
2005	031191-2B	$1,218,918.58	$97,513.49	8.00%	$402,317.00	33.01%	$304,803.51	25.01%
2005	031192-2B	$102,985.20	$1,029.85	1.00%	$2,124.85	2.06%	$1,095.00	1.06%
2005	031223-2B	$1,949,340.30	$38,986.81	2.00%	$72,985.98	3.74%	$33,999.17	1.74%
2005	042033-2A	$510,509.00	$10,210.18	2.00%	$61,719.08	12.09%	$51,508.90	10.09%
2005	042033-2B	$645,507.11	$12,910.14	2.00%	$6,259.28	0.97%	($6,650.86)	-1.03%
2005	042120A	$173,068.97	$12,114.83	7.00%	$28,496.52	16.47%	$16,381.69	9.47%
2005	042120B	$267,136.61	$18,699.56	7.00%	$0.00	0.00%	($18,699.56)	-7.00%
2005	052004	$1,124,703.85	$11,247.04	1.00%	$18,878.00	1.68%	$7,630.96	0.68%
2005	052005	$351,722.00	$3,517.22	1.00%	$7,000.00	1.99%	$3,482.78	0.99%
2005	052006	$228,245.51	$2,282.46	1.00%	$8,573.00	3.76%	$6,290.54	2.76%
2005	052013	$383,653.13	$3,836.53	1.00%	$13,856.64	3.61%	$10,020.11	2.61%
2005	052019	$863,400.54	$8,634.01	1.00%	$162,851.00	18.86%	$154,216.99	17.86%
2005	052022	$206,437.50	$2,064.38	1.00%	$2,361.73	1.14%	$297.36	0.14%
2005	052026	$63,274.91	$632.75	1.00%	$2,885.00	4.56%	$2,252.25	3.56%
2005	052031	$497,839.00	$19,913.56	4.00%	$58,640.00	11.78%	$38,726.44	7.78%
2005	052033	$263,471.00	$10,538.84	4.00%	$10,218.00	3.88%	($320.84)	-0.12%
2005	052047A	$12,792.00	$127.92	1.00%	$0.00	0.00%	($127.92)	-1.00%
2005	052048A	$770,583.25	$69,352.49	9.00%	$50,453.39	6.55%	($18,899.10)	-2.45%
2005	052048B	$89,201.09	$8,028.10	9.00%	$0.00	0.00%	($8,028.10)	-9.00%
2005	052048C	$1,246,310.90	$112,167.98	9.00%	$47,602.84	3.82%	($64,565.14)	-5.18%
2005	052057	$1,217,050.40	$60,852.52	5.00%	$171,896.00	14.12%	$111,043.48	9.12%
2005	052059	$1,231,587.46	$49,263.50	4.00%	$203,583.06	16.53%	$154,319.56	12.53%
2005	052065	$1,001,470.32	$110,161.74	11.00%	$71,117.00	7.10%	($39,044.74)	-3.90%
2005	052068	$1,770,137.67	$70,805.51	4.00%	$343,601.53	19.41%	$272,796.02	15.41%
2005	052073	$304,900.52	$3,049.01	1.00%	$8,531.86	2.80%	$5,482.85	1.80%
2005	052093	$1,582,415.93	$15,824.16	1.00%	$84,799.00	5.36%	$68,974.84	4.36%
2005	052097	$937,210.00	$18,744.20	2.00%	$22,301.00	2.38%	$3,556.80	0.38%
2005	052100	$390,667.29	$3,906.67	1.00%	$18,709.48	4.79%	$14,802.81	3.79%
2005	052103	$380,638.80	$19,031.94	5.00%	$3,427.66	0.90%	($15,604.28)	-4.10%
2005	052104	$1,192,144.70	$35,764.34	3.00%	$62,100.00	5.21%	$26,335.66	2.21%
2005	052118	$2,330,718.40	$23,307.18	1.00%	$24,584.53	1.05%	$1,277.35	0.05%

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				2005				
2005	052120	$2,742,027.89	$82,260.84	3.00%	$7,339.50	0.27%	($74,921.34)	-2.73%
2005	052125	$607,600.00	$6,076.00	1.00%	$12,010.00	1.98%	$5,934.00	0.98%
2005	052127	$4,615,380.00	$46,153.80	1.00%	$42,778.00	0.93%	($3,375.80)	-0.07%
2005	052131	$654,334.66	$6,543.35	1.00%	$7,087.30	1.08%	$543.95	0.08%
2005	052132	$200,280.00	$2,002.80	1.00%	$18,674.00	9.32%	$16,671.20	8.32%
2005	052138	$146,534.84	$4,396.05	3.00%	$6,000.00	4.09%	$1,603.95	1.09%
2005	052139	$276,014.05	$8,280.42	3.00%	$23,467.00	8.50%	$15,186.58	5.50%
2005	052143	$348,830.30	$6,976.61	2.00%	$3,411.48	0.98%	($3,565.13)	-1.02%
2005	052151	$1,140,439.98	$11,404.40	1.00%	$16,565.00	1.45%	$5,160.60	0.45%
		$37,900,360	**$1,217,599**	**3.21%**	**$2,379,958**	**6.28%**	**$1,162,360**	**3.07%**
				2006				
2006	031127A_2	$1,040,324.10	$20,806.48	2.00%	$31,296.33	3.01%	$10,489.85	1.01%
2006	031127B_2	$112,784.10	$2,255.68	2.00%	$0.00	0.00%	($2,255.68)	-2.00%
2006	031130-3A	$398,969.75	$3,989.70	1.00%	$66,425.00	16.65%	$62,435.30	15.65%
2006	031130-3B	$8,218.00	$82.18	1.00%	$6,848.00	83.33%	$6,765.82	82.33%
2006	031183-3A	$469,295.00	$9,385.90	2.00%	$44,869.09	9.56%	$35,483.19	7.56%
2006	042033_3B	$1,056,878.74	$21,137.57	2.00%	$0.00	0.00%	($21,137.57)	-2.00%
2006	042033A_2	$498,955.13	$9,979.10	2.00%	$33,544.80	6.72%	$23,565.70	4.72%
2006	042120-2A	$163,679.41	$13,094.35	8.00%	$22,826.84	13.95%	$9,732.49	5.95%
2006	052149A	$1,383,834.49	$110,706.76	8.00%	$0.00	0.00%	($110,706.76)	-8.00%
2006	052149A_2	$657,202.28	$61,777.01	9.40%	$28,363.01	4.32%	($33,414.00)	-5.08%
2006	052149B	$232,926.00	$18,634.08	8.00%	$0.00	0.00%	($18,634.08)	-8.00%
2006	052149B_2	$3,634,243.01	$341,618.84	9.40%	$110,777.87	3.05%	($230,840.97)	-6.35%
2006	062001A	$865,018.03	$51,901.08	6.00%	$99,732.00	11.53%	$47,830.92	5.53%
2006	062001B	$342,541.62	$20,552.50	6.00%	$20,003.65	5.84%	($548.85)	-0.16%
2006	062001C	$242,468.16	$14,548.09	6.00%	$30,805.84	12.71%	$16,257.75	6.71%
2006	062013A	$156,400.00	$6,256.00	4.00%	$0.00	0.00%	($6,256.00)	-4.00%
2006	062013B	$36,775.18	$1,471.01	4.00%	$0.00	0.00%	($1,471.01)	-4.00%
2006	062014	$2,486,050.45	$24,860.50	1.00%	$42,982.17	1.73%	$18,121.67	0.73%
2006	062019	$141,005.00	$2,820.10	2.00%	$21,389.00	15.17%	$18,568.90	13.17%
2006	062024	$4,022,592.00	$442,485.12	11.00%	$200,980.00	5.00%	($241,505.12)	-6.00%
2006	062026	$579,500.00	$23,180.00	4.00%	$79,260.00	13.68%	$56,080.00	9.68%
2006	062031	$486,773.91	$14,603.22	3.00%	$14,155.10	2.91%	($448.12)	-0.09%
2006	062037	$276,404.10	$5,528.08	2.00%	$10,575.00	3.83%	$5,046.92	1.83%
2006	062066	$26,928,717.43	$807,861.52	3.00%	$670,000.00	2.49%	($137,861.52)	-0.51%
2006	062068	$124,500.00	$1,245.00	1.00%	$1,245.00	1.00%	$0.00	0.00%
2006	062074A	$463,078.57	$32,415.50	7.00%	$101,701.00	21.96%	$69,285.50	14.96%
2006	062074B	$513,230.79	$35,926.16	7.00%	$96,046.96	18.71%	$60,120.80	11.71%
2006	062074C	$66,078.66	$4,625.51	7.00%	$0.00	0.00%	($4,625.51)	-7.00%
2006	062076	$321,502.00	$6,430.04	2.00%	$6,430.40	2.00%	$0.36	0.00%
2006	062088	$9,680,223.02	$96,802.23	1.00%	$51,878.00	0.54%	($44,924.23)	-0.46%
2006	062089	$367,165.00	$3,671.65	1.00%	$8,390.00	2.29%	$4,718.35	1.29%
2006	062101	$657,039.90	$32,852.00	5.00%	$22,414.99	3.41%	($10,437.01)	-1.59%
2006	062107	$686,623.97	$6,866.24	1.00%	$43,776.34	6.38%	$36,910.10	5.38%
2006	062108	$737,147.61	$7,371.48	1.00%	$6,475.62	0.88%	($895.86)	-0.12%
2006	062111	$455,221.25	$8,239.50	1.81%	$11,503.00	2.53%	$3,263.50	0.72%
2006	062119A	$177,071.50	$1,770.72	1.00%	$0.00	0.00%	($1,770.72)	-1.00%
2006	062119C	$2,295,486.97	$22,954.87	1.00%	$7,477.35	0.33%	($15,477.52)	-0.67%
2006	062119D	$590,240.55	$5,902.41	1.00%	$5,553.00	0.94%	($349.41)	-0.06%
2006	062119E	$395,109.00	$3,951.09	1.00%	$31,788.00	8.05%	$27,836.91	7.05%
2006	062119F	$236,031.27	$2,360.31	1.00%	$0.00	0.00%	($2,360.31)	-1.00%
2006	062119G	$88,360.80	$883.61	1.00%	$840.00	0.95%	($43.61)	-0.05%
2006	072004	$180,785.00	$6,417.87	3.55%	$7,949.00	4.40%	$1,531.13	0.85%
2006	072006A	$151,000.00	$1,510.00	1.00%	$0.00	0.00%	($1,510.00)	-1.00%
2006	072006B	$2,317,531.00	$23,175.31	1.00%	$12,900.00	0.56%	($10,275.31)	-0.44%
2006	072006C	$886,970.98	$8,869.71	1.00%	$6,689.00	0.75%	($2,180.71)	-0.25%
2006	072006D	$5,883.16	$58.83	1.00%	$0.00	0.00%	($58.83)	-1.00%
2006	072009	$749,850.80	$7,498.51	1.00%	$7,498.50	1.00%	($0.01)	0.00%

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Fiscal Year	Contract #	Contract Amount	Contract Goal Amount	Contract MBE Goal	Achieved Contract MBE Goal Amount	Achieved MBE Goal %	Dollars Over/Under MBE Goal	% of Dollars Over/Under MBE Goal
2006								
2006	072022	$499,815.00	$24,990.75	5.00%	$72,285.00	14.46%	$47,294.25	9.46%
		$68,867,503	**$2,376,324**	**3.45%**	**$2,037,675**	**2.96%**	**($338,649)**	**-0.49%**
TOTALS		**$224,190,934**	**$11,272,871**	**5.03%**	**$13,562,984**	**6.05%**	**$2,290,113**	**1.02%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

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Fiscal Year	Contract #	Contract Amount	Contract Goal Amount	Contract WBE Goal	Achieved Contract WBE Goal Amount	Achieved WBE Goal %	Dollars Over/Under WBE Goal	% of Dollars Over/Under WBE Goal
				2002				
2002	011084	$83,400.00	$834.00	1.00%	$834.00	1.00%	$0.00	0.00%
2002	021039	$949,019.32	$47,450.97	5.00%	$48,358.00	5.10%	$907.03	0.10%
2002	021046	$229,000.00	$2,290.00	1.00%	$3,620.00	1.58%	$1,330.00	0.58%
2002	021077	$2,649,206.89	$132,460.34	5.00%	$122,895.00	4.64%	($9,565.34)	-0.36%
2002	021084	$202,209.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021089	$159,273.00	$1,592.73	1.00%	$1,300.00	0.82%	($292.73)	-0.18%
2002	021090	$366,000.00	$3,660.00	1.00%	$0.00	0.00%	($3,660.00)	-1.00%
2002	021093	$190,000.00	$0.00	0.00%	$8,775.00	4.62%	$8,775.00	4.62%
2002	021095	$209,700.00	$4,194.00	2.00%	$0.00	0.00%	($4,194.00)	-2.00%
2002	021097	$67,340.04	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021102	$1,933,358.26	$96,667.91	5.00%	$87,930.20	4.55%	($8,737.71)	-0.45%
2002	021117	$131,955.00	$3,958.65	3.00%	$1,391.00	1.05%	($2,567.65)	-1.95%
2002	021124	$320,797.00	$3,207.97	1.00%	$3,700.00	1.15%	$492.03	0.15%
2002	021126	$87,843.00	$878.43	1.00%	$0.00	0.00%	($878.43)	-1.00%
2002	021127	$767,646.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021128	$87,639.44	$876.39	1.00%	$0.00	0.00%	($876.39)	-1.00%
2002	021130	$1,236,118.00	$24,722.36	2.00%	$23,000.00	1.86%	($1,722.36)	-0.14%
2002	021131	$379,945.56	$15,197.82	4.00%	$26,527.86	6.98%	$11,330.04	2.98%
2002	021132	$196,735.65	$1,967.36	1.00%	$2,057.00	1.05%	$89.64	0.05%
2002	021142	$3,683,551.36	$184,177.57	5.00%	$38,190.00	1.04%	($145,987.57)	-3.96%
2002	021148	$11,516,761.00	$115,167.61	1.00%	$97,000.00	0.84%	($18,167.61)	-0.16%
2002	021151	$101,887.63	$1,018.88	1.00%	$5,000.00	4.91%	$3,981.12	3.91%
2002	021156	$310,180.00	$3,101.80	1.00%	$2,000.00	0.64%	($1,101.80)	-0.36%
2002	021159	$173,946.00	$1,739.46	1.00%	$24,803.00	14.26%	$23,063.54	13.26%
2002	021169	$97,004.24	$970.04	1.00%	$870.00	0.90%	($100.04)	-0.10%
2002	021171	$371,853.50	$22,311.21	6.00%	$0.00	0.00%	($22,311.21)	-6.00%
2002	021177	$191,551.15	$5,746.53	3.00%	$6,900.00	3.60%	$1,153.47	0.60%
2002	021185	$151,295.17	$1,512.95	1.00%	$0.00	0.00%	($1,512.95)	-1.00%
2002	021188	$10,553,283.67	$316,598.51	3.00%	$45,000.00	0.43%	($271,598.51)	-2.57%
2002	021196	$3,415,387.23	$170,769.36	5.00%	$160,600.00	4.70%	($10,169.36)	-0.30%
2002	021201	$566,526.00	$11,330.52	2.00%	$11,000.00	1.94%	($330.52)	-0.06%
2002	021211	$201,320.40	$2,013.20	1.00%	$406.00	0.20%	($1,607.20)	-0.80%
2002	021214	$229,650.00	$0.00	0.00%	$6,100.00	2.66%	$6,100.00	2.66%
2002	021218	$1,393,879.00	$41,816.37	3.00%	$173,075.00	12.42%	$131,258.63	9.42%
2002	021222	$258,985.04	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021225	$1,674,551.00	$50,236.53	3.00%	$0.00	0.00%	($50,236.53)	-3.00%
		$45,138,799	**$1,268,469**	**2.81%**	**$901,332**	**2.00%**	**($367,137)**	**-0.81%**
				2003				
2003	021092B	$281,910.23	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	021186	$77,400.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	021212A	$1,172,564.00	$23,451.28	2.00%	$6,420.00	0.55%	($17,031.28)	-1.45%
2003	031003	$826,600.00	$8,266.00	1.00%	$7,963.00	0.96%	($303.00)	-0.04%
2003	031005	$131,581.23	$1,315.81	1.00%	$1,500.00	1.14%	$184.19	0.14%
2003	031011	$63,500.00	$635.00	1.00%	$635.00	1.00%	$0.00	0.00%
2003	031022	$838,898.00	$16,777.96	2.00%	$0.00	0.00%	($16,777.96)	-2.00%
2003	031027	$68,123.05	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031030	$623,119.47	$31,155.97	5.00%	$5,060.80	0.81%	($26,095.17)	-4.19%
2003	031036	$67,129.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031038	$396,475.16	$3,964.75	1.00%	$2,400.00	0.61%	($1,564.75)	-0.39%
2003	031061	$194,392.41	$1,943.92	1.00%	$0.00	0.00%	($1,943.92)	-1.00%
2003	031062	$402,750.00	$4,027.50	1.00%	$4,028.00	1.00%	$0.50	0.00%
2003	031066	$203,761.00	$2,037.61	1.00%	$2,050.00	1.01%	$12.39	0.01%
2003	031067	$4,341,656.00	$43,416.56	1.00%	$231,274.00	5.33%	$187,857.44	4.33%
2003	031068A	$114,475.49	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031072	$488,043.85	$4,880.44	1.00%	$0.00	0.00%	($4,880.44)	-1.00%
2003	031074	$2,094,904.00	$0.00	0.00%	$75,539.00	3.61%	$75,539.00	3.61%
2003	031080	$350,918.74	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%

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				2003				
2003	031090	$116,223.16	$1,162.23	1.00%	$1,200.00	1.03%	$37.77	0.03%
2003	031097	$305,197.65	$9,155.93	3.00%	$9,000.00	2.95%	($155.93)	-0.05%
2003	031112	$197,758.41	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031113	$361,820.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031115	$159,308.66	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031116	$94,053.47	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031123	$469,660.00	$4,696.60	1.00%	$4,697.00	1.00%	$0.40	0.00%
2003	031125	$163,030.65	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031131	$194,096.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031132	$457,908.83	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031133	$75,536.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031149	$271,900.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031152	$73,513.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031153	$365,744.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031157	$245,134.26	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031159	$556,517.17	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031165	$513,752.68	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031166	$231,660.80	$0.00	0.00%	$10,268.00	4.43%	$10,268.00	4.43%
2003	031167	$1,606,766.35	$0.00	0.00%	$34,164.00	2.13%	$34,164.00	2.13%
2003	031175	$1,572,835.00	$0.00	0.00%	$36,707.00	2.33%	$36,707.00	2.33%
2003	031180	$184,643.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031188	$1,551,673.29	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031190	$1,104,963.75	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031195	$138,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031197	$3,570,790.00	$0.00	0.00%	$28,943.00	0.81%	$28,943.00	0.81%
2003	031198	$220,783.72	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031206	$4,684,386.05	$0.00	0.00%	$9,784.12	0.21%	$9,784.12	0.21%
2003	031208	$157,601.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031217	$107,040.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031219	$106,600.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031221	$108,845.00	$0.00	0.00%	$13,625.00	12.52%	$13,625.00	12.52%
2003	031229	$1,253,924.00	$0.00	0.00%	$77,380.00	6.17%	$77,380.00	6.17%
2003	031233	$306,549.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031236	$1,973,367.00	$0.00	0.00%	$15,409.00	0.78%	$15,409.00	0.78%
2003	031244	$1,156,205.51	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
		$37,395,990	**$156,888**	**0.42%**	**$578,047**	**1.55%**	**$421,159**	**1.13%**
				2004				
2004	021212-2A	$552,650.59	$0.00	0.00%	$19,005.00	3.44%	$19,005.00	3.44%
2004	031035-2A	$43,867.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031035-2B	$66,150.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031035-2C	$16,599.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031056A	$4,500.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031056B	$2,196.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031088-1	$55,165.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031088-2	$279,664.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031127A	$1,040,324.10	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031127B	$1,663,321.87	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031130A	$258,064.00	$0.00	0.00%	$337.50	0.13%	$337.50	0.13%
2004	031130B	$131,640.56	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031143-1A	$161,045.00	$0.00	0.00%	$1,248.00	0.77%	$1,248.00	0.77%
2004	031183A	$107,812.98	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031191A	$318,655.14	$0.00	0.00%	$1,400.00	0.44%	$1,400.00	0.44%
2004	031191B	$59,410.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031191C	$26,908.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031192B	$199,473.96	$0.00	0.00%	$577.90	0.29%	$577.90	0.29%
2004	031223B	$698,146.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	041007	$3,566,360.10	$0.00	0.00%	$84,555.00	2.37%	$84,555.00	2.37%

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				2004				
2004	041016	$50,330.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	041017	$127,780.94	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	041018	$198,160.93	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	041021	$845,330.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	041025	$2,813,736.00	$28,137.36	1.00%	$58,735.00	2.09%	$30,597.64	1.09%
2004	041027A	$2,386,745.41	$0.00	0.00%	$5,540.00	0.23%	$5,540.00	0.23%
2004	042005	$671,657.24	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042006	$86,077.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042007	$80,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042012	$155,972.84	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042014	$70,968.82	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042016	$171,310.35	$0.00	0.00%	$10,090.00	5.89%	$10,090.00	5.89%
2004	042021A	$106,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042024A	$160,633.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042024B	$316,978.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042028	$104,280.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042029	$3,924,506.00	$0.00	0.00%	$83,882.00	2.14%	$83,882.00	2.14%
2004	042031	$760,574.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042032	$662,502.66	$0.00	0.00%	$315,843.89	47.67%	$315,843.89	47.67%
2004	042033A	$498,955.13	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042033B	$1,871,333.49	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042034	$916,203.07	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042035	$148,639.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042036	$179,668.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042037	$112,331.60	$0.00	0.00%	$2,000.00	1.78%	$2,000.00	1.78%
2004	042040	$122,862.31	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042041	$149,999.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042047	$2,792,220.00	$55,844.40	2.00%	$14,330.00	0.51%	($41,514.40)	-1.49%
2004	042049	$171,248.65	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042050	$974,253.16	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042052	$195,142.29	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042054	$142,800.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042057	$251,940.00	$0.00	0.00%	$8,599.88	3.41%	$8,599.88	3.41%
2004	042060A	$353,212.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042065	$264,727.70	$0.00	0.00%	$7,230.25	2.73%	$7,230.25	2.73%
2004	042068	$539,650.00	$0.00	0.00%	$78,243.00	14.50%	$78,243.00	14.50%
2004	042071	$298,674.92	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042072	$301,179.58	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042074	$178,688.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042075	$1,299,812.16	$0.00	0.00%	$54,526.66	4.19%	$54,526.66	4.19%
2004	042086	$151,111.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042088	$28,436.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042093	$155,303.46	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042094	$70,613.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042097	$267,536.69	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042099	$385,265.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042108	$5,292,703.63	$158,781.11	3.00%	$118,026.56	2.23%	($40,754.55)	-0.77%
2004	042110	$1,424,439.03	$0.00	0.00%	$23,984.00	1.68%	$23,984.00	1.68%
2004	042112	$211,521.95	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042116	$56,486.00	$0.00	0.00%	$22,480.00	39.80%	$22,480.00	39.80%
2004	042119	$802,236.00	$0.00	0.00%	$3,790.00	0.47%	$3,790.00	0.47%
2004	042123	$291,754.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
		$43,846,443	**$242,763**	**0.55%**	**$914,424.64**	**2.09%**	**$671,662**	**1.53%**
				2005				
2005	021092-2A	$257,492.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	021092-2B	$52,834.63	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031035-3A	$56,695.36	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%

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				2005				
2005	031035-3B	$179,023.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031056-2B	$66,128.00	$0.00	0.00%	$975.00	1.47%	$975.00	1.47%
2005	031127-2A	$48,018.96	$480.19	1.00%	$0.00	0.00%	($480.19)	-1.00%
2005	031127-2B	$968,324.02	$9,683.24	1.00%	$10,737.00	1.11%	$1,053.76	0.11%
2005	031130-2A	$104,000.00	$0.00	0.00%	$8,675.00	8.34%	$8,675.00	8.34%
2005	031130-2B	$529,275.21	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031140A	$55,206.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031143-2A	$204,117.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031183-2A	$235,241.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031191-2A	$1,536,182.00	$0.00	0.00%	$12,235.78	0.80%	$12,235.78	0.80%
2005	031191-2B	$1,218,918.58	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031192-2B	$102,985.20	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031223-2B	$1,949,340.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	041027-2A	$641,160.45	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042024-2A	$258,826.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042024-2B	$84,430.97	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042033-2A	$510,509.00	$10,210.18	2.00%	$0.00	0.00%	($10,210.18)	-2.00%
2005	042033-2B	$645,507.11	$12,910.14	2.00%	$44,780.00	6.94%	$31,869.86	4.94%
2005	042096A	$2,209,935.57	$0.00	0.00%	$43,299.00	1.96%	$43,299.00	1.96%
2005	042096B	$541,908.88	$0.00	0.00%	$359,022.00	66.25%	$359,022.00	66.25%
2005	042096C	$2,144,635.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042096D	$509,324.79	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042114B	$367,271.98	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042120A	$173,068.97	$0.00	0.00%	$3,620.00	2.09%	$3,620.00	2.09%
2005	042120B	$267,136.61	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052004	$1,124,703.85	$0.00	0.00%	$57,107.00	5.08%	$57,107.00	5.08%
2005	052005	$351,722.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052006	$228,245.51	$0.00	0.00%	$46,714.86	20.47%	$46,714.86	20.47%
2005	052013	$383,653.13	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052019	$863,400.54	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052022	$206,437.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052023	$1,089,082.50	$0.00	0.00%	$43,793.00	4.02%	$43,793.00	4.02%
2005	052025	$111,300.00	$0.00	0.00%	$1,706.00	1.53%	$1,706.00	1.53%
2005	052026	$63,274.91	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052028	$2,715,734.90	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052029	$2,567,203.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052031	$497,839.00	$0.00	0.00%	$6,242.00	1.25%	$6,242.00	1.25%
2005	052032	$155,205.27	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052033	$263,471.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052042	$2,059,488.81	$0.00	0.00%	$33,733.54	1.64%	$33,733.54	1.64%
2005	052044	$97,763.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052047A	$12,792.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052048A	$770,583.25	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052048B	$89,201.09	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052048C	$1,246,310.90	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052052	$2,222,722.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052055	$45,515.00	$0.00	0.00%	$400.00	0.88%	$400.00	0.88%
2005	052056A	$108,843.64	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052057	$1,217,050.40	$0.00	0.00%	$27,200.00	2.23%	$27,200.00	2.23%
2005	052059	$1,231,587.46	$0.00	0.00%	$1,600.00	0.13%	$1,600.00	0.13%
2005	052065	$1,001,470.32	$0.00	0.00%	$63,158.00	6.31%	$63,158.00	6.31%
2005	052068	$1,770,137.67	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052073	$304,900.52	$0.00	0.00%	$437.25	0.14%	$437.25	0.14%
2005	052075	$120,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052076	$95,314.57	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052078	$1,076,815.00	$0.00	0.00%	$11,783.36	1.09%	$11,783.36	1.09%
2005	052091	$54,674.63	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052093	$1,582,415.93	$15,824.16	1.00%	$26,403.00	1.67%	$10,578.84	0.67%

Construction
Fiscal Years 2002-2006
Project WBE Goal Utilization Analysis
City of Tucson

Fiscal Year	Contract #	Contract Amount	Contract Goal Amount	Contract WBE Goal	Achieved Contract WBE Goal Amount	Achieved WBE Goal %	Dollars Over/Under WBE Goal	% of Dollars Over/Under WBE Goal
				2005				
2005	052097	$937,210.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052100	$390,667.29	$3,906.67	1.00%	$4,716.00	1.21%	$809.33	0.21%
2005	052102	$705,564.00	$0.00	0.00%	$15,267.65	2.16%	$15,267.65	2.16%
2005	052103	$380,638.80	$7,612.78	2.00%	$27,630.00	7.26%	$20,017.22	5.26%
2005	052104	$1,192,144.70	$23,842.89	2.00%	$31,340.00	2.63%	$7,497.11	0.63%
2005	052106	$48,576.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052114	$131,827.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052115	$74,969.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052117	$519,419.20	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052118	$2,330,718.40	$23,307.18	1.00%	$76,176.00	3.27%	$52,868.82	2.27%
2005	052120	$2,742,027.89	$27,420.28	1.00%	$120,398.81	4.39%	$92,978.53	3.39%
2005	052124	$31,961.40	$0.00	0.00%	$12,400.00	38.80%	$12,400.00	38.80%
2005	052125	$607,600.00	$6,076.00	1.00%	$7,430.50	1.22%	$1,354.50	0.22%
2005	052127	$4,615,380.00	$46,153.80	1.00%	$246,890.00	5.35%	$200,736.20	4.35%
2005	052131	$654,334.66	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052132	$200,280.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052138	$146,534.84	$2,930.70	2.00%	$13,188.00	9.00%	$10,257.30	7.00%
2005	052139	$276,014.05	$2,760.14	1.00%	$6,336.00	2.30%	$3,575.86	1.30%
2005	052143	$348,830.30	$3,488.30	1.00%	$2,682.50	0.77%	($805.80)	-0.23%
2005	052151	$1,140,439.98	$0.00	0.00%	$22,200.00	1.95%	$22,200.00	1.95%
		$59,121,494	**$196,607**	**0.33%**	**$1,390,277**	**2.35%**	**$1,193,671**	**2.02%**
				2006				
2006	031056-3A	$19,332.25	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	031056-3B	$84,558.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	031127A_2	$1,040,324.10	$10,403.24	1.00%	$12,253.20	1.18%	$1,849.96	0.18%
2006	031127B_2	$112,784.10	$1,127.84	1.00%	$24,560.00	21.78%	$23,432.16	20.78%
2006	031130-3A	$398,969.75	$3,989.70	1.00%	$0.00	0.00%	($3,989.70)	-1.00%
2006	031130-3B	$8,218.00	$82.18	1.00%	$0.00	0.00%	($82.18)	-1.00%
2006	031140-2A	$132,691.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	031143-3A	$261,679.00	$2,616.79	1.00%	$0.00	0.00%	($2,616.79)	-1.00%
2006	031183-3A	$469,295.00	$4,692.95	1.00%	$4,450.43	0.95%	($242.52)	-0.05%
2006	031192-3B	$529,286.10	$0.00	0.00%	$1,035.05	0.20%	$1,035.05	0.20%
2006	031223-3B	$1,686,439.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	041027-3A	$2,675,743.06	$0.00	0.00%	$10,183.48	0.38%	$10,183.48	0.38%
2006	042024A_2	$110,217.14	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042024B_2	$316,978.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042033_3B	$1,056,878.74	$21,137.57	2.00%	$29,001.45	2.74%	$7,863.88	0.74%
2006	042033A_2	$498,955.13	$9,979.10	2.00%	$0.00	0.00%	($9,979.10)	-2.00%
2006	042060A_2	$353,212.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042096-2A	$3,978,315.42	$0.00	0.00%	$69,575.81	1.75%	$69,575.81	1.75%
2006	042096-2B	$1,246,880.58	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042096-2C	$676,428.23	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042114A_2	$392,951.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042120-2A	$163,679.41	$1,636.79	1.00%	$2,932.02	1.79%	$1,295.23	0.79%
2006	052056A_2	$108,843.64	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	052142A	$417,590.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	052142B	$229,722.90	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	052149A	$1,383,834.49	$69,191.72	5.00%	$0.00	0.00%	($69,191.72)	-5.00%
2006	052149A_2	$657,202.28	$28,259.70	4.30%	$18,025.14	2.74%	($10,234.56)	-1.56%
2006	052149B	$232,926.00	$11,646.30	5.00%	$0.00	0.00%	($11,646.30)	-5.00%
2006	052149B_2	$3,634,243.01	$156,272.45	4.30%	$69,669.60	1.92%	($86,602.85)	-2.38%
2006	062001A	$865,018.03	$0.00	0.00%	$27,447.07	3.17%	$27,447.07	3.17%
2006	062001B	$342,541.62	$0.00	0.00%	$4,188.00	1.22%	$4,188.00	1.22%
2006	062001C	$242,468.16	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062012	$339,962.00	$0.00	0.00%	$4,000.00	1.18%	$4,000.00	1.18%
2006	062013A	$156,400.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062013B	$36,775.18	$0.00	0.00%	$4,559.00	12.40%	$4,559.00	12.40%

Construction
Fiscal Years 2002-2006
Project WBE Goal Utilization Analysis
City of Tucson

Fiscal Year	Contract #	Contract Amount	Contract Goal Amount	Contract WBE Goal	Achieved Contract WBE Goal Amount	Achieved WBE Goal %	Dollars Over/Under WBE Goal	% of Dollars Over/Under WBE Goal
				2006				
2006	062014	$2,486,050.45	$24,860.50	1.00%	$38,326.99	1.54%	$13,466.49	0.54%
2006	062019	$141,005.00	$0.00	0.00%	$8,900.00	6.31%	$8,900.00	6.31%
2006	062024	$4,022,592.00	$77,233.77	1.92%	$0.00	0.00%	($77,233.77)	-1.92%
2006	062026	$579,500.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062031	$486,773.91	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062037	$276,404.10	$0.00	0.00%	$12,490.28	4.52%	$12,490.28	4.52%
2006	062039	$495,367.25	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062040	$83,373.68	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062041	$152,910.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062054	$253,288.42	$0.00	0.00%	$10,333.00	4.08%	$10,333.00	4.08%
2006	062066	$26,928,717.43	$269,287.17	1.00%	$974,547.00	3.62%	$705,259.83	2.62%
2006	062068	$124,500.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062074A	$463,078.57	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062074B	$513,230.79	$0.00	0.00%	$6,840.00	1.33%	$6,840.00	1.33%
2006	062074C	$66,078.66	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062076	$321,502.00	$3,215.02	1.00%	$2,455.19	0.76%	($759.83)	-0.24%
2006	062083	$86,638.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062087A	$5,657.99	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062087B	$62,980.81	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062088	$9,680,223.02	$0.00	0.00%	$136,194.00	1.41%	$136,194.00	1.41%
2006	062089	$367,165.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062101	$657,039.90	$6,570.40	1.00%	$21,314.50	3.24%	$14,744.10	2.24%
2006	062106	$30,702.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062107	$686,623.97	$6,866.24	1.00%	$6,929.31	1.01%	$63.07	0.01%
2006	062108	$737,147.61	$7,371.48	1.00%	$6,475.62	0.88%	($895.86)	-0.12%
2006	062111	$455,221.25	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062119A	$177,071.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062119C	$2,295,486.97	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062119D	$590,240.55	$0.00	0.00%	$2,600.00	0.44%	$2,600.00	0.44%
2006	062119E	$395,109.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062119F	$236,031.27	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062119G	$88,360.80	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072004	$180,785.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072005A	$405,512.24	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072005B	$71,813.72	$0.00	0.00%	$1,300.25	1.81%	$1,300.25	1.81%
2006	072006A	$151,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072006B	$2,317,531.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072006C	$886,970.98	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072006D	$5,883.16	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072009	$749,850.80	$7,498.51	1.00%	$7,498.50	1.00%	($0.01)	0.00%
2006	072021	$542,660.40	$0.00	0.00%	$14,464.00	2.67%	$14,464.00	2.67%
2006	072022	$499,815.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
		$84,619,237	**$723,939**	**0.86%**	**$1,532,549**	**1.81%**	**$808,609**	**0.96%**
TOTALS		**$270,121,964**	**$2,588,666**	**0.96%**	**$5,316,630**	**1.97%**	**$2,727,964**	**1.01%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Fiscal Years 2002-2006
Project WBE Goal Utilization Analysis_RACE NEUTRAL
City of Tucson

Fiscal Year	Contract #	Contract Amount	Contract Goal Amount	Contract WBE Goal	Achieved Contract WBE Goal Amount	Achieved WBE Goal %	Dollars Over/Under WBE Goal	% of Dollars Over/Under WBE Goal
				2002				
2002	021084	$202,209.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021093	$190,000.00	$0.00	0.00%	$8,775.00	4.62%	$8,775.00	4.62%
2002	021097	$67,340.04	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021127	$767,646.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2002	021214	$229,650.00	$0.00	0.00%	$6,100.00	2.66%	$6,100.00	2.66%
2002	021222	$258,985.04	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
		$1,715,830	**$0**	**0.00%**	**$14,875**	**0.87%**	**$14,875**	**0.87%**
				2003				
2003	021092B	$281,910.23	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	021186	$77,400.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031027	$68,123.05	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031036	$67,129.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031068A	$114,475.49	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031074	$2,094,904.00	$0.00	0.00%	$75,539.00	3.61%	$75,539.00	3.61%
2003	031080	$350,918.74	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031112	$197,758.41	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031113	$361,820.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031115	$159,308.66	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031116	$94,053.47	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031125	$163,030.65	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031131	$194,096.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031132	$457,908.83	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031133	$75,536.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031149	$271,900.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031152	$73,513.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031153	$365,744.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031157	$245,134.26	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031159	$556,517.17	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031165	$513,752.68	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031166	$231,660.80	$0.00	0.00%	$10,268.00	4.43%	$10,268.00	4.43%
2003	031167	$1,606,766.35	$0.00	0.00%	$34,164.00	2.13%	$34,164.00	2.13%
2003	031175	$1,572,835.00	$0.00	0.00%	$36,707.00	2.33%	$36,707.00	2.33%
2003	031180	$184,643.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031188	$1,551,673.29	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031190	$1,104,963.75	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031195	$138,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031197	$3,570,790.00	$0.00	0.00%	$28,943.00	0.81%	$28,943.00	0.81%
2003	031198	$220,783.72	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031206	$4,684,386.05	$0.00	0.00%	$9,784.12	0.21%	$9,784.12	0.21%
2003	031208	$157,601.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031217	$107,040.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031219	$106,600.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031221	$108,845.00	$0.00	0.00%	$13,625.00	12.52%	$13,625.00	12.52%
2003	031229	$1,253,924.00	$0.00	0.00%	$77,380.00	6.17%	$77,380.00	6.17%
2003	031233	$306,549.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2003	031236	$1,973,367.00	$0.00	0.00%	$15,409.00	0.78%	$15,409.00	0.78%
2003	031244	$1,156,205.51	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
		$26,821,568	**$0**	**0.00%**	**$301,819**	**1.13%**	**$301,819**	**1.13%**
				2004				
2004	021212-2A	$552,650.59	$0.00	0.00%	$19,005.00	3.44%	$19,005.00	3.44%
2004	031035-2A	$43,867.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031035-2B	$66,150.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031035-2C	$16,599.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031056A	$4,500.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031056B	$2,196.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031088-1	$55,165.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031088-2	$279,664.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%

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				2004				
2004	031127A	$1,040,324.10	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031127B	$1,663,321.87	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031130A	$258,064.00	$0.00	0.00%	$337.50	0.13%	$337.50	0.13%
2004	031130B	$131,640.56	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031143-1A	$161,045.00	$0.00	0.00%	$1,248.00	0.77%	$1,248.00	0.77%
2004	031183A	$107,812.98	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031191A	$318,655.14	$0.00	0.00%	$1,400.00	0.44%	$1,400.00	0.44%
2004	031191B	$59,410.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031191C	$26,908.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	031192B	$199,473.96	$0.00	0.00%	$577.90	0.29%	$577.90	0.29%
2004	031223B	$698,146.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	041007	$3,566,360.10	$0.00	0.00%	$84,555.00	2.37%	$84,555.00	2.37%
2004	041016	$50,330.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	041017	$127,780.94	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	041018	$198,160.93	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	041021	$845,330.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	041027A	$2,386,745.41	$0.00	0.00%	$5,540.00	0.23%	$5,540.00	0.23%
2004	042005	$671,657.24	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042006	$86,077.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042007	$80,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042012	$155,972.84	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042014	$70,968.82	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042016	$171,310.35	$0.00	0.00%	$10,090.00	5.89%	$10,090.00	5.89%
2004	042021A	$106,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042024A	$160,633.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042024B	$316,978.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042028	$104,280.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042029	$3,924,506.00	$0.00	0.00%	$83,882.00	2.14%	$83,882.00	2.14%
2004	042031	$760,574.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042032	$662,502.66	$0.00	0.00%	$315,843.89	47.67%	$315,843.89	47.67%
2004	042033A	$498,955.13	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042033B	$1,871,333.49	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042034	$916,203.07	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042035	$148,639.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042036	$179,668.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042037	$112,331.60	$0.00	0.00%	$2,000.00	1.78%	$2,000.00	1.78%
2004	042040	$122,862.31	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042041	$149,999.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042049	$171,248.65	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042050	$974,253.16	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042052	$195,142.29	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042054	$142,800.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042057	$251,940.00	$0.00	0.00%	$8,599.88	3.41%	$8,599.88	3.41%
2004	042060A	$353,212.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042065	$264,727.70	$0.00	0.00%	$7,230.25	2.73%	$7,230.25	2.73%
2004	042068	$539,650.00	$0.00	0.00%	$78,243.00	14.50%	$78,243.00	14.50%
2004	042071	$298,674.92	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042072	$301,179.58	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042074	$178,688.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042075	$1,299,812.16	$0.00	0.00%	$54,526.66	4.19%	$54,526.66	4.19%
2004	042086	$151,111.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042088	$28,436.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042093	$155,303.46	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042094	$70,613.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042097	$267,536.69	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042099	$385,265.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2004	042110	$1,424,439.03	$0.00	0.00%	$23,984.00	1.68%	$23,984.00	1.68%
2004	042112	$211,521.95	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%

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				2004				
2004	042116	$56,486.00	$0.00	0.00%	$22,480.00	39.80%	$22,480.00	39.80%
2004	042119	$802,236.00	$0.00	0.00%	$3,790.00	0.47%	$3,790.00	0.47%
2004	042123	$291,754.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
		$32,947,784	**$0**	**0.00%**	**$723,333.08**	**2.20%**	**$723,333**	**2.20%**
				2005				
2005	021092-2A	$257,492.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	021092-2B	$52,834.63	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031035-3A	$56,695.36	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031035-3B	$179,023.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031056-2B	$66,128.00	$0.00	0.00%	$975.00	1.47%	$975.00	1.47%
2005	031130-2A	$104,000.00	$0.00	0.00%	$8,675.00	8.34%	$8,675.00	8.34%
2005	031130-2B	$529,275.21	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031140A	$55,206.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031143-2A	$204,117.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031183-2A	$235,241.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031191-2A	$1,536,182.00	$0.00	0.00%	$12,235.78	0.80%	$12,235.78	0.80%
2005	031191-2B	$1,218,918.58	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031192-2B	$102,985.20	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	031223-2B	$1,949,340.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	041027-2A	$641,160.45	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042024-2A	$258,826.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042024-2B	$84,430.97	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042096A	$2,209,935.57	$0.00	0.00%	$43,299.00	1.96%	$43,299.00	1.96%
2005	042096B	$541,908.88	$0.00	0.00%	$359,022.00	66.25%	$359,022.00	66.25%
2005	042096C	$2,144,635.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042096D	$509,324.79	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042114B	$367,271.98	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	042120A	$173,068.97	$0.00	0.00%	$3,620.00	2.09%	$3,620.00	2.09%
2005	042120B	$267,136.61	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052004	$1,124,703.85	$0.00	0.00%	$57,107.00	5.08%	$57,107.00	5.08%
2005	052005	$351,722.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052006	$228,245.51	$0.00	0.00%	$46,714.86	20.47%	$46,714.86	20.47%
2005	052013	$383,653.13	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052019	$863,400.54	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052022	$206,437.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052023	$1,089,082.50	$0.00	0.00%	$43,793.00	4.02%	$43,793.00	4.02%
2005	052025	$111,300.00	$0.00	0.00%	$1,706.00	1.53%	$1,706.00	1.53%
2005	052026	$63,274.91	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052028	$2,715,734.90	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052029	$2,567,203.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052031	$497,839.00	$0.00	0.00%	$6,242.00	1.25%	$6,242.00	1.25%
2005	052032	$155,205.27	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052033	$263,471.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052042	$2,059,488.81	$0.00	0.00%	$33,733.54	1.64%	$33,733.54	1.64%
2005	052044	$97,763.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052047A	$12,792.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052048A	$770,583.25	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052048B	$89,201.09	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052048C	$1,246,310.90	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052052	$2,222,722.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052055	$45,515.00	$0.00	0.00%	$400.00	0.88%	$400.00	0.88%
2005	052056A	$108,843.64	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052057	$1,217,050.40	$0.00	0.00%	$27,200.00	2.23%	$27,200.00	2.23%
2005	052059	$1,231,587.46	$0.00	0.00%	$1,600.00	0.13%	$1,600.00	0.13%
2005	052065	$1,001,470.32	$0.00	0.00%	$63,158.00	6.31%	$63,158.00	6.31%
2005	052068	$1,770,137.67	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052073	$304,900.52	$0.00	0.00%	$437.25	0.14%	$437.25	0.14%
2005	052075	$120,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%

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				2005				
2005	052076	$95,314.57	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052078	$1,076,815.00	$0.00	0.00%	$11,783.36	1.09%	$11,783.36	1.09%
2005	052091	$54,674.63	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052097	$937,210.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052102	$705,564.00	$0.00	0.00%	$15,267.65	2.16%	$15,267.65	2.16%
2005	052106	$48,576.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052114	$131,827.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052115	$74,969.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052117	$519,419.20	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052124	$31,961.40	$0.00	0.00%	$12,400.00	38.80%	$12,400.00	38.80%
2005	052131	$654,334.66	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052132	$200,280.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2005	052151	$1,140,439.98	$0.00	0.00%	$22,200.00	1.95%	$22,200.00	1.95%
		$42,336,163	**$0**	**0.00%**	**$771,569**	**1.82%**	**$771,569**	**1.82%**
				2006				
2006	031056-3A	$19,332.25	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	031056-3B	$84,558.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	031140-2A	$132,691.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	031192-3B	$529,286.10	$0.00	0.00%	$1,035.05	0.20%	$1,035.05	0.20%
2006	031223-3B	$1,686,439.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	041027-3A	$2,675,743.06	$0.00	0.00%	$10,183.48	0.38%	$10,183.48	0.38%
2006	042024A_2	$110,217.14	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042024B_2	$316,978.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042060A_2	$353,212.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042096-2A	$3,978,315.42	$0.00	0.00%	$69,575.81	1.75%	$69,575.81	1.75%
2006	042096-2B	$1,246,880.58	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042096-2C	$676,428.23	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	042114A_2	$392,951.30	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	052056A_2	$108,843.64	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	052142A	$417,590.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	052142B	$229,722.90	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062001A	$865,018.03	$0.00	0.00%	$27,447.07	3.17%	$27,447.07	3.17%
2006	062001B	$342,541.62	$0.00	0.00%	$4,188.00	1.22%	$4,188.00	1.22%
2006	062001C	$242,468.16	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062012	$339,962.00	$0.00	0.00%	$4,000.00	1.18%	$4,000.00	1.18%
2006	062013A	$156,400.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062013B	$36,775.18	$0.00	0.00%	$4,559.00	12.40%	$4,559.00	12.40%
2006	062019	$141,005.00	$0.00	0.00%	$8,900.00	6.31%	$8,900.00	6.31%
2006	062026	$579,500.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062031	$486,773.91	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062037	$276,404.10	$0.00	0.00%	$12,490.28	4.52%	$12,490.28	4.52%
2006	062039	$495,367.25	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062040	$83,373.68	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062041	$152,910.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062054	$253,288.42	$0.00	0.00%	$10,333.00	4.08%	$10,333.00	4.08%
2006	062068	$124,500.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062074A	$463,078.57	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062074B	$513,230.79	$0.00	0.00%	$6,840.00	1.33%	$6,840.00	1.33%
2006	062074C	$66,078.66	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062083	$86,638.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062087A	$5,657.99	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062087B	$62,980.81	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062088	$9,680,223.02	$0.00	0.00%	$136,194.00	1.41%	$136,194.00	1.41%
2006	062089	$367,165.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062106	$30,702.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062111	$455,221.25	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062119A	$177,071.50	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062119C	$2,295,486.97	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%

Construction
Fiscal Years 2002-2006
Project WBE Goal Utilization Analysis_RACE NEUTRAL
City of Tucson

Fiscal Year	Contract #	Contract Amount	Contract Goal Amount	Contract WBE Goal	Achieved Contract WBE Goal Amount	Achieved WBE Goal %	Dollars Over/Under WBE Goal	% of Dollars Over/Under WBE Goal
2006								
2006	062119D	$590,240.55	$0.00	0.00%	$2,600.00	0.44%	$2,600.00	0.44%
2006	062119E	$395,109.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062119F	$236,031.27	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	062119G	$88,360.80	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072004	$180,785.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072005A	$405,512.24	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072005B	$71,813.72	$0.00	0.00%	$1,300.25	1.81%	$1,300.25	1.81%
2006	072006A	$151,000.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072006B	$2,317,531.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072006C	$886,970.98	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072006D	$5,883.16	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
2006	072021	$542,660.40	$0.00	0.00%	$14,464.00	2.67%	$14,464.00	2.67%
2006	072022	$499,815.00	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
		$38,110,724	**$0**	**0.00%**	**$314,110**	**0.82%**	**$314,110**	**0.82%**
TOTALS		**$141,932,069**	**$0**	**0.00%**	**$2,125,707**	**1.50%**	**$2,125,707**	**1.50%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Construction
Fiscal Years 2002-2006
Project WBE Goal Utilization Analysis_RACE CONSCIOUS
City of Tucson

Fiscal Year	Contract #	Contract Amount	Contract Goal Amount	Contract WBE Goal	Achieved Contract WBE Goal Amount	Achieved WBE Goal %	Dollars Over/Under WBE Goal	% of Dollars Over/Under WBE Goal
				2002				
2002	011084	$83,400.00	$834.00	1.00%	$834.00	1.00%	$0.00	0.00%
2002	021039	$949,019.32	$47,450.97	5.00%	$48,358.00	5.10%	$907.03	0.10%
2002	021046	$229,000.00	$2,290.00	1.00%	$3,620.00	1.58%	$1,330.00	0.58%
2002	021077	$2,649,206.89	$132,460.34	5.00%	$122,895.00	4.64%	($9,565.34)	-0.36%
2002	021089	$159,273.00	$1,592.73	1.00%	$1,300.00	0.82%	($292.73)	-0.18%
2002	021090	$366,000.00	$3,660.00	1.00%	$0.00	0.00%	($3,660.00)	-1.00%
2002	021095	$209,700.00	$4,194.00	2.00%	$0.00	0.00%	($4,194.00)	-2.00%
2002	021102	$1,933,358.26	$96,667.91	5.00%	$87,930.20	4.55%	($8,737.71)	-0.45%
2002	021117	$131,955.00	$3,958.65	3.00%	$1,391.00	1.05%	($2,567.65)	-1.95%
2002	021124	$320,797.00	$3,207.97	1.00%	$3,700.00	1.15%	$492.03	0.15%
2002	021126	$87,843.00	$878.43	1.00%	$0.00	0.00%	($878.43)	-1.00%
2002	021128	$87,639.44	$876.39	1.00%	$0.00	0.00%	($876.39)	-1.00%
2002	021130	$1,236,118.00	$24,722.36	2.00%	$23,000.00	1.86%	($1,722.36)	-0.14%
2002	021131	$379,945.56	$15,197.82	4.00%	$26,527.86	6.98%	$11,330.04	2.98%
2002	021132	$196,735.65	$1,967.36	1.00%	$2,057.00	1.05%	$89.64	0.05%
2002	021142	$3,683,551.36	$184,177.57	5.00%	$38,190.00	1.04%	($145,987.57)	-3.96%
2002	021148	$11,516,761.00	$115,167.61	1.00%	$97,000.00	0.84%	($18,167.61)	-0.16%
2002	021151	$101,887.63	$1,018.88	1.00%	$5,000.00	4.91%	$3,981.12	3.91%
2002	021156	$310,180.00	$3,101.80	1.00%	$2,000.00	0.64%	($1,101.80)	-0.36%
2002	021159	$173,946.00	$1,739.46	1.00%	$24,803.00	14.26%	$23,063.54	13.26%
2002	021169	$97,004.24	$970.04	1.00%	$870.00	0.90%	($100.04)	-0.10%
2002	021171	$371,853.50	$22,311.21	6.00%	$0.00	0.00%	($22,311.21)	-6.00%
2002	021177	$191,551.15	$5,746.53	3.00%	$6,900.00	3.60%	$1,153.47	0.60%
2002	021185	$151,295.17	$1,512.95	1.00%	$0.00	0.00%	($1,512.95)	-1.00%
2002	021188	$10,553,283.67	$316,598.51	3.00%	$45,000.00	0.43%	($271,598.51)	-2.57%
2002	021196	$3,415,387.23	$170,769.36	5.00%	$160,600.00	4.70%	($10,169.36)	-0.30%
2002	021201	$566,526.00	$11,330.52	2.00%	$11,000.00	1.94%	($330.52)	-0.06%
2002	021211	$201,320.40	$2,013.20	1.00%	$406.00	0.20%	($1,607.20)	-0.80%
2002	021218	$1,393,879.00	$41,816.37	3.00%	$173,075.00	12.42%	$131,258.63	9.42%
2002	021225	$1,674,551.00	$50,236.53	3.00%	$0.00	0.00%	($50,236.53)	-3.00%
		$43,422,968	**$1,268,469**	**2.92%**	**$886,457**	**2.04%**	**($382,012)**	**-0.88%**
				2003				
2003	021212A	$1,172,564.00	$23,451.28	2.00%	$6,420.00	0.55%	($17,031.28)	-1.45%
2003	031003	$826,600.00	$8,266.00	1.00%	$7,963.00	0.96%	($303.00)	-0.04%
2003	031005	$131,581.23	$1,315.81	1.00%	$1,500.00	1.14%	$184.19	0.14%
2003	031011	$63,500.00	$635.00	1.00%	$635.00	1.00%	$0.00	0.00%
2003	031022	$838,898.00	$16,777.96	2.00%	$0.00	0.00%	($16,777.96)	-2.00%
2003	031030	$623,119.47	$31,155.97	5.00%	$5,060.80	0.81%	($26,095.17)	-4.19%
2003	031038	$396,475.16	$3,964.75	1.00%	$2,400.00	0.61%	($1,564.75)	-0.39%
2003	031061	$194,392.41	$1,943.92	1.00%	$0.00	0.00%	($1,943.92)	-1.00%
2003	031062	$402,750.00	$4,027.50	1.00%	$4,028.00	1.00%	$0.50	0.00%
2003	031066	$203,761.00	$2,037.61	1.00%	$2,050.00	1.01%	$12.39	0.01%
2003	031067	$4,341,656.00	$43,416.56	1.00%	$231,274.00	5.33%	$187,857.44	4.33%
2003	031072	$488,043.85	$4,880.44	1.00%	$0.00	0.00%	($4,880.44)	-1.00%
2003	031090	$116,223.16	$1,162.23	1.00%	$1,200.00	1.03%	$37.77	0.03%
2003	031097	$305,197.65	$9,155.93	3.00%	$9,000.00	2.95%	($155.93)	-0.05%
2003	031123	$469,660.00	$4,696.60	1.00%	$4,697.00	1.00%	$0.40	0.00%
		$10,574,422	**$156,888**	**1.48%**	**$276,228**	**2.61%**	**$119,340**	**1.13%**
				2004				
2004	041025	$2,813,736.00	$28,137.36	1.00%	$58,735.00	2.09%	$30,597.64	1.09%
2004	042047	$2,792,220.00	$55,844.40	2.00%	$14,330.00	0.51%	($41,514.40)	-1.49%
2004	042108	$5,292,703.63	$158,781.11	3.00%	$118,026.56	2.23%	($40,754.55)	-0.77%
		$10,898,660	**$242,763**	**2.23%**	**$191,091.56**	**1.75%**	**($51,671)**	**-0.47%**
				2005				
2005	031127-2A	$48,018.96	$480.19	1.00%	$0.00	0.00%	($480.19)	-1.00%
2005	031127-2B	$968,324.02	$9,683.24	1.00%	$10,737.00	1.11%	$1,053.76	0.11%
2005	042033-2A	$510,509.00	$10,210.18	2.00%	$0.00	0.00%	($10,210.18)	-2.00%

Construction
Fiscal Years 2002-2006
Project WBE Goal Utilization Analysis_RACE CONSCIOUS
City of Tucson

Fiscal Year	Contract #	Contract Amount	Contract Goal Amount	Contract WBE Goal	Achieved Contract WBE Goal Amount	Achieved WBE Goal %	Dollars Over/Under WBE Goal	% of Dollars Over/Under WBE Goal
				2005				
2005	042033-2B	$645,507.11	$12,910.14	2.00%	$44,780.00	6.94%	$31,869.86	4.94%
2005	052093	$1,582,415.93	$15,824.16	1.00%	$26,403.00	1.67%	$10,578.84	0.67%
2005	052100	$390,667.29	$3,906.67	1.00%	$4,716.00	1.21%	$809.33	0.21%
2005	052103	$380,638.80	$7,612.78	2.00%	$27,630.00	7.26%	$20,017.22	5.26%
2005	052104	$1,192,144.70	$23,842.89	2.00%	$31,340.00	2.63%	$7,497.11	0.63%
2005	052118	$2,330,718.40	$23,307.18	1.00%	$76,176.00	3.27%	$52,868.82	2.27%
2005	052120	$2,742,027.89	$27,420.28	1.00%	$120,398.81	4.39%	$92,978.53	3.39%
2005	052125	$607,600.00	$6,076.00	1.00%	$7,430.50	1.22%	$1,354.50	0.22%
2005	052127	$4,615,380.00	$46,153.80	1.00%	$246,890.00	5.35%	$200,736.20	4.35%
2005	052138	$146,534.84	$2,930.70	2.00%	$13,188.00	9.00%	$10,257.30	7.00%
2005	052139	$276,014.05	$2,760.14	1.00%	$6,336.00	2.30%	$3,575.86	1.30%
2005	052143	$348,830.30	$3,488.30	1.00%	$2,682.50	0.77%	($805.80)	-0.23%
		$16,785,331	**$196,607**	**1.17%**	**$618,708**	**3.69%**	**$422,101**	**2.51%**
				2006				
2006	031127A_2	$1,040,324.10	$10,403.24	1.00%	$12,253.20	1.18%	$1,849.96	0.18%
2006	031127B_2	$112,784.10	$1,127.84	1.00%	$24,560.00	21.78%	$23,432.16	20.78%
2006	031130-3A	$398,969.75	$3,989.70	1.00%	$0.00	0.00%	($3,989.70)	-1.00%
2006	031130-3B	$8,218.00	$82.18	1.00%	$0.00	0.00%	($82.18)	-1.00%
2006	031143-3A	$261,679.00	$2,616.79	1.00%	$0.00	0.00%	($2,616.79)	-1.00%
2006	031183-3A	$469,295.00	$4,692.95	1.00%	$4,450.43	0.95%	($242.52)	-0.05%
2006	042033_3B	$1,056,878.74	$21,137.57	2.00%	$29,001.45	2.74%	$7,863.88	0.74%
2006	042033A_2	$498,955.13	$9,979.10	2.00%	$0.00	0.00%	($9,979.10)	-2.00%
2006	042120-2A	$163,679.41	$1,636.79	1.00%	$2,932.02	1.79%	$1,295.23	0.79%
2006	052149A	$1,383,834.49	$69,191.72	5.00%	$0.00	0.00%	($69,191.72)	-5.00%
2006	052149A_2	$657,202.28	$28,259.70	4.30%	$18,025.14	2.74%	($10,234.56)	-1.56%
2006	052149B	$232,926.00	$11,646.30	5.00%	$0.00	0.00%	($11,646.30)	-5.00%
2006	052149B_2	$3,634,243.01	$156,272.45	4.30%	$69,669.60	1.92%	($86,602.85)	-2.38%
2006	062014	$2,486,050.45	$24,860.50	1.00%	$38,326.99	1.54%	$13,466.49	0.54%
2006	062024	$4,022,592.00	$77,233.77	1.92%	$0.00	0.00%	($77,233.77)	-1.92%
2006	062066	$26,928,717.43	$269,287.17	1.00%	$974,547.00	3.62%	$705,259.83	2.62%
2006	062076	$321,502.00	$3,215.02	1.00%	$2,455.19	0.76%	($759.83)	-0.24%
2006	062101	$657,039.90	$6,570.40	1.00%	$21,314.50	3.24%	$14,744.10	2.24%
2006	062107	$686,623.97	$6,866.24	1.00%	$6,929.31	1.01%	$63.07	0.01%
2006	062108	$737,147.61	$7,371.48	1.00%	$6,475.62	0.88%	($895.86)	-0.12%
2006	072009	$749,850.80	$7,498.51	1.00%	$7,498.50	1.00%	($0.01)	0.00%
		$46,508,513	**$723,939**	**1.56%**	**$1,218,439**	**2.62%**	**$494,500**	**1.06%**
TOTALS		**$128,189,894**	**$2,588,666**	**2.02%**	**$3,190,923**	**2.49%**	**$602,257**	**0.47%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Subcontractor Disparity Analysis
Construction
Fiscal Years 2002-2006
City of Tucson

Ethnicity Classifications	# of Awarded Contracts	Contract Dollars	% of Dollars[1]	% of Firms Available[2]	Disparity Index[3]	Disparity Impact Under/Over Utilization
2002						
African Americans	0	$0	0.00%	0.31%	0.00	* Underutilization
Native Americans	3	$185,862	0.41%	0.16%	257.35	Overutilization
Asian Pacific Americans	0	$0	0.00%	0.31%	0.00	* Underutilization
Hispanic Americans	53	$3,008,191	6.66%	3.01%	221.41	Overutilization
Nonminority Women	35	$901,332	2.00%	2.29%	87.20	Underutilization
2003						
African Americans	2	$5,257	0.01%	0.31%	4.53	* Underutilization
Native Americans	1	$10,522	0.03%	0.16%	17.59	* Underutilization
Asian Pacific Americans	1	$5,775	0.02%	0.31%	4.98	* Underutilization
Hispanic Americans	103	$4,019,532	10.75%	3.01%	357.10	Overutilization
Nonminority Women	28	$578,047	1.55%	2.29%	67.50	* Underutilization
2004						
African Americans	1	$1,665	0.00%	0.31%	1.22	* Underutilization
Native Americans	2	$67,165	0.15%	0.16%	95.74	Underutilization
Asian Pacific Americans	1	$3,900	0.01%	0.31%	2.87	* Underutilization
Hispanic Americans	99	$1,881,054	4.29%	3.01%	142.53	Overutilization
Nonminority Women	33	$914,425	2.09%	2.29%	91.07	Underutilization
2005						
African Americans	1	$5,634	0.01%	0.31%	3.07	* Underutilization
Native Americans	4	$48,762	0.08%	0.16%	51.55	* Underutilization
Asian Pacific Americans	4	$179,828	0.30%	0.31%	98.12	Underutilization
Hispanic Americans	143	$2,560,465	4.33%	3.01%	143.88	Overutilization
Nonminority Women	57	$1,390,277	2.35%	2.29%	102.69	Overutilization
2006						
African Americans	2	$1,140	0.00%	0.31%	0.43	* Underutilization
Native Americans	4	$33,769	0.04%	0.16%	24.94	* Underutilization
Asian Pacific Americans	0	$0	0.00%	0.31%	0.00	* Underutilization
Hispanic Americans	126	$2,324,308	2.75%	3.01%	91.26	Underutilization
Nonminority Women	59	$1,532,549	1.81%	2.29%	79.09	* Underutilization
OVERALL						
African Americans	6	$13,696	0.01%	0.31%	1.64	* Underutilization
Native Americans	14	$346,080	0.13%	0.16%	80.07	Underutilization
Asian Pacific Americans	6	$189,503	0.07%	0.31%	22.63	* Underutilization
Hispanic Americans	524	$13,793,551	5.11%	3.01%	169.65	Overutilization
Nonminority Women	212	$5,316,630	1.97%	2.29%	85.95	Underutilization

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding
[1] The percentage of dollars from the prime utilization.
[2] The percentage of available firms.
[3] The disparity index is % utilization divided by % availability multiplied by 100.
* Significantly underutilized - disparity index below 80.00.

Construction
Fiscal Years 2002-2006
Job Order Contracts Analysis
City of Tucson

Prime Contractors	# of Contracts Awarded	% of Contracts	Total Dollars Awarded	% of Dollars
SOUTHERN ARIZONA PAVING & CONSTRUCTION	13	11.61%	$7,264,544.08	11.32%
ENVIRONMENTAL STRATEGIES INC	8	7.14%	$4,227,148.32	6.58%
TRICON CONTRACTING INC	7	6.25%	$6,607,207.90	10.29%
K & B ASPHALT CO	6	5.36%	$3,030,457.25	4.72%
GRANITE CONSTRUCTION INC	6	5.36%	$7,539,525.29	11.74%
ASHTON CO INC CONTRACTORS	5	4.46%	$7,160,781.09	11.15%
HICKAM ARNOLD & ASSOC LLC	4	3.57%	$1,286,588.43	2.00%
HUNTER CONTRACTING CO INC	4	3.57%	$905,165.04	1.41%
ORTA FENCE INC	3	2.68%	$511,626.11	0.80%
KITTLE DESIGN & CONSTRUCTION LLC	3	2.68%	$1,520,796.74	2.37%
ENVIRONMENTAL EARTHSCAPES INC DBA THE GROUNDSKEEPER	3	2.68%	$152,882.00	0.24%
HANMAR ENERGY INC	3	2.68%	$1,201,127.16	1.87%
N A C CONSTRUCTION A DIV OF COLORADO RIVER MATERIALS INC	3	2.68%	$1,877,150.26	2.92%
P A C E ELECTRICAL CONSTRUCTION INC	3	2.68%	$3,671,969.99	5.72%
PROGRESSIVE ROOFING SERVICES INC	3	2.68%	$874,698.77	1.36%
CANYON FENCE CO INC	3	2.68%	$736,437.00	1.15%
SELLERS & SONS INC	3	2.68%	$474,895.90	0.74%
SOUTHWEST SLURRY SEAL INC	3	2.68%	$3,573,719.34	5.57%
A A A LANDSCAPE INC	2	1.79%	$23,832.25	0.04%
MIURA CONTRACTING INC	2	1.79%	$221,418.48	0.34%
KRATT CONSTRUCTION INC	2	1.79%	$706,424.00	1.10%
TUCSON COMMERICAL CARPET INC	2	1.79%	$334,744.86	0.52%
TUCSON ASPHALT CONTRACTORS INC	2	1.79%	$3,867,169.01	6.02%
ACTION PIPELINE CONTRACTORS INC	1	0.89%	$405,512.24	0.63%
AZTEC FLOORING	1	0.89%	$257,492.00	0.40%
CEMROCK LANDSCAPES INC	1	0.89%	$156,400.00	0.24%
FLUORESCO LIGHTING SIGN MAINTANCE	1	0.89%	$12,792.00	0.02%
EFFECTIVE SIGNS LTD	1	0.89%	$5,657.99	0.01%
GILBERT PUMP OF TUCSON INC	1	0.89%	$151,000.00	0.24%
GRAPHIC IMPACT	1	0.89%	$62,980.81	0.10%
KAZ CONSTRUCTION INC	1	0.89%	$89,201.09	0.14%
M ANDERSON CONSTRUCTION CORP	1	0.89%	$1,246,310.90	1.94%
WOOD STOCK BUILDERS INC	1	0.89%	$16,599.00	0.03%
MID PAC SPORT SURFACES	1	0.89%	$108,843.64	0.17%
MID PAC TENNIS COURTS	1	0.89%	$108,843.64	0.17%
MOUNTAIN POWER ELECTRICAL CONTRACTORS INC	1	0.89%	$417,590.00	0.65%
P & H CONTRACTING INC	1	0.89%	$886,970.98	1.38%
R W BURKEL CONTRACTING INC	1	0.89%	$26,908.00	0.04%
SMYTHS STEEL MFG INC	1	0.89%	$5,883.16	0.01%
STURGEON ELECTRIC CO INC	1	0.89%	$106,000.00	0.17%
WEST POINT CONTRACTORS INC	1	0.89%	$2,295,486.97	3.58%
LEFCO INC	1	0.89%	$66,078.66	0.10%
	112	100.00%	$64,196,860.35	100.00%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars may not equal the total due to rounding

CITY OF TUCSON
PROFESSIONAL SERVICES

DRAFT

Market Area Analysis
Fiscal Years 2002-2006
Professional Services
City of Tucson

County, State	# of Contracts	% of Contracts	Dollars	% of Dollars	Cum%
PIMA, AZ	57	82.61%	$14,195,027.04	67.26%	67.26%
MARICOPA, AZ	7	10.14%	$2,070,220.48	9.81%	77.07%
SAN FRANCISCO, CA	1	1.45%	$4,509,250.00	21.37%	98.43%
ARAPAHOE, CO	2	2.90%	$207,945.61	0.99%	99.42%
MULTNOMAH, OR	1	1.45%	$80,000.00	0.38%	99.80%
MIDDLESEX, MA	1	1.45%	$43,000.00	0.20%	100.00%
Total	69	100.00%	$21,105,443	100.00%	

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

DRAFT

Professional Services
Relevant Market Area
Fiscal Years 2002 - 2006
City of Tucson

	Pima County, AZ	Maricopa County, AZ	Totals
Total Dollars	$14,195,027	$2,070,220	$16,265,248
Percent of Dollars	67.26%	9.81%	77.07%
Percent of Contracts	82.61%	10.14%	92.75%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

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Professional Services
Fiscal Years 2002-2006
Prime Contractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Dollars Awarded
2002	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$50,000 **2.80%**	$50,000 **2.80%**	$1,737,268 **97.20%**	$1,787,268
2003	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$11,559 **0.59%**	$11,559 **0.59%**	$1,945,449 **99.41%**	$1,957,008
2004	$26,000 **0.57%**	$0 **0.00%**	$144,095 **3.16%**	$0 **0.00%**	$185,000 **4.06%**	$369,389 **8.10%**	$724,484 **15.88%**	$3,836,714 **84.12%**	$4,561,198
2005	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$2,518,995 **100.00%**	$2,518,995
2006	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$1,477,960 **27.16%**	$0 **0.00%**	$1,477,960 **27.16%**	$3,962,818 **72.84%**	$5,440,778
Total	$26,000 **0.16%**	$0 **0.00%**	$144,095 **0.89%**	$0 **0.00%**	$1,662,960 **10.22%**	$430,948 **2.65%**	$2,264,003 **13.92%**	$14,001,244 **86.08%**	$16,265,248

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

DRAFT

Professional Services
Fiscal Years 2002-2006
M/WBE Prime Contractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Fiscal Year	MBE (minority certified)	WBE (woman certified)	DBE (disadvantage certifed)	DBW (disadvantage woman certified)	SCM (self certified minority)	SCW (self certified woman)	SCWM (self certified minority woman)	Total M/WBEs (certified and non-certified)	Total Dollars Awarded
2002	$0 **0.00%**	$50,000 **2.80%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$50,000 **2.80%**	$1,787,268
2003	$0 **0.00%**	$11,559 **0.59%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$11,559 **0.59%**	$1,957,008
2004	$144,095 **3.16%**	$369,389 **8.10%**	$0 **0.00%**	$26,000 **0.57%**	$185,000 **4.06%**	$0 **0.00%**	$0 **0.00%**	$724,484 **15.88%**	$4,561,198
2005	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$2,518,995
2006	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$1,477,960 **27.16%**	$0 **0.00%**	$0 **0.00%**	$1,477,960 **27.16%**	$5,440,778
Total	$144,095 **0.89%**	$430,948 **2.65%**	$0 **0.00%**	$26,000 **0.16%**	$1,662,960 **10.22%**	$0 **0.00%**	$0 **0.00%**	$2,264,003 **13.92%**	$16,265,248

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

DRAFT

Professional Services
Fiscal Years 2002-2006
Prime Contractor Utilization
Number of Contracts
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Contracts
2002	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	1 **6.67%**	1 **6.67%**	14 **93.33%**	15
2003	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	3 **15.79%**	3 **15.79%**	16 **84.21%**	19
2004	1 **7.69%**	0 **0.00%**	1 **7.69%**	0 **0.00%**	1 **7.69%**	1 **7.69%**	4 **30.77%**	9 **69.23%**	13
2005	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	5 **100.00%**	5
2006	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	2 **16.67%**	0 **0.00%**	2 **16.67%**	10 **83.33%**	12
Total Contracts	1 **1.56%**	0 **0.00%**	1 **1.56%**	0 **0.00%**	3 **4.69%**	5 **7.81%**	10 **15.63%**	54 **84.38%**	64

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

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Professional Services
Fiscal Years 2002-2006
Prime Contractor Utilization
Number of Firms
City Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Firms
2002	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	1 **6.67%**	1 **6.67%**	14 **93.33%**	15
2003	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	2 **11.76%**	2 **11.76%**	15 **88.24%**	17
2004	1 **9.09%**	0 **0.00%**	1 **9.09%**	0 **0.00%**	1 **9.09%**	1 **9.09%**	4 **36.36%**	7 **63.64%**	11
2005	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	5 **100.00%**	5
2006	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	2 **16.67%**	0 **0.00%**	2 **16.67%**	10 **83.33%**	12
Total Firms	1 **1.67%**	0 **0.00%**	1 **1.67%**	0 **0.00%**	3 **5.00%**	4 **6.67%**	9 **15.00%**	51 **85.00%**	60

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

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Professional Services
Fiscal Years 2002-2006
Prime Contractor Utilization
Individual Firms
City of Tucson

African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Non-M/WBEs	Total Firms
1 **2.38%**	0 **0.00%**	1 **2.38%**	0 **0.00%**	2 **4.76%**	2 **4.76%**	36 **85.71%**	42

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

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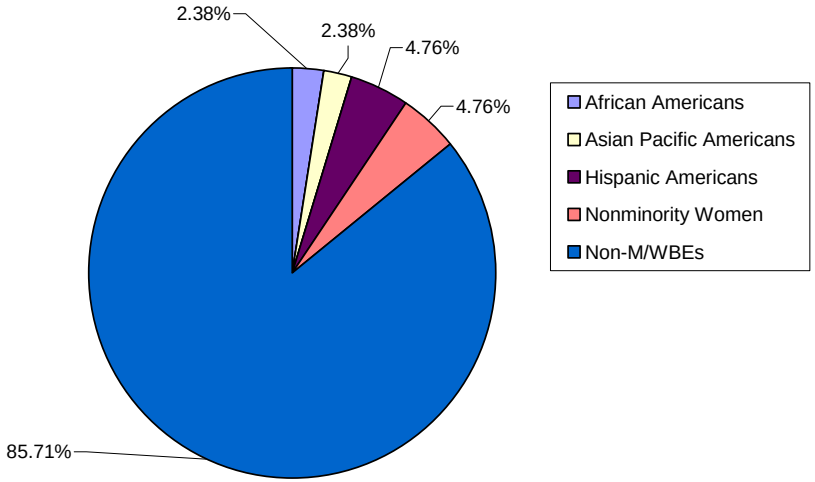
Prime Contractor Utilization
Professional Services
Individual Firms



Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

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Professional Services
Prime Contractor Utilization
Fiscal Years 2002 - 2006
City of Tucson

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	TOTALS
Total Contract Dollars	$26,000	$0	$144,095	$0	$1,662,960	$430,948	$2,264,003	$14,001,244	$16,265,248
Percent of Dollars	0.16%	0.00%	0.89%	0.00%	10.22%	2.65%	13.92%	86.08%	100.00%
Percent of Contracts	1.56%	0.00%	1.56%	0.00%	4.69%	7.81%	15.63%	84.38%	100.00%
Percent of Firms Utilized	2.38%	0.00%	2.38%	0.00%	4.76%	4.76%	14.29%	85.71%	100.00%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Professional Services
Prime Contractor Utilization
Fiscal Years 2002 - 2006
City of Tucson

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	TOTALS
Total Prime Contractor Dollars	$26,000	$0	$144,095	$0	$1,662,960	$430,948	$2,264,003	$14,001,244	$16,265,248
Percent of Dollars	**0.16%**	**0.00%**	**0.89%**	**0.00%**	**10.22%**	**2.65%**	**13.92%**	**86.08%**	**100.00%**
Total Number of Contracts	1	0	1	0	3	5	10	54	64
Percent of Contracts	**1.56%**	**0.00%**	**1.56%**	**0.00%**	**4.69%**	**7.81%**	**15.63%**	**84.38%**	**100.00%**
Individual Firms Utilized	1	0	1	0	2	2	6	36	42
Percent of Firms	**2.38%**	**0.00%**	**2.38%**	**0.00%**	**4.76%**	**4.76%**	**14.29%**	**85.71%**	**100.00%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

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Professional Services
Fiscal Years 2002-2006
Subcontractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Total Dollars Awarded
2002	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$14,111 **0.79%**	$0 **0.00%**	$14,111 **0.79%**	$1,787,268
2003	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$4,499 **0.23%**	$4,499 **0.23%**	$1,957,008
2004	$0 **0.00%**	$122,817 **2.69%**	$0 **0.00%**	$0 **0.00%**	$151,466 **3.32%**	$209,700 **4.60%**	$483,983 **10.61%**	$4,561,198
2005	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$59,324 **2.36%**	$45,460 **1.80%**	$11,073 **0.44%**	$115,857 **4.60%**	$2,518,995
2006	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$67,877 **1.25%**	$14,795 **0.27%**	$82,672 **1.52%**	$5,440,778
Total	$0 **0.00%**	$122,817 **0.76%**	$0 **0.00%**	$59,324 **0.36%**	$278,914 **1.71%**	$240,066 **1.48%**	$701,122 **4.31%**	$16,265,248

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

DRAFT

Professional Services
Fiscal Years 2002-2006
M/WBE Subcontractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Fiscal Year	MBE (minority certified)	WBE (woman certified)	DBE (disadvantage certifed)	DBW (disadvantage woman certified)	SCM (self certified minority)	SCW (self certified woman)	SCWM (self certified minority woman)	Total M/WBEs (certified and non-certified)	Total Dollars Awarded
2002	$14,111 **0.79%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$14,111 **0.79%**	$1,787,268
2003	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$4,499 **0.23%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$4,499 **0.23%**	$1,957,008
2004	$151,466 **3.32%**	$133,230 **2.92%**	$0 **0.00%**	$0 **0.00%**	$122,817 **2.69%**	$76,470 **1.68%**	$0 **0.00%**	$483,983 **10.61%**	$4,561,198
2005	$104,784 **4.16%**	$11,073 **0.44%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$115,857 **4.60%**	$2,518,995
2006	$7,170 **0.13%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$60,707 **1.12%**	$14,795 **0.27%**	$0 **0.00%**	$82,672 **1.52%**	$5,440,778
Total	$277,531 **1.71%**	$144,303 **0.89%**	$0 **0.00%**	$4,499 **0.03%**	$183,524 **1.13%**	$91,265 **0.56%**	$0 **0.00%**	$701,122 **4.31%**	$16,265,248

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

DRAFT

Professional Services
Fiscal Years 2002-2006
Subcontractor Utilization
Number of Contracts
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Contracts
2002	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	1 **16.67%**	0 **0.00%**	1 **16.67%**	5 **83.33%**	6
2003	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	1 **7.69%**	1 **7.69%**	12 **92.31%**	13
2004	0 **0.00%**	2 **5.26%**	0 **0.00%**	0 **0.00%**	3 **7.89%**	7 **18.42%**	12 **31.58%**	26 **68.42%**	38
2005	0 **0.00%**	0 **0.00%**	0 **0.00%**	1 **12.50%**	2 **25.00%**	2 **25.00%**	5 **62.50%**	3 **37.50%**	8
2006	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	3 **15.79%**	1 **5.26%**	4 **21.05%**	15 **78.95%**	19
Total Contracts	0 **0.00%**	2 **2.38%**	0 **0.00%**	1 **1.19%**	9 **10.71%**	11 **13.10%**	23 **27.38%**	61 **72.62%**	84

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

DRAFT

Professional Services
Fiscal Years 2002-2006
Subcontractor Utilization
Number of Firms
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Firms
2002	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	1 **16.67%**	0 **0.00%**	1 **16.67%**	5 **83.33%**	6
2003	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	1 **8.33%**	1 **8.33%**	11 **91.67%**	12
2004	0 **0.00%**	1 **3.13%**	0 **0.00%**	0 **0.00%**	3 **9.38%**	5 **15.63%**	9 **28.13%**	23 **71.88%**	32
2005	0 **0.00%**	0 **0.00%**	0 **0.00%**	1 **14.29%**	2 **28.57%**	1 **14.29%**	4 **57.14%**	3 **42.86%**	7
2006	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	2 **12.50%**	1 **6.25%**	3 **18.75%**	13 **81.25%**	16
Total Firms	0 **0.00%**	1 **1.37%**	0 **0.00%**	1 **1.37%**	8 **10.96%**	8 **10.96%**	18 **24.66%**	55 **75.34%**	73

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

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Professional Services
Fiscal Years 2002-2006
Subcontractor Utilization
Individual Firms
City of Tucson

African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Non-M/WBEs	Total Firms
0 **0.00%**	1 **1.64%**	0 **0.00%**	1 **1.64%**	4 **6.56%**	7 **11.48%**	48 **78.69%**	61

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

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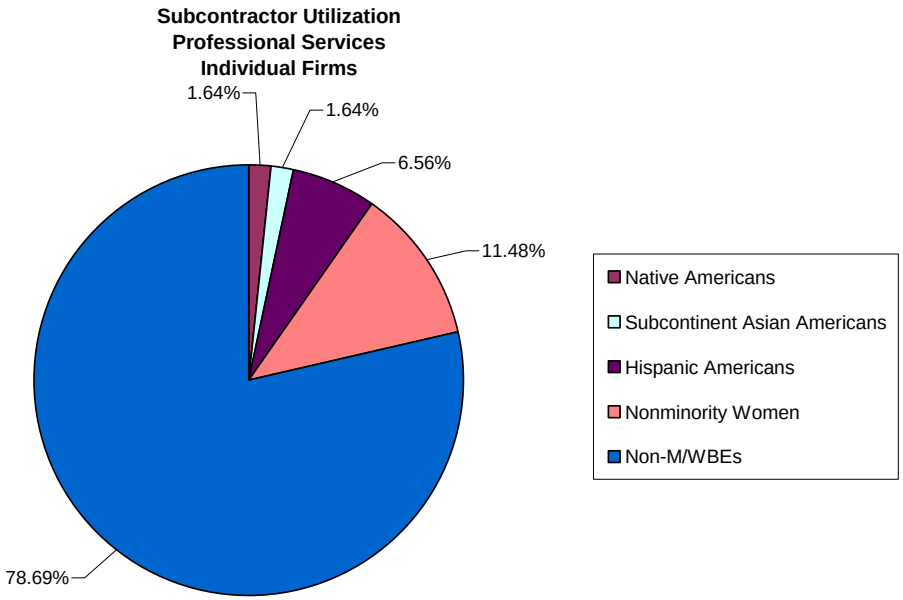

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

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Professional Services
Subcontractor Utilization
Fiscal Years 2002 - 2006
City of Tucson

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBE Dollars
Total Subcontract Dollars	$0	$122,817	$0	$59,324	$278,914	$240,066	$701,122
Percent of Total Contract Dollars	0.00%	0.76%	0.00%	0.36%	1.71%	1.48%	4.31%
Percent of Subcontracts	0.00%	2.38%	0.00%	1.19%	10.71%	13.10%	27.38%
Percent of Firms Utilized	0.00%	1.64%	0.00%	1.64%	6.56%	11.48%	21.31%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Professional Services
Subcontractor Utilization
Fiscal Years 2002 - 2006
City of Tucson

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	M/WBE Totals
All Subs Utilized	$0	$122,817	$0	$59,324	$278,914	$240,066	$701,122
Percent of M/WBE Subcontract Dollars	**0.00%**	**17.52%**	**0.00%**	**8.46%**	**39.78%**	**34.24%**	**100%**
Percent of Total Contract Dollars	**0.00%**	**0.76%**	**0.00%**	**0.36%**	**1.71%**	**1.48%**	**4.31%**
SubContracts Total	0	2	0	1	9	11	23
Percent of Contracts	**0.00%**	**8.70%**	**0.00%**	**4.35%**	**39.13%**	**47.83%**	**100%**
Individual Firms Utilized	0	1	0	1	4	7	13
Percent of Firms	**0.00%**	**7.69%**	**0.00%**	**7.69%**	**30.77%**	**53.85%**	**100%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

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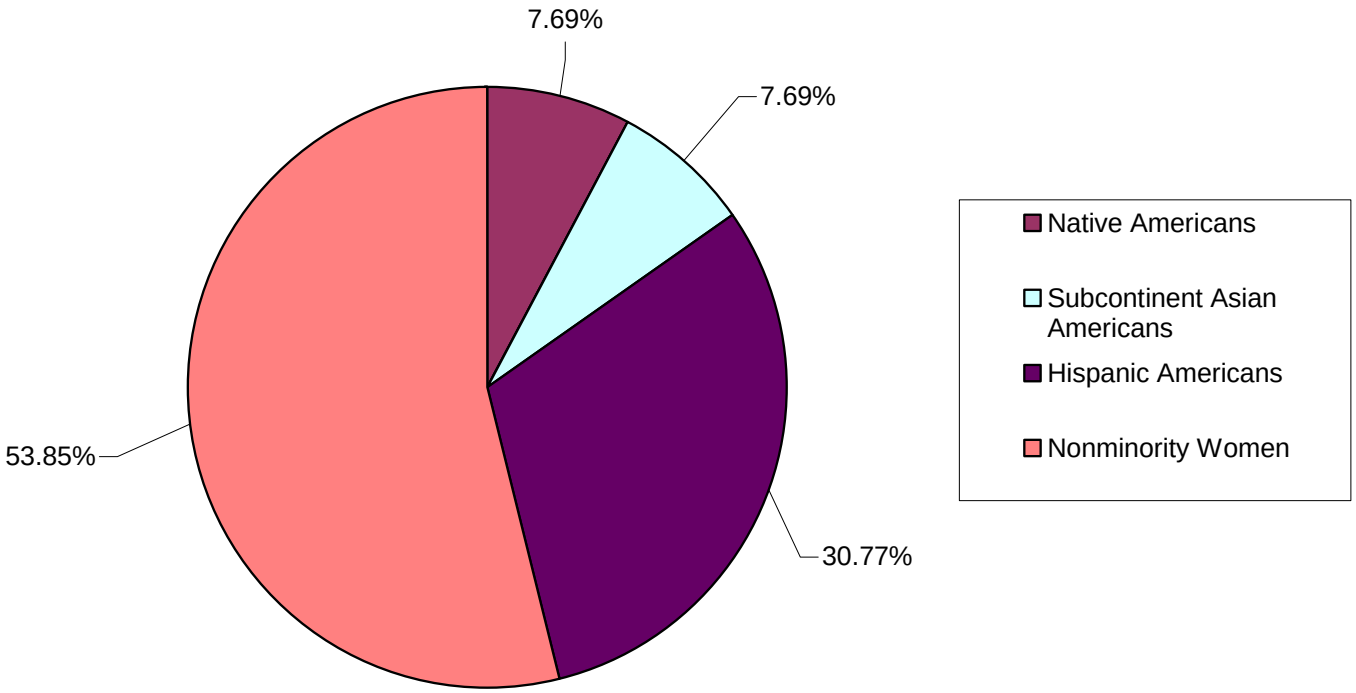
Professional Services
Subcontractor Utilization
Individual Firms



Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Subcontractor Disparity Analysis
Professional Services
Fiscal Years 2002-2006
City of Tucson

Ethnicity Classifications	# of Awarded Contracts	Contract Dollars	% of Dollars[1]	% of Firms Available[2]	Disparity Index[3]	Disparity Impact Under/Over Utilization
2002						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	0	$0	0.00%	2.84%	0.00	* Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	0	$0	0.00%	0.18%	0.00	* Underutilization
Hispanic Americans	1	$14,111	0.79%	9.77%	8.08	* Underutilization
Nonminority Women	0	$0	0.00%	9.95%	0.00	* Underutilization
2003						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	0	$0	0.00%	2.84%	0.00	* Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	0	$0	0.00%	0.18%	0.00	* Underutilization
Hispanic Americans	0	$0	0.00%	9.77%	0.00	* Underutilization
Nonminority Women	1	$4,499	0.23%	9.95%	2.31	* Underutilization
2004						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	2	$122,817	2.69%	2.84%	94.81	Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	0	$0	0.00%	0.18%	0.00	* Underutilization
Hispanic Americans	3	$151,466	3.32%	9.77%	33.99	* Underutilization
Nonminority Women	7	$209,700	4.60%	9.95%	46.21	* Underutilization
2005						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	0	$0	0.00%	2.84%	0.00	* Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	1	$59,324	2.36%	0.18%	1,308.37	Overutilization
Hispanic Americans	2	$45,460	1.80%	9.77%	18.47	* Underutilization
Nonminority Women	2	$11,073	0.44%	9.95%	4.42	* Underutilization
2006						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	0	$0	0.00%	2.84%	0.00	* Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	0	$0	0.00%	0.18%	0.00	* Underutilization
Hispanic Americans	3	$67,877	1.25%	9.77%	12.77	* Underutilization
Nonminority Women	1	$14,795	0.27%	9.95%	2.73	* Underutilization
OVERALL						
African Americans	0	$0	0.00%	3.20%	0.00	* Underutilization
Native Americans	2	$122,817	0.76%	2.84%	26.59	* Underutilization
Asian Pacific Americans	0	$0	0.00%	4.26%	0.00	* Underutilization
Subcontinent Asian Americans	1	$59,324	0.36%	0.18%	202.63	Overutilization
Hispanic Americans	9	$278,914	1.71%	9.77%	17.55	* Underutilization
Nonminority Women	11	$240,066	1.48%	9.95%	14.83	* Underutilization

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding
[1] The percentage of dollars from the prime utilization.
[2] The percentage of available firms.
[3] The disparity index is % utilization divided by % availability multiplied by 100.
* Significantly underutilized - disparity index below 80.00.

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CITY OF TUCSON
GOODS & SERVICES

Market Area Analysis
Fiscal Years 2002-2006
Goods & Services
City of Tucson

County, State	# of Contracts	% of Contracts	Dollars	% of Dollars	Cum%
PIMA, AZ	148	37.09%	$14,772,786.12	28.31%	28.31%
MARICOPA, AZ	119	29.82%	$8,007,136.94	15.34%	43.65%
SAN MATEO, CA	1	0.25%	$6,966,148.00	13.35%	57.00%
LOS ANGELES, CA	12	3.01%	$5,594,101.16	10.72%	67.72%
RIO ARRIBA, NM	1	0.25%	$2,200,000.00	4.22%	71.93%
EL PASO, CO	1	0.25%	$1,800,000.00	3.45%	75.38%
TARRANT, TX	3	0.75%	$1,298,337.00	2.49%	77.87%
VENTURA, CA	2	0.50%	$1,049,245.00	2.01%	79.88%
PINELLAS, FL	1	0.25%	$916,985.97	1.76%	81.64%
CONTRA COSTA, CA	2	0.50%	$708,750.00	1.36%	83.00%
SACRAMENTO, CA	1	0.25%	$674,653.00	1.29%	84.29%
SAN DIEGO, CA	2	0.50%	$624,755.60	1.20%	85.49%
ADAMS, CO	1	0.25%	$600,000.00	1.15%	86.64%
SOLANO, CA	1	0.25%	$520,800.00	1.00%	87.64%
GLOUCESTER, NJ	1	0.25%	$485,778.00	0.93%	88.57%
DALLAS, TX	4	1.00%	$287,588.00	0.55%	89.12%
HENNEPIN, MN	5	1.25%	$278,917.96	0.53%	89.65%
JACKSON, MO	2	0.50%	$265,979.97	0.51%	90.16%
ORANGE, CA	4	1.00%	$264,075.54	0.51%	90.67%
BEXAR, TX	2	0.50%	$244,295.52	0.47%	91.14%
AUGLAIZE, OH	1	0.25%	$228,445.60	0.44%	91.57%
COOK, IL	6	1.50%	$205,463.38	0.39%	91.97%
HOWARD, MD	1	0.25%	$200,000.00	0.38%	92.35%
BERGEN, NJ	1	0.25%	$197,181.30	0.38%	92.73%
OAKLAND, MI	1	0.25%	$191,600.00	0.37%	93.09%
ALAMEDA, CA	4	1.00%	$176,096.40	0.34%	93.43%
EAST BATON ROUGE, LA	1	0.25%	$174,225.00	0.33%	93.77%
LEWIS, WA	1	0.25%	$156,666.84	0.30%	94.07%
TRAVIS, TX	1	0.25%	$150,000.00	0.29%	94.35%
GWINNETT, GA	2	0.50%	$130,679.30	0.25%	94.60%
BEAUFORT, NC	1	0.25%	$115,715.19	0.22%	94.83%
BRAZOS, TX	1	0.25%	$114,130.00	0.22%	95.04%
SAN JUAN, NM	2	0.50%	$113,000.00	0.22%	95.26%
UTAH, UT	2	0.50%	$106,000.00	0.20%	95.46%
ARAPAHOE, CO	1	0.25%	$105,980.00	0.20%	95.67%
MONTGOMERY, MD	2	0.50%	$105,695.75	0.20%	95.87%
DAVIS, UT	1	0.25%	$100,485.00	0.19%	96.06%
COBB, GA	1	0.25%	$100,316.53	0.19%	96.25%
YUMA, AZ	1	0.25%	$95,140.00	0.18%	96.44%
DU PAGE, IL	1	0.25%	$95,000.00	0.18%	96.62%
UNION, SD	1	0.25%	$91,624.00	0.18%	96.79%
DISTRICT OF COLUMBIA,	1	0.25%	$90,000.00	0.17%	96.97%
CHITTENDEN, VT	1	0.25%	$90,000.00	0.17%	97.14%
COLLIN, TX	1	0.25%	$87,500.00	0.17%	97.31%
SALT LAKE, UT	4	1.00%	$82,163.47	0.16%	97.46%
CHESTER, PA	1	0.25%	$80,000.00	0.15%	97.62%
ALEXANDRIA CITY, VA	1	0.25%	$78,000.00	0.15%	97.77%
DUVAL, FL	1	0.25%	$75,000.00	0.14%	97.91%
SANTA CLARA, CA	1	0.25%	$66,165.31	0.13%	98.04%
HILLSBOROUGH, FL	1	0.25%	$64,000.00	0.12%	98.16%
FRANKLIN, NC	2	0.50%	$62,835.00	0.12%	98.28%
WESTMORELAND, PA	1	0.25%	$61,807.60	0.12%	98.40%
LEON, FL	1	0.25%	$54,500.00	0.10%	98.50%
NASSAU, NY	2	0.50%	$54,186.83	0.10%	98.61%
LUCAS, OH	1	0.25%	$50,000.00	0.10%	98.70%
MIDDLESEX, MA	1	0.25%	$48,451.52	0.09%	98.80%
DAKOTA, MN	1	0.25%	$47,395.00	0.09%	98.89%
MARION, IN	2	0.50%	$33,518.50	0.06%	98.95%
HAMPDEN, MA	1	0.25%	$32,674.40	0.06%	99.01%
FAIRFAX, VA	1	0.25%	$30,958.70	0.06%	99.07%
PHILADELPHIA, PA	2	0.50%	$30,905.26	0.06%	99.13%
MORRIS, NJ	1	0.25%	$28,000.00	0.05%	99.19%
TULSA, OK	1	0.25%	$27,370.00	0.05%	99.24%
ONONDAGA, NY	1	0.25%	$27,300.00	0.05%	99.29%
LARIMER, CO	1	0.25%	$26,043.39	0.05%	99.34%
KING, WA	1	0.25%	$25,934.00	0.05%	99.39%
VALENCIA, NM	1	0.25%	$25,000.00	0.05%	99.44%
NEVADA, CA	1	0.25%	$25,000.00	0.05%	99.49%
WESTCHESTER, NY	1	0.25%	$23,476.00	0.04%	99.53%
COCHISE, AZ	1	0.25%	$22,662.34	0.04%	99.57%
HARRIS, TX	1	0.25%	$22,000.00	0.04%	99.62%
OUACHITA, LA	1	0.25%	$20,000.00	0.04%	99.66%
ERIE, NY	1	0.25%	$18,890.00	0.04%	99.69%
CANADA	1	0.25%	$18,000.00	0.03%	99.73%
SULLIVAN, TN	1	0.25%	$17,961.00	0.03%	99.76%
HUNTERDON, NJ	1	0.25%	$17,101.42	0.03%	99.79%
GREGG, TX	1	0.25%	$16,738.40	0.03%	99.83%
DENVER, CO	1	0.25%	$15,000.00	0.03%	99.85%
SNOHOMISH, WA	1	0.25%	$15,000.00	0.03%	99.88%
MULTNOMAH, OR	1	0.25%	$14,229.08	0.03%	99.91%
YOUNG, TX	1	0.25%	$12,000.00	0.02%	99.93%
PASSAIC, NJ	1	0.25%	$10,254.00	0.02%	99.95%
LOUDOUN, VA	1	0.25%	$7,965.00	0.02%	99.97%
NUECES, TX	1	0.25%	$6,550.00	0.01%	99.98%
LAKE, IL	1	0.25%	$4,615.00	0.01%	99.99%
GRAFTON, NH	1	0.25%	$3,100.00	0.01%	100.00%
LORAIN, OH	1	0.25%	$2,494.00	0.00%	100.00%
Total	399	100.00%	$52,186,523	100.00%	

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Goods & Services
Relevant Market Area
Fiscal Years 2002 - 2006
City of Tucson

	Pima County, AZ	Maricopa County, AZ	San Mateo County, CA	Los Angeles County, CA	Rio Arriba County, NM	El Paso County, CO	Totals
Total Dollars	$14,772,786	$8,007,137	$6,966,148	$5,594,101	$2,200,000	$1,800,000	$39,340,172
Percent of Dollars	28.31%	15.34%	13.35%	10.72%	4.22%	3.45%	75.38%
Percent of Contracts	37.09%	29.82%	0.25%	3.01%	0.25%	0.25%	70.68%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Note: Total dollars awarded may not equal the total due to rounding

Goods & Services
Fiscal Years 2002-2006
Prime Contractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Dollars Awarded
2002	$25,000 **0.37%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$98,426 **1.47%**	$210,695 **3.14%**	$334,121 **4.98%**	$6,380,432 **95.02%**	$6,714,553
2003	$0 **0.00%**	$0 **0.00%**	$49,668 **0.98%**	$0 **0.00%**	$410,083 **8.07%**	$913,985 **17.98%**	$1,373,736 **27.02%**	$3,710,309 **72.98%**	$5,084,045
2004	$0 **0.00%**	$56,000 **0.32%**	$29,212 **0.17%**	$0 **0.00%**	$557,625 **3.19%**	$352,798 **2.02%**	$995,635 **5.70%**	$16,463,926 **94.30%**	$17,459,560
2005	$0 **0.00%**	$20,625 **0.44%**	$20,000 **0.42%**	$0 **0.00%**	$110,397 **2.34%**	$1,305,862 **27.71%**	$1,456,884 **30.92%**	$3,255,489 **69.08%**	$4,712,373
2006	$72,750 **1.35%**	$0 **0.00%**	$10,536 **0.20%**	$0 **0.00%**	$25,868 **0.48%**	$272,699 **5.08%**	$381,853 **7.11%**	$4,987,787 **92.89%**	$5,369,641
Total	$97,750 **0.25%**	$76,625 **0.19%**	$109,416 **0.28%**	$0 **0.00%**	$1,202,399 **3.06%**	$3,056,039 **7.77%**	$4,542,230 **11.55%**	$34,797,943 **88.45%**	$39,340,172

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Goods & Services
Fiscal Years 2002-2006
M/WBE Prime Contractor Utilization
Percentage of Total Dollars
Ethnicity Classification
City of Tucson

Fiscal Year	MBE (minority certified)	WBE (woman certified)	DBE (disadvantage certifed)	DBW (disadvantage woman certified)	SCM (self certified minority)	SCW (self certified woman)	SCWM (self certified minority woman)	Total M/WBEs (certified and non-certified)	Total Dollars Awarded
2002	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$123,426 **1.84%**	$210,695 **3.14%**	$0 **0.00%**	$334,121 **4.98%**	$6,714,553
2003	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$459,751 **9.04%**	$913,985 **17.98%**	$0 **0.00%**	$1,373,736 **27.02%**	$5,084,045
2004	$0 **0.00%**	$11 **0.00%**	$29,212 **0.17%**	$0 **0.00%**	$557,625 **3.19%**	$352,787 **2.02%**	$56,000 **0.32%**	$995,635 **5.70%**	$17,459,560
2005	$20,000 **0.42%**	$20,625 **0.44%**	$0 **0.00%**	$0 **0.00%**	$110,397 **2.34%**	$1,305,862 **27.71%**	$0 **0.00%**	$1,456,884 **30.92%**	$4,712,373
2006	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$0 **0.00%**	$109,154 **2.03%**	$272,699 **5.08%**	$0 **0.00%**	$381,853 **7.11%**	$5,369,641
Total	$20,000 **0.05%**	$20,636 **0.05%**	$29,212 **0.07%**	$0 **0.00%**	$1,360,354 **3.46%**	$3,056,029 **7.77%**	$56,000 **0.14%**	$4,542,230 **11.55%**	$39,340,172

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Goods & Services
Fiscal Years 2002-2006
Prime Contractor Utilization
Number of Contracts
City of Tucson

Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Contracts
2002	1 **2.22%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	1 **2.22%**	3 **6.67%**	5 **11.11%**	40 **88.89%**	45
2003	0 **0.00%**	0 **0.00%**	1 **1.49%**	0 **0.00%**	2 **2.99%**	7 **10.45%**	10 **14.93%**	57 **85.07%**	67
2004	0 **0.00%**	1 **1.64%**	1 **1.64%**	0 **0.00%**	2 **3.28%**	8 **13.11%**	12 **19.67%**	49 **80.33%**	61
2005	0 **0.00%**	1 **2.08%**	1 **2.08%**	0 **0.00%**	1 **2.08%**	5 **10.42%**	8 **16.67%**	40 **83.33%**	48
2006	1 **1.64%**	0 **0.00%**	1 **1.64%**	0 **0.00%**	1 **1.64%**	4 **6.56%**	7 **11.48%**	54 **88.52%**	61
Total Contracts	2 **0.71%**	2 **0.71%**	4 **1.42%**	0 **0.00%**	7 **2.48%**	27 **9.57%**	42 **14.89%**	240 **85.11%**	282

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Goods & Services
Fiscal Years 2002-2006
Prime Contractor Utilization
Number of Firms
City Tucson

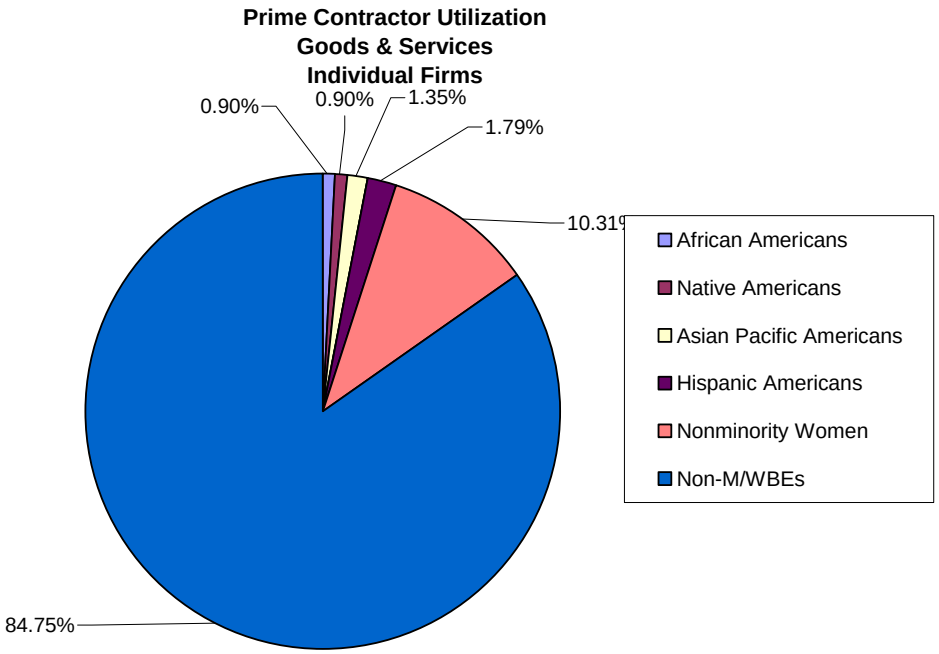
Fiscal Year	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	Total Firms
2002	1 **2.22%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	1 **2.22%**	3 **6.67%**	5 **11.11%**	40 **88.89%**	45
2003	0 **0.00%**	0 **0.00%**	1 **1.56%**	0 **0.00%**	2 **3.13%**	6 **9.38%**	9 **14.06%**	55 **85.94%**	64
2004	0 **0.00%**	1 **1.82%**	1 **1.82%**	0 **0.00%**	1 **1.82%**	8 **14.55%**	11 **20.00%**	44 **80.00%**	55
2005	0 **0.00%**	1 **2.38%**	1 **2.38%**	0 **0.00%**	1 **2.38%**	5 **11.90%**	8 **19.05%**	34 **80.95%**	42
2006	1 **1.75%**	0 **0.00%**	1 **1.75%**	0 **0.00%**	1 **1.75%**	4 **7.02%**	7 **12.28%**	50 **87.72%**	57
Total Firms	2 **0.76%**	2 **0.76%**	4 **1.52%**	0 **0.00%**	6 **2.28%**	26 **9.89%**	40 **15.21%**	223 **84.79%**	263

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Goods & Services
Fiscal Years 2002-2006
Prime Contractor Utilization
Individual Firms
City of Tucson

African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Non-M/WBEs	Total Firms
2 **0.90%**	2 **0.90%**	3 **1.35%**	0 **0.00%**	4 **1.79%**	23 **10.31%**	189 **84.75%**	223

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006



Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Goods & Services
Prime Contractor Utilization
City of Tucson
Fiscal Years 2002 - 2006

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	TOTALS
Total Contract Dollars	$97,750	$76,625	$109,416	$0	$1,202,399	$3,056,039	$4,542,230	$34,797,943	$39,340,172
Percent of Dollars	0.25%	0.19%	0.28%	0.00%	3.06%	7.77%	11.55%	88.45%	100.00%
Percent of Contracts	0.71%	0.71%	1.42%	0.00%	2.48%	9.57%	14.89%	85.11%	100.00%
Percent of Firms Utilized	0.90%	0.90%	1.35%	0.00%	1.79%	10.31%	15.25%	84.75%	100.00%

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Goods & Services
Prime Contractor Utilization
City of Tucson
Fiscal Years 2002 - 2006

	African Americans	Native Americans	Asian Pacific Americans	Subcontinent Asian Americans	Hispanic Americans	Nonminority Women	Total M/WBEs	Non-M/WBEs	TOTALS
Total Prime Contractor Dollars	$97,750	$76,625	$109,416	$0	$1,202,399	$3,056,039	$4,542,230	$34,797,943	$39,340,172
Percent of Dollars	**0.25%**	**0.19%**	**0.28%**	**0.00%**	**3.06%**	**7.77%**	**11.55%**	**88.45%**	**100.00%**
Total Number of Contracts	2	2	4	0	7	27	42	240	282
Percent of Contracts	**0.71%**	**0.71%**	**1.42%**	**0.00%**	**2.48%**	**9.57%**	**14.89%**	**85.11%**	**100.00%**
Individual Firms Utilized	2	2	3	0	4	23	34	189	223
Percent of Firms	**0.90%**	**0.90%**	**1.35%**	**0.00%**	**1.79%**	**10.31%**	**15.25%**	**84.75%**	**100.00%**

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006
Note: Total dollars awarded may not equal the total due to rounding

Prime Contractor Disparity Analysis
Goods & Services
Fiscal Years 2002-2006
City of Tucson

Ethnicity Classifications	# of Awarded Contracts	Contract Dollars	% of Dollars[1]	% of Firms Available[2]	Disparity Index[3]	Disparity Impact Under/Over Utilization
2002						
African Americans	1	$25,000	0.37%	0.38%	97.98	Underutilization
Native Americans	0	$0	0.00%	0.16%	0.00	* Underutilization
Asian Pacific Americans	0	$0	0.00%	0.64%	0.00	* Underutilization
Hispanic Americans	1	$98,426	1.47%	0.32%	458.08	Overutilization
Nonminority Women	3	$210,695	3.14%	7.22%	43.46	* Underutilization
2003						
African Americans	0	$0	0.00%	0.38%	0.00	* Underutilization
Native Americans	0	$0	0.00%	0.16%	0.00	* Underutilization
Asian Pacific Americans	1	$49,668	0.98%	0.64%	152.65	Overutilization
Hispanic Americans	2	$410,083	8.07%	0.32%	2,520.65	Overutilization
Nonminority Women	7	$913,985	17.98%	7.22%	249.00	Overutilization
2004						
African Americans	0	$0	0.00%	0.38%	0.00	* Underutilization
Native Americans	1	$56,000	0.32%	0.16%	200.46	Overutilization
Asian Pacific Americans	1	$29,212	0.17%	0.64%	26.14	* Underutilization
Hispanic Americans	2	$557,625	3.19%	0.32%	998.07	Overutilization
Nonminority Women	8	$352,798	2.02%	7.22%	27.99	* Underutilization
2005						
African Americans	0	$0	0.00%	0.38%	0.00	* Underutilization
Native Americans	1	$20,625	0.44%	0.16%	273.55	Overutilization
Asian Pacific Americans	1	$20,000	0.42%	0.64%	66.31	* Underutilization
Hispanic Americans	1	$110,397	2.34%	0.32%	732.10	Overutilization
Nonminority Women	5	$1,305,862	27.71%	7.22%	383.81	Overutilization
2006						
African Americans	1	$72,750	1.35%	0.38%	356.54	Overutilization
Native Americans	0	$0	0.00%	0.16%	0.00	* Underutilization
Asian Pacific Americans	1	$10,536	0.20%	0.64%	30.66	* Underutilization
Hispanic Americans	1	$25,868	0.48%	0.32%	150.55	Overutilization
Nonminority Women	4	$272,699	5.08%	7.22%	70.34	* Underutilization
OVERALL						
African Americans	2	$97,750	0.25%	0.38%	65.39	* Underutilization
Native Americans	2	$76,625	0.19%	0.16%	121.73	Overutilization
Asian Pacific Americans	4	$109,416	0.28%	0.64%	43.46	* Underutilization
Hispanic Americans	7	$1,202,399	3.06%	0.32%	955.13	Overutilization
Nonminority Women	27	$3,056,039	7.77%	7.22%	107.59	Overutilization

Source: City of Tucson for the period of January 1, 2002 through December 31, 2006

Note: Total dollars awarded may not equal the total due to rounding

[1] The percentage of dollars from the prime utilization.

[2] The percentage of available firms.

[3] The disparity index is % utilization divided by % availability multiplied by 100.

* Significantly underutilized - disparity index below 80.00.