

# City of Jacksonville



## Jacksonville Multi-Jurisdictional Disparity Study Volume 1

Final Report  
2013



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# **ACKNOWLEDGEMENT**

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# **CHAPTER 1: CONTRACTING AND PROCUREMENT POLICIES**

## **I. INTRODUCTION**

This chapter reviews the City of Jacksonville's (COJ) contracting and procurement policies and Florida laws governing Jacksonville's purchase of goods, construction, commodities, and other services during fiscal years October 1, 2005 through September 30, 2010.

Jacksonville is located in Duval County, one of 67 counties in the State of Florida. In 2000, Jacksonville's voters approved the Better Jacksonville Plan (BJP), a \$2.25 billion comprehensive growth management strategy to provide road and infrastructure improvements, environmental preservation, targeted economic development, and new and improved public facilities. The BJP is codified as Section 761 of Jacksonville's Code of Ordinances.

COJ's procurement is handled by the Procurement Division under the management of the Chief of Procurement. Jacksonville agencies and departments submit requisitions to the Procurement Division to initiate the procurement process. The Procurement Division oversees the solicitation process through the contract award.

## **II. GOVERNING LAWS AND REGULATIONS**

The applicable City and State laws governing purchasing in Jacksonville are outlined in Table 1.01 below:





**Table 1.01: Governing Laws and Regulations**

<b>CITY OF JACKSONVILLE ADMINISTRATIVE ORDINANCES</b>
City of Jacksonville, Florida, Code of Ordinances, Title V, Chapter 126 City of Jacksonville Small and Emerging Businesses Program, Ordinance 2004-602-E
<b>STATE OF FLORIDA LAWS</b>
Florida Statutes, Title XIX, Chapter 287, Part I and Part II Florida Statutes, Title XIX, Chapter 288, Part IV

**A. *City of Jacksonville Administrative Ordinances***

**1. City of Jacksonville, Florida, Code of Ordinances, Title V, Chapter 126**

Title V, Chapter 126 of Jacksonville's Code of Ordinances establishes the Procurement Division. The Procurement Division is responsible for purchasing the necessary and appropriate supplies, materials, equipment, personal property, contractual services, printing facilities, warehouse operations, insurance, and surety bonds.

**2. City of Jacksonville Small and Emerging Businesses Program, Ordinance 2004-602-E**

Ordinance 2004-602-E established the Jacksonville Small and Emerging Businesses (JSEB Program) in 2004. The purpose of the JSEB Program is to address issues impeding the progress of small businesses, including bonding and access to capital and training. The JSEB Program applies to the procurement of capital improvements, contractual services, professional design services, and professional services by COJ offices, departments, and funded entities.

**B. *State of Florida Laws***

**1. Florida Statutes, Title XIX, Chapter 287, Parts I and Part II**

Chapter 287, Part I enacted Florida Statute 287.055, is also called the Consultants' Competitive Negotiation Act (CCNA). The CCNA applies to the procurement of architecture, engineering, landscape architecture, registered surveying and mapping, and design-build projects. The CCNA sets forth specific requirements for competitive bid selection and competitive price negotiation for COJ procurements.



## **2. Florida Statutes, Title XIX, Chapter 288, Part IV**

Chapter 288, Part IV enacted Florida Statute 288.702, also called the Florida Small and Minority Business Assistance Act. The Act creates programs to address commercial development and capital improvements for Small Business Enterprises (SBEs) and Minority Business Enterprises (MBEs).

### **III. DEFINITIONS**

COJ's procurements standards define five industries:

- Capital Improvements<sup>1</sup> include the construction or reconstruction of a building, road, bridge, street or water facility, or sewer or storm water facility.<sup>2</sup>
- Commodities<sup>3</sup> include machine supplies, tools, parts, and small equipment.
- Contractual Services<sup>4</sup> include the rental, repair, and maintenance of equipment and personal property, as well as utilities.
- Professional Design Services<sup>5</sup> include architecture, professional engineering, landscape architecture, or registered surveying and mapping.
- Professional Services are services other than professional design services, and include medical practitioners and professionals; certified public accountants; audit services; attorneys; financial, political, personnel, and technological services; planning and management consultants; and insurance brokers for purposes of consulting, structuring coverage and procuring insurance.

### **IV. PROCUREMENT PROCESS OVERVIEW**

Procurement methods depend on the dollar threshold of the solicitation and the industry. The procurement process is intended to provide the best value for COJ while providing

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<sup>1</sup> Referred to as construction in this Study.

<sup>2</sup> The terms "capital improvements" and "construction" are used interchangeably. The term "capital improvements" is used when describing formal procurement procedures within the Procurement Chapter, and the term "construction" is used within the JSEB section of the Procurement Chapter.

<sup>3</sup> Referred to as goods and other services in the statistical chapters of this Study.

<sup>4</sup> Referred to as goods and other services in the statistical chapters of this Study.

<sup>5</sup> Referred to as architecture and engineering in this Study.



an open and fair process for vendors. COJ is also committed to increasing the involvement of JSEBs in the procurement process and providing JSEBs a fair opportunity to compete for all COJ contracts.

### **A. Informal Procurements**

- **All Goods and Services Less than \$50,000**

Telephone or written quotes are requested when the value of goods and services is less than \$50,000. At least one (1) vendor and up to four (4) vendors, depending on the dollar amount up to \$50,000, must be contacted, and the purchase order is issued to the lowest conforming bidder per the approval of the Chief of Procurement.

### **B. Formal Procurements**

The purchasing code requires that COJ use the formal procurement process for goods and services exceeding \$50,000, for non-Capital Improvement projects, and for Capital Improvement projects exceeding \$200,000.

#### **1. Request for Bid, Invitation for Bid, and Request for Proposal Process**

The formal procurement process varies with each procurement category. The processes for Request for Bid (RFB), Invitation for Bid (IFB), and Request for Proposal (RFP) are similar and consist of the following: bid/proposal preparation, authority to advertise and solicit, receipt and opening, evaluation, and contract award. Some RFPs may require a Request for Qualifications (RFQ) upon the approval of the Evaluation Committee.

#### **2. Competitive Sealed Bids for Capital Improvements, Commodities, and Contractual Services**

Competitive sealed bids are solicited for capital improvements, commodities, and contractual services using the RFB. Bids are advertised in COJ's *Financial News and Daily Record* newspaper for at least 20 business days prior to the RFB public opening date. The General Governmental Awards Committee (Awards Committee) and the Chief of Procurement award competitive sealed bids to the lowest responsive and responsible bidder meeting or exceeding advertised specifications.

The solicitation process includes the following general requirements; the RFB must include the location, date, and time at which proposals are due, and the bid openings must be publicly held at a location specified on the solicitation.



### **3. Competitive Sealed Bids for Professional Services**

Competitive sealed bids are solicited for professional services using the RFP process. In addition to the requirements and solicitation process for competitive sealed bids for capital improvements, commodities, and contractual services contracts, the formal procurement of professional services is subject to evaluation by the Professional Services Evaluation Committee (Evaluation Committee) prior to a contract award. The Evaluation Committee identifies a minimum of three (3) qualified, interested, and available proposers, and will negotiate to select the lowest responsive and responsible bidder.

### **4. Multi-Step Competitive Sealed Bids for Capital Improvements, Commodities, and Contractual Services**

Multi-step competitive sealed bids are solicited for capital improvements, commodities, and contractual services using the IFB process. Multi-step competitive sealed bids are designed to obtain the benefits of competitive sealed bidding by obtaining the benefits of the competitive sealed proposal procedure to solicit technical offers and awarding a contract to the lowest responsive and responsible bidder.

In addition to the requirements and solicitation process for competitive sealed bids, multi-step competitive sealed bids require bidders to submit an un-priced technical offering and a priced bid. The IFB establishes the place, date, and time at which both the technical offering and priced bid must be submitted. The technical offering and the priced bid must be submitted in separate sealed envelopes. Multi-step competitive sealed bids are awarded to the lowest responsive and responsible bidder.

### **5. Competitive Sealed Proposals for Capital Improvements, Commodities, and Contractual Services**

Competitive sealed proposals are solicited for capital improvements, commodities, and contractual services contracts using the RFP process. The Procurement Department makes the RFP public, and publishes it in a newspaper of general circulation in Jacksonville at least 20 business days prior to the public opening date set forth in the RFP. The Awards Committee and/or the Competitive Sealed Proposal Evaluation Committee (CSPEC) award contracts using the competitive sealed proposals to the lowest responsive and responsible bidder meeting or exceeding advertised specifications. In addition to the requirements set forth for competitive sealed bids, the competitive sealed proposal includes the following general requirement:

- The CSPEC will evaluate proposals based on price, in determining acceptability and/or responsiveness of the proposals and in establishing the contract award.



## **6. Competitive Sealed Proposals for Design Contracts**

Competitive sealed proposals are solicited for professional design contracts exceeding \$50,000 using the RFP process. The CCNA sets standards and regulations for the acquisition of professional design contracts. The CCNA requires the selection of at least three (3) bidders, based on competence and qualifications when soliciting design-build contracts. There are two committees with authority to award competitive sealed proposals. They are the Awards Committee and the Evaluation Committee (Committees). The Committees award the contract to the lowest responsive and responsible bidder meeting or exceeding advertised specifications.

In addition to the requirements set forth for competitive sealed proposals for capital improvements, commodities, and contractual services, the competitive sealed proposal for professional design services includes other requirements. The Evaluation Committee will evaluate proposals based on price; demonstrated compliance with the design requirements or design criteria package; qualifications; bonding, insurance, and financial capacity; project schedule; licensing, certification, and registration; and other factors approved by the Evaluation Committee.

### ***C. Other Procurements***

#### **1. Emergency Purchases**

“Emergencies” are defined as conditions that threaten public health, welfare, or safety, or cause disruptions or stoppages of operations that could cause an economic loss to COJ, its customers, or tenants. Emergency purchase of goods and services is exempt from the formal procurement process. COJ’s agency or department experiencing the emergency must notify the Chief of Procurement, who will either make the purchase or authorize the agency or department to make the purchase. Prior to making the emergency purchase, the Chief of Procurement or the using agency or department must secure competitive telephone bids and select the lowest responsible bidder whenever practical. A complete record of the reason for the emergency purchase must be maintained by the Chief of Procurement and submitted on a monthly basis to the Mayor.

#### **2. Exempt Purchases**

Purchases of certain professional services and commodities are exempt from the formal procurement process unless the exemption is removed by the Mayor or City Council. Before making the exempt purchase, the agency or department must notify the Chief of Procurement. The following are non-emergency exempt purchases:

- Artistic services or performances;
- Lectures by individuals;



- Health services, including examination, diagnosis, treatment, prevention, medical consultation, or administration;
- Services provided to individuals with mental or physical disabilities by non-profit organizations;
- Prevention services related to mental health operated by non-profit organizations, including drug abuse prevention programs, child abuse prevention programs, and shelters for runaways;
- Supplies, services, or commodities provided by government entities or agencies;
- Supplies or services provided by those specifically prescribed within authorizing legislation that appropriates the same; and
- Supplies or services procured utilizing General Services Administration, State of Florida, and other contracts and agreements that have been competitively procured, awarded, and contracted.

### **3. Proprietary Source Purchases**

Proprietary source purchases include commodities, such as replacement parts and warranty-related or required maintenance services for products and equipment previously purchased by COJ, which may only be efficiently and effectively provided from one justifiable source. Proprietary source purchases are exempt from the formal procurement process and can only be made upon a recommendation by the Chief of Procurement. Proprietary source purchases must be posted on the Procurement Division's website for a minimum of seven (7) days prior to awarding a contract. The department must submit a written justification for each proprietary purchase to the Chief of Procurement, including a sufficient explanation as to why only the proposed make or kind of goods or services will satisfactorily fulfill needs.

### **4. Sole Source Purchases**

Sole source purchases include patented and manufactured products. Sole source purchases are exempt from the formal procurement process and can only be made upon the recommendation by the Chief of Procurement. Sole source purchases must be posted on the Procurement Division's website for a minimum of seven (7) days prior to awarding a contract. The department must submit a written justification to the Chief of Procurement for each sole source purchase, including a sufficient explanation as to why only the selected goods or services are satisfactorily fulfilling the need.

## **V. JACKSONVILLE SMALL EMERGING BUSINESS PROGRAM**



COJ performed disparity studies in 1990 and 2002. Both disparity studies found underutilization of minority and female-owned businesses in COJ contracts. In response,

COJ created the Small Business Enterprise/Small Disadvantaged Business Program (SBE/SDBE Program).

Originally, the SBE/SDBE Program was open to any MBE, regardless of the business location or the qualifying business owner's residency. However, the SBE/SDBE Program was replaced by the JSEB Program in accordance with ordinance 2004-602-E, and ordinance 2005-944 amended the JSEB Program to state that only businesses certified as MBE by a certification agency approved by COJ are eligible.

The Equal Business Opportunity/Contract Compliance (EBO) Division was established to manage the JSEB Program. The Director of the EBO Division is responsible for the implementation of the JSEB Program.

### **1. Goals of the JSEB Program**

A minimum of twenty percent of COJ's contract dollars in the Capital Improvement Program should be awarded to JSEBs. In order to reach the 20 percent JSEB Program goal, opportunities for prime contracting are created by unbundling procurement packages into smaller components, and by separating work that requires licenses from those that do not into separate bids or proposal requests. In addition, vertical construction projects provide opportunities through subcontracting, and horizontal construction projects maximize opportunities primarily through prime contracting.

Annual MBE goals are set by COJ's Procurement Division. The goals are set for construction, construction-related professional services, contractual services, and commodities contracts.

The JSEB Program Coordinator is responsible for monitoring and enforcing the compliance of JSEB participation requirements. The JSEB Program Coordinator must generate JSEB Expenditure Reports that list total expenditures to JSEBs as a percentage of all COJ expenditures.



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# **CHAPTER 2: PRIME CONTRACTOR UTILIZATION ANALYSIS**

## **I. INTRODUCTION**

This chapter documents the City of Jacksonville's (COJ's) utilization of M/WBE prime contractors by ethnicity and gender during the study period from October 1, 2005 to September 30, 2010. COJ provided Mason Tillman 967 prime contracts awarded during the study period for analysis excluding contracts awarded to non-profits, government entities, and multi-national corporations. The 967 contracts represent the entire prime dataset analyzed. A breakdown by fiscal year is presented in the appendix. The analysis of COJ's expenditures during the study period was classified into four industries—construction, architecture and engineering, professional services, and goods and other services. Construction includes construction, capital improvements, construction management services, and design-build projects. Architecture and engineering include professional design services, and architect-engineer and land surveying services. Professional services include services by medical practitioners and professionals, certified public accountants; audit services, attorneys; financial, political, personnel, and technological services, systems, planning and management consultants, and insurance brokers for purposes of consulting, structuring coverage and procuring insurance. Goods and other services include commodities, supplies, goods, and commodity products.

The data in the Study is disaggregated into eight ethnic and gender groups. The eight groups are listed in Table 2.01.

**Table 2.01: Business Ethnic and Gender Groups**

<b>Ethnicity and Gender Category</b>	<b>Definition</b>
African American Businesses	Businesses owned by male and female African Americans
Asian American Businesses	Businesses owned by male and female Asian-Pacific and Subcontinent Asian Americans
Hispanic American Businesses	Businesses owned by male and female Hispanic Americans
Native American Businesses	Businesses owned by male and female Native Americans





Ethnicity and Gender Category	Definition
Minority Business Enterprises	Businesses owned by African American, Asian American, Hispanic American, and Native American males and females
Women Business Enterprises	Businesses owned by Caucasian females
Minority and Women Business Enterprises	Businesses owned by Minority males, Minority females, and Caucasian females
Non-Minority Male Business Enterprises	Businesses owned by Caucasian males, and businesses that could not be identified as minority- or female-owned <sup>1</sup>

## **II. PRIME CONTRACT DATA SOURCES**

The prime contractor records are payment data extracted from COJ's financial system. The payments were issued during the October 1, 2005 to September 30, 2010 study period. Payments were grouped by Transaction ID to create unique transactions. In this Study, all unique transactions are referred to as contracts.

Each COJ contract was classified into one of the four industries. Mason Tillman worked closely with COJ to classify the contracts into the appropriate industry by using both Object and Organization codes. Cooperative agreements and contracts with non-profits, government agencies, and utilities were excluded from the Study. The industry classifications were reviewed and approved by COJ.

After the industry classifications were approved by COJ, the ethnicity and gender of each prime contractor was verified. The ethnicity and gender information COJ maintained for prime contractors was incomplete. Therefore, the ethnicity and gender information for many prime contractors had to be reconstructed. The need for reconstruction is a common problem with government records. Since ethnicity and gender information is central to the validity of the prime contractor utilization analysis, Mason Tillman conducted research to reconstruct the ethnicity and gender for each contractor.

The prime contractor names were cross-referenced with certification lists, chambers of commerce lists, and trade organization membership directories. Websites were also reviewed for ethnicity and gender of the business owner. Prime contractors whose ethnicity and gender could not be verified through published sources were surveyed. Mason Tillman also submitted the utilized vendor list to COJ to review for ethnicity and gender classifications known to COJ. Once the contract records were cleaned and the ethnicity and gender verified, the utilization analysis was performed.

<sup>1</sup> See Section II: Prime Contract Data Sources for the methodology employed to identify the ethnicity and gender of COJ's utilized prime contractors.



### **III. PRIME CONTRACTOR UTILIZATION THRESHOLDS**

Contracts within each of the four industries were analyzed at three dollar levels. One category included all contracts regardless of award amount. A second category included all contracts under \$500,000. The third category included informal contracts. For construction the informal contract level is \$200,000 and under, for professional services it is \$50,000 and under, and for goods and other services it is \$50,000 and under. There is no informal contract threshold for architecture and engineering. The informal contract threshold set forth in COJ's procurement manual for construction, professional services, and goods and other services was applied to the analysis of small prime contracts for the three industries.

The threshold for the formal contracts was defined by consideration by the law and COJ's contracting practices. M/WBE goals cannot be assigned to the award of prime contracts even where there is a finding of statistically significant disparity because set asides of competitively bid prime contracts is not permissible by law. Thus the \$500,000 threshold, which represents 79 percent of all prime contracts awarded by COJ, was set for the prime contract disparity analysis. There was also demonstrated capacity within the pool of M/WBEs willing to perform very large, competitively bid City's contracts.

**Table 2.02: Informal Contract Thresholds for COJ**

<b>Industry</b>	<b>Informal Contract Threshold</b>
Construction	\$200,000
Professional Services	\$50,000
Goods and Other Services	\$50,000



## **IV. PRIME CONTRACTOR UTILIZATION**

### **A. All Prime Contractors**

As depicted in Table 2.03, COJ provided for analysis 967 prime contracts awarded during the October 1, 2005 to September 30, 2010 study period. The 967 contracts included 350 for construction, 67 for architecture and engineering, 17 for professional services, and 533 for goods and other services.

The payments made by COJ during the study period totaled \$1,020,092,299 for all 967 contracts. Payments included \$583,653,072 for construction, \$128,615,128 for architecture and engineering, \$14,539,857 for professional services, and \$293,284,242 for goods and other services.

**Table 2.03: Total Prime Contracts and Dollars Expended:  
All Industries, October 1, 2005 to September 30, 2010**

<b>Industry</b>	<b>Total Number of Contracts</b>	<b>Total Dollars Expended</b>
Construction	350	\$583,653,072
Architecture and Engineering	67	\$128,615,128
Professional Services	17	\$14,539,857
Goods and Other Services	533	\$293,284,242
<b>Total Expenditures</b>	<b>967</b>	<b>\$1,020,092,299</b>



## **B. Highly Used Prime Contractors**

COJ awarded a total of 967 construction, architecture and engineering, professional services, and goods and other services prime contracts during the study period. As depicted in Table 2.04, COJ's 967 prime contracts were received by 491 unique vendors.

**Table 2.04: Total Prime Contracts**

<b>Prime Contracts/ Vendors/Dollars</b>	<b>Number of Contracts/ Vendors/Dollars</b>
Total Prime Contracts	967
Total Utilized Vendors	491
Total Expenditures	\$1,020,092,299

An analysis was performed to determine the number of the 491 vendors that received 70 percent of the dollars COJ awarded. The analysis determined that 38 vendors, representing 7.74 percent of the 491 vendors, received 70 percent of the total prime contract dollars.

Table 2.05 below presents the distribution of COJ's prime contracts according to the number of vendors. Thirty-eight of the 491 vendors received \$714,599,540 or 70 percent of the total prime contract dollars. These numbers illustrate that a small group of prime contractors received the majority of dollars COJ spent.

**Table 2.05: Distribution of All Prime Contracts by Number of Vendors**

<b>Vendors</b>	<b>Total Dollars Received</b>	<b>Percent of Dollars Received<sup>2</sup></b>	<b>Number of Contracts Awarded</b>	<b>Percent of Contracts Awarded</b>
38 Highly Used Vendors	\$714,599,540	70%	165	17.06%
<b>491 Total Vendors</b>	<b>\$1,020,092,299</b>	<b>100%</b>	<b>967</b>	<b>100.00%</b>

Table 2.06 presents the ethnic and gender profile of the 17 most highly used prime contractors, representing 50 percent of dollars spent. These 17 prime contractors included Non-Minority Male businesses. All of the highly used prime contractor expenditures went to Non-Minority Male businesses. The individual contracts received by these 17 businesses ranged from \$4,800 to \$65,264,977.97.

<sup>2</sup> Percentages are rounded to the nearest whole number.



**Table 2.06: Top 17 Highly Used Prime Contractors**

<b>Ethnicity/ Gender<sup>3</sup></b>	<b>Total Dollars</b>	<b>Percent of Dollars<sup>4</sup></b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>
Non-Minority Males	\$509,263,736	50%	67	6.93%

COJ awarded a total of 350 construction prime contracts during the study period. As depicted in Table 2.07, COJ's 350 construction prime contracts, including construction management and design-build contracts, were received by 132 unique vendors.

**Table 2.07: Construction Prime Contracts**

<b>Prime Contracts/ Vendors/Dollars</b>	<b>Number of Contracts/ Vendors/Dollars</b>
Total Prime Contracts	350
Total Utilized Vendors	132
Total Expenditures	\$583,563,072

An analysis was performed to determine the number of the 132 vendors that received at least 70 percent of the construction prime contract dollars. The analysis determined that 17 vendors, representing 12.88 percent of the 132 vendors, received 71 percent of the construction prime contract dollars.

Table 2.08 below presents the distribution of COJ's construction prime contracts according to the number of vendors. Seventeen of the 132 vendors received \$412,789,361 or 71 percent of the prime contract dollars. These numbers illustrate that a small group of prime contractors received the majority of construction prime contract dollars COJ spent.

**Table 2.08: Distribution of Construction Prime Contracts by Number of Vendors**

<b>Vendors</b>	<b>Total Dollars Received</b>	<b>Percent of Dollars Received<sup>5</sup></b>	<b>Number of Contracts Awarded</b>	<b>Percent of Contracts Awarded</b>
17 Highly Used Vendors	\$412,789,361	71%	70	20.00%
<b>132 Total Vendors</b>	<b>\$471,855,178</b>	<b>100%</b>	<b>350</b>	<b>100.00%</b>

<sup>3</sup> African Americans, Asian Americans, Hispanic Americans, Native Americans, and Caucasian Females were omitted from the table because they were not highly used.

<sup>4</sup> Percentages are rounded to the nearest whole number.

<sup>5</sup> Percentages are rounded to the nearest whole number.



Table 2.09 presents the ethnic and gender profile of nine of the 17 most highly used construction prime contractors, representing 51 percent of dollars spent. These nine highly used construction prime contractors included Non-Minority Male businesses. All of the highly used construction prime contractor expenditures went to Non-Minority Male businesses. The individual contracts received by these nine businesses ranged from \$77,789 to \$65,264,977.97.

**Table 2.09: Top Nine Highly Used Construction Prime Contractors**

<b>Ethnicity/ Gender<sup>6</sup></b>	<b>Total Dollars</b>	<b>Percent of Dollars<sup>7</sup></b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>
Non-Minority Males	\$299,509,386	51%	42	12.00%

COJ awarded a total of 67 architecture and engineering prime contracts during the study period. As depicted in Table 2.10, COJ's 67 architecture and engineering prime contracts were received by 48 unique vendors.

**Table 2.10: Architecture and Engineering Prime Contracts**

<b>Prime Contracts/ Vendors/Dollars</b>	<b>Number of Contracts/ Vendors/Dollars</b>
Total Prime Contracts	67
Total Utilized Vendors	48
Total Expenditures	\$128,615,128



<sup>6</sup> African Americans, Asian Americans, Hispanic Americans, and Native Americans were omitted from the table because they were not highly used.

<sup>7</sup> Percentages are rounded to the nearest whole number.

An analysis was performed to determine the number of the 48 vendors that received at least 70 percent of the dollars COJ awarded on architecture and engineering prime contracts. The analysis determined that seven vendors, representing 14.58 percent of percent of the 48 vendors, received 73 percent of the total architecture and engineering prime contract dollars.

Table 2.11 below presents the distribution of COJ's architecture and engineering prime contracts according to the number of vendors. Seven of the 48 vendors received \$93,890,475 or 73 percent of the prime contract dollars. These numbers illustrate that a small group of prime contractors received the majority of the architecture and engineering prime contract dollars COJ spent.

**Table 2.11: Distribution of Architecture and Engineering Prime Contracts by Number of Vendors**

<b>Vendors</b>	<b>Total Dollars Received</b>	<b>Percent of Dollars Received<sup>8</sup></b>	<b>Number of Contracts Awarded</b>	<b>Percent of Contracts Awarded</b>
7 Highly Used Vendors	\$93,890,475	73%	13	19.40%
<b>48 Total Vendors</b>	<b>\$128,615,128</b>	<b>100%</b>	<b>67</b>	<b>100.00%</b>

Table 2.12 presents the ethnic and gender profile of three of the seven most highly used architecture and engineering prime contractors, representing 52 percent of dollars spent. These three highly used architecture and engineering prime contractors were Non-Minority Male businesses. The individual contracts received by these three businesses ranged from \$5,000,000 to \$33,374,391.73.

**Table 2.12: Top Three Highly Used Architecture and Engineering Prime Contractors**

<b>Ethnicity/ Gender<sup>9</sup></b>	<b>Total Dollars</b>	<b>Percent of Dollars<sup>10</sup></b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>
Non-Minority Males	\$67,173,653	52%	4	5.97%

<sup>8</sup> Percentages are rounded to the nearest whole number.

<sup>9</sup> African Americans, Asian Americans, Hispanic Americans, Native Americans, and Caucasian Females were omitted from the table because they were not highly used.

<sup>10</sup> Percentages are rounded to the nearest whole number.



COJ awarded 17 professional services prime contracts during the study period. As depicted in Table 2.13, COJ's 17 professional services prime contracts were received by 16 vendors.

**Table 2.13: Professional Services Prime Contracts**

<b>Prime Contracts/ Vendors/Dollars</b>	<b>Number of Contracts/ Vendors/Dollars</b>
Total Prime Contracts	17
Total Utilized Vendors	16
Total Expenditures	\$14,539,857

An analysis was performed to determine the number of the 16 vendors that received at least 70 percent of the professional services prime contract dollars COJ awarded. The analysis determined that four vendors, representing 25 percent of the 16 vendors, received 82 percent of the total professional services prime contract dollars.

Table 2.14 below presents the distribution of COJ's professional services prime contracts according to the number of vendors. Four of the 16 vendors received \$11,995,050 or 82 percent of the prime contract dollars. These numbers illustrate that a small group of prime contractors received the majority of the professional services prime contract dollars COJ spent.

**Table 2.14: Distribution of Professional Services Prime Contracts  
by Number of Vendors**

<b>Vendors</b>	<b>Total Dollars Received</b>	<b>Percent of Dollars Received<sup>11</sup></b>	<b>Number of Contracts Awarded</b>	<b>Percent of Contracts Awarded</b>
4 Highly Used Vendors	\$11,995,050	82%	4	23.53%
<b>16 Total Vendors</b>	<b>\$14,539,857</b>	<b>100%</b>	<b>17</b>	<b>100.00%</b>

<sup>11</sup> Percentages are rounded to the nearest whole number.





Table 2.15 presents the ethnic and gender profile of two of the four most highly used professional services prime contractors, representing 54 percent of dollars spent. These two highly used professional services prime contractors included a Non-Minority Male and a Caucasian Female business. The majority of the highly used professional services prime contractor expenditures went to Non-Minority Male businesses. The individual contracts received by these two businesses ranged from \$3,457,956.74 to \$4,417,434.34.

**Table 2.15: Top Two Highly Used Professional Services Prime Contractors**

<b>Ethnicity/ Gender<sup>12</sup></b>	<b>Total Dollars</b>	<b>Percent of Dollars</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>
Non-Minority Males	\$4,417,434	30.38%	1	5.88%
Caucasian Females	\$3,457,957	23.78%	1	5.88%

COJ awarded a total of 533 goods and other services prime contracts during the study period. As depicted in Table 2.16, COJ's 533 goods and other services prime contracts were received by 305 vendors.

**Table 2.16: Goods and Other Services Prime Contracts, Utilized Vendors, and Dollars Expended: October 1, 2005 to September 30, 2010**

<b>Prime Contracts/ Vendors/Dollars</b>	<b>Number of Contracts/ Vendors/Dollars</b>
Total Prime Contracts	533
Total Utilized Vendors	305
Total Expenditures	\$293,284,242

An analysis of was performed to determine the number of the 305 vendors that received approximately 70 percent of the goods and other services prime contract dollars COJ awarded. The analysis determined that 21 vendors, representing 6.89 percent of the 305 vendors, received 70 percent of the total goods and other services prime contract dollars.



<sup>12</sup> African Americans, Asian Americans, Hispanic Americans, and Native Americans were omitted from the table because they were not highly used.

Table 2.17 below presents the distribution of COJ's goods and other services prime contracts according to the number of vendors. Twenty-one of the 305 vendors received \$205,609,846 or 70 percent of the prime contract dollars. These numbers illustrate that a small group of prime contractors received the majority of the goods and other services prime contract dollars COJ spent.

**Table 2.17: Distribution of Goods and Other Services Prime Contracts by Number of Vendors**

<b>Vendors</b>	<b>Total Dollars Received</b>	<b>Percent of Dollars Received<sup>13</sup></b>	<b>Number of Contracts Awarded</b>	<b>Percent of Contracts Awarded</b>
21 Highly Used Vendors	\$205,609,846	70%	71	13.32%
<b>305 Total Vendors</b>	<b>\$293,284,242</b>	<b>100%</b>	<b>533</b>	<b>100.00%</b>

Table 2.18 presents the ethnic and gender profile of nine of the 21 most highly used goods and other services prime contractors, representing 50 percent of dollars spent. These nine highly used goods and other services prime contractors included Non-Minority Male, Caucasian Female, and African American businesses. The majority of the highly used goods and other services prime contractor expenditures went to Non-Minority Male businesses; African American businesses received the fewest dollars of the highly used vendors. The individual contracts received by these nine businesses ranged from \$4,800 to \$29,547,980.45.

**Table 2.18: Top 10 Highly Used Goods and Other Services Prime Contractors**

<b>Ethnicity/ Gender<sup>14</sup></b>	<b>Total Dollars</b>	<b>Percent of Dollars</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>
Non-Minority Males	\$121,584,556	41.46%	18	3.38%
Caucasian Females	\$17,520,460	5.97%	3	0.56%
African Americans	\$7,209,917	2.46%	4	0.75%

<sup>13</sup> Percentages are rounded to the nearest whole number.

<sup>14</sup> Asian Americans, Hispanic Americans, and Native Americans were omitted from the table because they were not highly used.



## **C. All Prime Contracts by Industry**

### **1. Construction Prime Contractor Utilization: All Contracts**

Table 2.19 summarizes all prime contract dollars expended on the construction prime contracts COJ provided for the analysis. Minority Business Enterprises received 5.1 percent of the construction prime contract dollars; Women Business Enterprises received 3.24 percent; and Non-Minority Male Business Enterprises received 91.66 percent.

*African Americans* received 63 or 18 percent of the construction contracts during the study period, representing \$19,660,045 or 3.37 percent of the contract dollars.

*Asian Americans* received six or 1.71 percent of the construction contracts during the study period, representing \$2,244,033 or 0.38 percent of the contract dollars.

*Hispanic Americans* received 17 or 4.86 percent of the construction contracts during the study period, representing \$7,379,252 or 1.26 percent of the contract dollars.

*Native Americans* received three or 0.86 percent of the construction contracts during the study period, representing \$498,719 or 0.09 percent of the contract dollars.

*Minority Business Enterprises* received 89 or 25.43 percent of the construction contracts during the study period, representing \$29,782,049 or 5.1 percent of the contract dollars.

*Women Business Enterprises* received 58 or 16.57 percent of the construction contracts during the study period, representing \$18,890,861 or 3.24 percent of the contract dollars.

*Minority and Women Business Enterprises* received 147 or 42 percent of the construction contracts during the study period, representing \$48,672,910 or 8.34 percent of the contract dollars.

*Non-Minority Male Business Enterprises* received 203 or 58 percent of the construction contracts during the study period, representing \$534,980,162 or 91.66 percent of the contract dollars.



**Table 2.19: Construction Prime Contractor Utilization:  
All Contracts, October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	63	18.00%	\$19,660,045	3.37%
Asian Americans	6	1.71%	\$2,244,033	0.38%
Hispanic Americans	17	4.86%	\$7,379,252	1.26%
Native Americans	3	0.86%	\$498,719	0.09%
Caucasian Females	58	16.57%	\$18,890,861	3.24%
Non-Minority Males	203	58.00%	\$534,980,162	91.66%
<b>TOTAL</b>	<b>350</b>	<b>100.00%</b>	<b>\$583,653,072</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	63	18.00%	\$19,660,045	3.37%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	6	1.71%	\$2,244,033	0.38%
Hispanic American Females	3	0.86%	\$1,359,224	0.23%
Hispanic American Males	14	4.00%	\$6,020,028	1.03%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	3	0.86%	\$498,719	0.09%
Caucasian Females	58	16.57%	\$18,890,861	3.24%
Non-Minority Males	203	58.00%	\$534,980,162	91.66%
<b>TOTAL</b>	<b>350</b>	<b>100.00%</b>	<b>\$583,653,072</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	3	0.86%	\$1,359,224	0.23%
Minority Males	86	24.57%	\$28,422,824	4.87%
Caucasian Females	58	16.57%	\$18,890,861	3.24%
Non-Minority Males	203	58.00%	\$534,980,162	91.66%
<b>TOTAL</b>	<b>350</b>	<b>100.00%</b>	<b>\$583,653,072</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	89	25.43%	\$29,782,049	5.10%
Women Business Enterprises	58	16.57%	\$18,890,861	3.24%
<b>Minority and Women Business Enterprises</b>	<b>147</b>	<b>42.00%</b>	<b>\$48,672,910</b>	<b>8.34%</b>
Non-Minority Male Business Enterprises	203	58.00%	\$534,980,162	91.66%
<b>TOTAL</b>	<b>350</b>	<b>100.00%</b>	<b>\$583,653,072</b>	<b>100.00%</b>



## **2. Architecture and Engineering Prime Contractor Utilization: All Contracts**

Table 2.20 summarizes all prime contract dollars expended on architecture and engineering prime contracts COJ provided for the analysis. Minority Business Enterprises received 0.49 percent of the architecture and engineering prime contract dollars; Women Business Enterprises received 8.39 percent; and Non-Minority Male Business Enterprises received 91.12 percent.

*African Americans* received none of the architecture and engineering contracts during the study period.

*Asian Americans* received one or 1.49 percent of the architecture and engineering contracts during the study period, representing \$22,524 or 0.02 percent of the contract dollars.

*Hispanic Americans* received two or 2.99 percent of the architecture and engineering contracts during the study period, representing \$603,138 or 0.47 percent of the contract dollars.

*Native Americans* received none of the architecture and engineering contracts during the study period.

*Minority Business Enterprises* received three or 4.48 percent of the architecture and engineering contracts during the study period, representing \$625,662 or 0.49 percent of the contract dollars.

*Women Business Enterprises* received 14 or 20.9 percent of the architecture and engineering contracts during the study period, representing \$10,793,051 or 8.39 percent of the contract dollars.

*Minority and Women Business Enterprises* received 17 or 25.37 percent of the architecture and engineering contracts during the study period, representing \$11,418,713 or 8.88 percent of the contract dollars.

*Non-Minority Male Business Enterprises* received 50 or 74.63 percent of the architecture and engineering contracts during the study period, representing \$117,196,415 or 91.12 percent of the contract dollars.



**Table 2.20: Architecture and Engineering Prime Contractor Utilization:  
All Contracts, October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	1	1.49%	\$22,524	0.02%
Hispanic Americans	2	2.99%	\$603,138	0.47%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	14	20.90%	\$10,793,051	8.39%
Non-Minority Males	50	74.63%	\$117,196,415	91.12%
<b>TOTAL</b>	<b>67</b>	<b>100.00%</b>	<b>\$128,615,128</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	1	1.49%	\$22,524	0.02%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	2	2.99%	\$603,138	0.47%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	14	20.90%	\$10,793,051	8.39%
Non-Minority Males	50	74.63%	\$117,196,415	91.12%
<b>TOTAL</b>	<b>67</b>	<b>100.00%</b>	<b>\$128,615,128</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	3	4.48%	\$625,662	0.49%
Caucasian Females	14	20.90%	\$10,793,051	8.39%
Non-Minority Males	50	74.63%	\$117,196,415	91.12%
<b>TOTAL</b>	<b>67</b>	<b>100.00%</b>	<b>\$128,615,128</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	3	4.48%	\$625,662	0.49%
Women Business Enterprises	14	20.90%	\$10,793,051	8.39%
<b>Minority and Women Business Enterprises</b>	<b>17</b>	<b>25.37%</b>	<b>\$11,418,713</b>	<b>8.88%</b>
Non-Minority Male Business Enterprises	50	74.63%	\$117,196,415	91.12%
<b>TOTAL</b>	<b>67</b>	<b>100.00%</b>	<b>\$128,615,128</b>	<b>100.00%</b>



### 3. Professional Services Prime Contractor Utilization: All Contracts

Table 2.21 summarizes all contract dollars expended on professional services prime contracts COJ provided for the analysis. Minority Business Enterprises received 0.06 percent of the professional services prime contract dollars; Women Business Enterprises received 33.12 percent; and Non-Minority Male Business Enterprises received 66.82 percent.

*African Americans* received one or 5.88 percent of the professional services contracts during the study period, representing \$9,000 or 0.06 percent of the contract dollars.

*Asian Americans* received none of the professional services contracts during the study period.

*Hispanic Americans* received none of the professional services contracts during the study period.

*Native Americans* received none of the professional services contracts during the study period.

*Minority Business Enterprises* received one or 5.88 percent of the professional services contracts during the study period, representing \$9,000 or 0.06 percent of the contract dollars.

*Women Business Enterprises* received six or 35.29 percent of the professional services contracts during the study period, representing \$4,815,761 or 33.12 percent of the contract dollars.

*Minority and Women Business Enterprises* received seven or 41.18 percent of the professional services contracts during the study period, representing \$4,824,761 or 33.18 percent of the contract dollars.

*Non-Minority Male Business Enterprises* received 10 or 58.82 percent of the professional services contracts during the study period, representing \$9,715,095 or 66.82 percent of the contract dollars.



**Table 2.21: Professional Services Prime Contractor Utilization:  
All Contracts, October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	1	5.88%	\$9,000	0.06%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	6	35.29%	\$4,815,761	33.12%
Non-Minority Males	10	58.82%	\$9,715,095	66.82%
<b>TOTAL</b>	<b>17</b>	<b>100.00%</b>	<b>\$14,539,857</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	1	5.88%	\$9,000	0.06%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	6	35.29%	\$4,815,761	33.12%
Non-Minority Males	10	58.82%	\$9,715,095	66.82%
<b>TOTAL</b>	<b>17</b>	<b>100.00%</b>	<b>\$14,539,857</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	1	5.88%	\$9,000	0.06%
Caucasian Females	6	35.29%	\$4,815,761	33.12%
Non-Minority Males	10	58.82%	\$9,715,095	66.82%
<b>TOTAL</b>	<b>17</b>	<b>100.00%</b>	<b>\$14,539,857</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	1	5.88%	\$9,000	0.06%
Women Business Enterprises	6	35.29%	\$4,815,761	33.12%
<b>Minority and Women Business Enterprises</b>	<b>7</b>	<b>41.18%</b>	<b>\$4,824,761</b>	<b>33.18%</b>
Non-Minority Male Business Enterprises	10	58.82%	\$9,715,095	66.82%
<b>TOTAL</b>	<b>17</b>	<b>100.00%</b>	<b>\$14,539,857</b>	<b>100.00%</b>





#### **4. Goods and Other Services Prime Contractor Utilization: All Contracts**

Table 2.22 summarizes all contract dollars expended on goods and other services prime contracts COJ provided for the analysis. Minority Business Enterprises received 9.12 percent of the goods and other services prime contract dollars; Women Business Enterprises received 12.88 percent; and Non-Minority Male Business Enterprises received 78 percent.

*African Americans* received 33 or 6.19 percent of the goods and other services contracts during the study period, representing \$18,643,743 or 6.36 percent of the contract dollars.

*Asian Americans* received three or 0.56 percent of the goods and other services contracts during the study period, representing \$521,306 or 0.18 percent of the contract dollars.

*Hispanic Americans* received three or 0.56 percent of the goods and other services contracts during the study period, representing \$222,098 or 0.08 percent of the contract dollars.

*Native Americans* received 22 or 4.13 percent of the goods and other services contracts during the study period, representing \$7,356,740 or 2.51 percent of the contract dollars.

*Minority Business Enterprises* received 61 or 11.44 percent of the goods and other services contracts during the study period, representing \$26,743,887 or 9.12 percent of the contract dollars.

*Women Business Enterprises* received 98 or 18.39 percent of the goods and other services contracts during the study period, representing \$37,772,014 or 12.88 percent of the contract dollars.

*Minority and Women Business Enterprises* received 159 or 29.83 percent of the goods and other services contracts during the study period, representing \$64,515,901 or 22 percent of the contract dollars.

*Non-Minority Male Business Enterprises* received 374 or 70.17 percent of the goods and other services contracts during the study period, representing \$228,768,341 or 78 percent of the contract dollars.



**Table 2.22: Goods and Other Services Prime Contractor Utilization:  
All Contracts, October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	33	6.19%	\$18,643,743	6.36%
Asian Americans	3	0.56%	\$521,306	0.18%
Hispanic Americans	3	0.56%	\$222,098	0.08%
Native Americans	22	4.13%	\$7,356,740	2.51%
Caucasian Females	98	18.39%	\$37,772,014	12.88%
Non-Minority Males	374	70.17%	\$228,768,341	78.00%
<b>TOTAL</b>	<b>533</b>	<b>100.00%</b>	<b>\$293,284,242</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	11	2.06%	\$1,376,434	0.47%
African American Males	22	4.13%	\$17,267,309	5.89%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	3	0.56%	\$521,306	0.18%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	3	0.56%	\$222,098	0.08%
Native American Females	14	2.63%	\$3,400,369	1.16%
Native American Males	8	1.50%	\$3,956,371	1.35%
Caucasian Females	98	18.39%	\$37,772,014	12.88%
Non-Minority Males	374	70.17%	\$228,768,341	78.00%
<b>TOTAL</b>	<b>533</b>	<b>100.00%</b>	<b>\$293,284,242</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	25	4.69%	\$4,776,802	1.63%
Minority Males	36	6.75%	\$21,967,084	7.49%
Caucasian Females	98	18.39%	\$37,772,014	12.88%
Non-Minority Males	374	70.17%	\$228,768,341	78.00%
<b>TOTAL</b>	<b>533</b>	<b>100.00%</b>	<b>\$293,284,242</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	61	11.44%	\$26,743,887	9.12%
Women Business Enterprises	98	18.39%	\$37,772,014	12.88%
<b>Minority and Women Business Enterprises</b>	<b>159</b>	<b>29.83%</b>	<b>\$64,515,901</b>	<b>22.00%</b>
Non-Minority Male Business Enterprises	374	70.17%	\$228,768,341	78.00%
<b>TOTAL</b>	<b>533</b>	<b>100.00%</b>	<b>\$293,284,242</b>	<b>100.00%</b>



## ***D. Prime Contracts Under \$500,000, by Industry***

### **1. Construction Prime Contractor Utilization: Contracts under \$500,000**

Table 2.23 summarizes all contract dollars expended on construction prime contracts under \$500,000 COJ provided for the analysis. Minority Business Enterprises received 35.8 percent of the prime contract dollars; Women Business Enterprises received 19.51 percent; and Non-Minority Male Business Enterprises received 44.69 percent.

*African Americans* received 52 or 24.07 percent of the construction contracts under \$500,000 during the study period, representing \$9,058,138 or 23.5 percent of the contract dollars.

*Asian Americans* received five or 2.31 percent of the construction contracts under \$500,000 during the study period, representing \$1,148,044 or 2.98 percent of the contract dollars.

*Hispanic Americans* received 15 or 6.94 percent of the construction contracts under \$500,000 during the study period, representing \$3,095,386 or 8.03 percent of the contract dollars.

*Native Americans* received three or 1.39 percent of the construction contracts under \$500,000 during the study period, representing \$498,719 or 1.29 percent of the contract dollars.

*Minority Business Enterprises* received 75 or 34.72 percent of the construction contracts under \$500,000 during the study period, representing \$13,800,286 or 35.8 percent of the contract dollars.

*Women Business Enterprises* received 47 or 21.76 percent of the construction contracts under \$500,000 during the study period, representing \$7,518,372 or 19.51 percent of the contract dollars.

*Minority and Women Business Enterprises* received 122 or 56.48 percent of the construction contracts under \$500,000 during the study period, representing \$21,318,658 or 55.31 percent of the contract dollars.

*Non-Minority Male Business Enterprises* received 94 or 43.52 percent of the construction contracts under \$500,000 during the study period, representing \$17,225,199 or 44.69 percent of the contract dollars.



**Table 2.23: Construction Prime Contractor Utilization:  
Contracts under \$500,000, October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	52	24.07%	\$9,058,138	23.50%
Asian Americans	5	2.31%	\$1,148,044	2.98%
Hispanic Americans	15	6.94%	\$3,095,386	8.03%
Native Americans	3	1.39%	\$498,719	1.29%
Caucasian Females	47	21.76%	\$7,518,372	19.51%
Non-Minority Males	94	43.52%	\$17,225,199	44.69%
<b>TOTAL</b>	<b>216</b>	<b>100.00%</b>	<b>\$38,543,858</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	52	24.07%	\$9,058,138	23.50%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	5	2.31%	\$1,148,044	2.98%
Hispanic American Females	2	0.93%	\$546,690	1.42%
Hispanic American Males	13	6.02%	\$2,548,696	6.61%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	3	1.39%	\$498,719	1.29%
Caucasian Females	47	21.76%	\$7,518,372	19.51%
Non-Minority Males	94	43.52%	\$17,225,199	44.69%
<b>TOTAL</b>	<b>216</b>	<b>100.00%</b>	<b>\$38,543,858</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	2	0.93%	\$546,690	1.42%
Minority Males	73	33.80%	\$13,253,596	34.39%
Caucasian Females	47	21.76%	\$7,518,372	19.51%
Non-Minority Males	94	43.52%	\$17,225,199	44.69%
<b>TOTAL</b>	<b>216</b>	<b>100.00%</b>	<b>\$38,543,858</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	75	34.72%	\$13,800,286	35.80%
Women Business Enterprises	47	21.76%	\$7,518,372	19.51%
<b>Minority and Women Business Enterprises</b>	<b>122</b>	<b>56.48%</b>	<b>\$21,318,658</b>	<b>55.31%</b>
Non-Minority Male Business Enterprises	94	43.52%	\$17,225,199	44.69%
<b>TOTAL</b>	<b>216</b>	<b>100.00%</b>	<b>\$38,543,858</b>	<b>100.00%</b>



## **2. Architecture and Engineering Prime Contractor Utilization: Contracts under \$500,000**

Table 2.24 summarizes all contract dollars expended on architecture and engineering prime contracts under \$500,000 COJ provided for the analysis. Minority Business Enterprises received 1.64 percent of the prime contract dollars; Women Business Enterprises received 27.86 percent; and Non-Minority Male Business Enterprises received 70.5 percent.

*African Americans* received none of the architecture and engineering contracts under \$500,000 during the study period.

*Asian Americans* received one or 2.78 percent of the architecture and engineering contracts under \$500,000 during the study period, representing \$22,524 or 0.29 percent of the contract dollars.

*Hispanic Americans* received one or 2.78 percent of the architecture and engineering contracts under \$500,000 during the study period, representing \$103,138 or 1.35 percent of the contract dollars.

*Native Americans* received none of the architecture and engineering contracts under \$500,000 during the study period.

*Minority Business Enterprises* received two or 5.56 percent of the architecture and engineering contracts under \$500,000 during the study period, representing \$125,662 or 1.64 percent of the contract dollars.

*Women Business Enterprises* received nine or 25 percent of the architecture and engineering contracts under \$500,000 during the study period, representing \$2,128,091 or 27.86 percent of the contract dollars.

*Minority and Women Business Enterprises* received 11 or 30.56 percent of the architecture and engineering contracts under \$500,000 during the study period, representing \$2,253,753 or 29.5 percent of the contract dollars.

*Non-Minority Male Business Enterprises* received 25 or 69.44 percent of the architecture and engineering contracts under \$500,000 during the study period, representing \$5,385,623 or 70.5 percent of the contract dollars.



**Table 2.24: Architecture and Engineering Prime Contractor Utilization:  
Contracts under \$500,000, October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	1	2.78%	\$22,524	0.29%
Hispanic Americans	1	2.78%	\$103,138	1.35%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	9	25.00%	\$2,128,091	27.86%
Non-Minority Males	25	69.44%	\$5,385,623	70.50%
<b>TOTAL</b>	<b>36</b>	<b>100.00%</b>	<b>\$7,639,376</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	1	2.78%	\$22,524	0.29%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	2.78%	\$103,138	1.35%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	9	25.00%	\$2,128,091	27.86%
Non-Minority Males	25	69.44%	\$5,385,623	70.50%
<b>TOTAL</b>	<b>36</b>	<b>100.00%</b>	<b>\$7,639,376</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	2	5.56%	\$125,662	1.64%
Caucasian Females	9	25.00%	\$2,128,091	27.86%
Non-Minority Males	25	69.44%	\$5,385,623	70.50%
<b>TOTAL</b>	<b>36</b>	<b>100.00%</b>	<b>\$7,639,376</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	2	5.56%	\$125,662	1.64%
Women Business Enterprises	9	25.00%	\$2,128,091	27.86%
<b>Minority and Women Business Enterprises</b>	<b>11</b>	<b>30.56%</b>	<b>\$2,253,753</b>	<b>29.50%</b>
Non-Minority Male Business Enterprises	25	69.44%	\$5,385,623	70.50%
<b>TOTAL</b>	<b>36</b>	<b>100.00%</b>	<b>\$7,639,376</b>	<b>100.00%</b>



### **3. Professional Services Prime Contractor Utilization: Contracts under \$500,000**

Table 2.25 summarizes all contract dollars expended on professional services prime contracts under \$500,000 COJ provided for the analysis. Minority Business Enterprises received 0.45 percent of the professional services prime contract dollars; Women Business Enterprises received 14.17 percent; and Non-Minority Male Business Enterprises received 85.38 percent.

*African Americans* received one or 8.33 percent of the professional services contracts under \$500,000 during the study period, representing \$9,000 or 0.45 percent of the contract dollars.

*Asian Americans* received none of the professional services contracts under \$500,000 during the study period.

*Hispanic Americans* received none of the professional services contracts under \$500,000 during the study period.

*Native Americans* received none of the professional services contracts under \$500,000 during the study period.

*Minority Business Enterprises* received one or 8.33 percent of the professional services contracts under \$500,000 during the study period, representing \$9,000 or 0.45 percent of the contract dollars.

*Women Business Enterprises* received four or 33.33 percent of the professional services contracts under \$500,000 during the study period, representing \$284,044 or 14.17 percent of the contract dollars.

*Minority and Women Business Enterprises* received five or 41.67 percent of the professional services contracts under \$500,000 during the study period, representing \$293,044 or 14.62 percent of the contract dollars.

*Non-Minority Male Business Enterprises* received seven or 58.33 percent of the professional services contracts under \$500,000 during the study period, representing \$1,710,859 or 85.38 percent of the contract dollars.



**Table 2.25: Professional Services Prime Contractor Utilization:  
Contracts under \$500,000, October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	1	8.33%	\$9,000	0.45%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	4	33.33%	\$284,044	14.17%
Non-Minority Males	7	58.33%	\$1,710,859	85.38%
<b>TOTAL</b>	<b>12</b>	<b>100.00%</b>	<b>\$2,003,903</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	1	8.33%	\$9,000	0.45%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	4	33.33%	\$284,044	14.17%
Non-Minority Males	7	58.33%	\$1,710,859	85.38%
<b>TOTAL</b>	<b>12</b>	<b>100.00%</b>	<b>\$2,003,903</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	1	8.33%	\$9,000	0.45%
Caucasian Females	4	33.33%	\$284,044	14.17%
Non-Minority Males	7	58.33%	\$1,710,859	85.38%
<b>TOTAL</b>	<b>12</b>	<b>100.00%</b>	<b>\$2,003,903</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	1	8.33%	\$9,000	0.45%
Women Business Enterprises	4	33.33%	\$284,044	14.17%
<b>Minority and Women Business Enterprises</b>	<b>5</b>	<b>41.67%</b>	<b>\$293,044</b>	<b>14.62%</b>
Non-Minority Male Business Enterprises	7	58.33%	\$1,710,859	85.38%
<b>TOTAL</b>	<b>12</b>	<b>100.00%</b>	<b>\$2,003,903</b>	<b>100.00%</b>





#### **4. Goods and Other Services Prime Contractor Utilization: Contracts under \$500,000**

Table 2.26 summarizes all contract dollars expended on goods and other services prime contracts under \$500,000 COJ provided for the analysis. Minority Business Enterprises received 16.81 percent of the goods and other services prime contract dollars; Women Business Enterprises received 16.96 percent; and Non-Minority Male Business Enterprises received 66.23 percent.

*African Americans* received 30 or 6.65 percent of the goods and other services contracts under \$500,000 during the study period, representing \$4,541,139 or 8.7 percent of the contract dollars.

*Asian Americans* received three or 0.67 percent of the goods and other services contracts under \$500,000 during the study period, representing \$521,306 or 1 percent of the contract dollars.

*Hispanic Americans* received three or 0.67 percent of the goods and other services contracts under \$500,000 during the study period, representing \$222,098 or 0.43 percent of the contract dollars.

*Native Americans* received 19 or 4.21 percent of the goods and other services contracts under \$500,000 during the study period, representing \$3,483,410 or 6.68 percent of the contract dollars.

*Minority Business Enterprises* received 55 or 12.2 percent of the goods and other services contracts under \$500,000 during the study period, representing \$8,767,953 or 16.81 percent of the contract dollars.

*Women Business Enterprises* received 86 or 19.07 percent of the goods and other services contracts under \$500,000 during the study period, representing \$8,848,415 or 16.96 percent of the contract dollars.

*Minority and Women Business Enterprises* received 141 or 31.26 percent of the goods and other services contracts under \$500,000 during the study period, representing \$17,616,368 or 33.77 percent of the contract dollars.

*Non-Minority Male Business Enterprises* received 310 or 68.74 percent of the goods and other services contracts under \$500,000 during the study period, representing \$34,555,006 or 66.23 percent of the contract dollars.



**Table 2.26: Goods and Other Services Prime Contractor Utilization:  
Contracts under \$500,000, October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	30	6.65%	\$4,541,139	8.70%
Asian Americans	3	0.67%	\$521,306	1.00%
Hispanic Americans	3	0.67%	\$222,098	0.43%
Native Americans	19	4.21%	\$3,483,410	6.68%
Caucasian Females	86	19.07%	\$8,848,415	16.96%
Non-Minority Males	310	68.74%	\$34,555,006	66.23%
<b>TOTAL</b>	<b>451</b>	<b>100.00%</b>	<b>\$52,171,374</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	11	2.44%	\$1,376,434	2.64%
African American Males	19	4.21%	\$3,164,705	6.07%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	3	0.67%	\$521,306	1.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	3	0.67%	\$222,098	0.43%
Native American Females	13	2.88%	\$2,752,560	5.28%
Native American Males	6	1.33%	\$730,850	1.40%
Caucasian Females	86	19.07%	\$8,848,415	16.96%
Non-Minority Males	310	68.74%	\$34,555,006	66.23%
<b>TOTAL</b>	<b>451</b>	<b>100.00%</b>	<b>\$52,171,374</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	24	5.32%	\$4,128,994	7.91%
Minority Males	31	6.87%	\$4,638,959	8.89%
Caucasian Females	86	19.07%	\$8,848,415	16.96%
Non-Minority Males	310	68.74%	\$34,555,006	66.23%
<b>TOTAL</b>	<b>451</b>	<b>100.00%</b>	<b>\$52,171,374</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	55	12.20%	\$8,767,953	16.81%
Women Business Enterprises	86	19.07%	\$8,848,415	16.96%
<b>Minority and Women Business Enterprises</b>	<b>141</b>	<b>31.26%</b>	<b>\$17,616,368</b>	<b>33.77%</b>
Non-Minority Male Business Enterprises	310	68.74%	\$34,555,006	66.23%
<b>TOTAL</b>	<b>451</b>	<b>100.00%</b>	<b>\$52,171,374</b>	<b>100.00%</b>



## ***E. Informal Contracts by Industry***

### **1. Construction Prime Contractor Utilization: Contracts \$200,000 and under**

Table 2.27 summarizes all contract dollars expended on construction prime contracts \$50,000 and under COJ provided for the analysis. Minority Business Enterprises received 36.68 percent of the construction prime contract dollars; Women Business Enterprises received 26.94 percent; and Non-Minority Male Business Enterprises received 36.38 percent.

*African Americans* received 32 or 22.86 percent of the construction contracts \$200,000 and under during the study period, representing \$3,182,740 or 23.54 percent of the contract dollars.

*Asian Americans* received two or 1.43 percent of the construction contracts \$200,000 and under during the study period, representing \$307,437 or 2.27 percent of the contract dollars.

*Hispanic Americans* received 11 or 7.86 percent of the construction contracts \$200,000 and under during the study period, representing \$1,437,085 or 10.63 percent of the contract dollars.

*Native Americans* received two or 1.43 percent of the construction contracts \$200,000 and under during the study period, representing \$32,820 or 0.24 percent of the contract dollars.

*Minority Business Enterprises* received 47 or 33.57 percent of the construction contracts \$200,000 and under during the study period, representing \$4,960,082 or 36.68 percent of the contract dollars.

*Women Business Enterprises* received 34 or 24.29 percent of the construction contracts \$200,000 and under during the study period, representing \$3,641,841 or 26.94 percent of the contract dollars.

*Minority and Women Business Enterprises* received 81 or 57.86 percent of the construction contracts \$200,000 and under during the study period, representing \$8,601,923 or 63.62 percent of the contract dollars.

*Non-Minority Male Business Enterprises* received 59 or 42.14 percent of the construction contracts \$200,000 and under during the study period, representing \$4,918,905 or 36.38 percent of the contract dollars.



**Table 2.27: Construction Prime Contractor Utilization:  
Contracts \$200,000 and under, October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	32	22.86%	\$3,182,740	23.54%
Asian Americans	2	1.43%	\$307,437	2.27%
Hispanic Americans	11	7.86%	\$1,437,085	10.63%
Native Americans	2	1.43%	\$32,820	0.24%
Caucasian Females	34	24.29%	\$3,641,841	26.94%
Non-Minority Males	59	42.14%	\$4,918,905	36.38%
<b>TOTAL</b>	<b>140</b>	<b>100.00%</b>	<b>\$13,520,829</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	32	22.86%	\$3,182,740	23.54%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	2	1.43%	\$307,437	2.27%
Hispanic American Females	1	0.71%	\$100,994	0.75%
Hispanic American Males	10	7.14%	\$1,336,092	9.88%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	2	1.43%	\$32,820	0.24%
Caucasian Females	34	24.29%	\$3,641,841	26.94%
Non-Minority Males	59	42.14%	\$4,918,905	36.38%
<b>TOTAL</b>	<b>140</b>	<b>100.00%</b>	<b>\$13,520,829</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	1	0.71%	\$100,994	0.75%
Minority Males	46	32.86%	\$4,859,089	35.94%
Caucasian Females	34	24.29%	\$3,641,841	26.94%
Non-Minority Males	59	42.14%	\$4,918,905	36.38%
<b>TOTAL</b>	<b>140</b>	<b>100.00%</b>	<b>\$13,520,829</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	47	33.57%	\$4,960,082	36.68%
Women Business Enterprises	34	24.29%	\$3,641,841	26.94%
<b>Minority and Women Business Enterprises</b>	<b>81</b>	<b>57.86%</b>	<b>\$8,601,923</b>	<b>63.62%</b>
Non-Minority Male Business Enterprises	59	42.14%	\$4,918,905	36.38%
<b>TOTAL</b>	<b>140</b>	<b>100.00%</b>	<b>\$13,520,829</b>	<b>100.00%</b>



## **2. Professional Services Prime Contractor Utilization: Contracts \$50,000 and under**

Table 2.28 summarizes all contract dollars expended on professional services prime contracts \$50,000 and under COJ provided for the analysis. Minority Business Enterprises received 34.89 percent of the professional services prime contract dollars; Women Business Enterprises received 65.11 percent; and Non-Minority Male Business Enterprises received none.

*African Americans* received one or 33.33 percent of the professional services contracts \$50,000 and under during the study period, representing \$9,000 or 34.89 percent of the contract dollars.

*Asian Americans* received none of the professional services contracts \$50,000 and under during the study period.

*Hispanic Americans* received none of the professional services contracts \$50,000 and under during the study period.

*Native Americans* received none of the professional services contracts \$50,000 and under during the study period.

*Minority Business Enterprises* received one or 33.33 percent of the professional services contracts \$50,000 and under during the study period, representing \$9,000 or 34.89 percent of the contract dollars.

*Women Business Enterprises* received two or 66.67 percent of the professional services contracts \$50,000 and under during the study period, representing \$16,798 or 65.11 percent of the contract dollars.

*Minority and Women Business Enterprises* received three or 100 percent of the professional services contracts \$50,000 and under during the study period, representing \$25,798 or 100 percent of the contract dollars.

*Non-Minority Male Business Enterprises* received none of the professional services contracts \$50,000 and under during the study period.



**Table 2.28: Professional Services Prime Contractor Utilization:  
Contracts \$50,000 and under, October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	1	33.33%	\$9,000	34.89%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	2	66.67%	\$16,798	65.11%
Non-Minority Males	0	0.00%	\$0	0.00%
<b>TOTAL</b>	<b>3</b>	<b>100.00%</b>	<b>\$25,798</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	1	33.33%	\$9,000	34.89%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	2	66.67%	\$16,798	65.11%
Non-Minority Males	0	0.00%	\$0	0.00%
<b>TOTAL</b>	<b>3</b>	<b>100.00%</b>	<b>\$25,798</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	1	33.33%	\$9,000	34.89%
Caucasian Females	2	66.67%	\$16,798	65.11%
Non-Minority Males	0	0.00%	\$0	0.00%
<b>TOTAL</b>	<b>3</b>	<b>100.00%</b>	<b>\$25,798</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	1	33.33%	\$9,000	34.89%
Women Business Enterprises	2	66.67%	\$16,798	65.11%
<b>Minority and Women Business Enterprises</b>	<b>3</b>	<b>100.00%</b>	<b>\$25,798</b>	<b>100.00%</b>
Non-Minority Male Business Enterprises	0	0.00%	\$0	0.00%
<b>TOTAL</b>	<b>3</b>	<b>100.00%</b>	<b>\$25,798</b>	<b>100.00%</b>



### **3. Goods and Other Services Prime Contractor Utilization: Contracts \$50,000 and under**

Table 2.29 summarizes all contract dollars expended on goods and other services prime contracts \$50,000 and under COJ provided for the analysis. Minority Business Enterprises received 8.5 percent of the goods and other services prime contract dollars; Women Business Enterprises received 13.79 percent; and Non-Minority Male Business Enterprises received 77.71 percent.

*African Americans* received 10 or 5.05 percent of the goods and other services contracts \$50,000 and under during the study period, representing \$176,370 or 5.28 percent of the contract dollars.

*Asian Americans* received one or 0.51 percent of the good other services contracts \$50,000 and under during the study period, representing \$10,216 or 0.31 percent of the contract dollars.

*Hispanic Americans* received one or 0.51 percent of the goods and other services contracts \$50,000 and under during the study period, representing \$6,314 or 0.19 percent of the contract dollars.

*Native Americans* received five or 2.53 percent of the goods and other services contracts \$50,000 and under during the study period, representing \$91,282 or 2.73 percent of the contract dollars.

*Minority Business Enterprises* received 17 or 8.59 percent of the goods and other services contracts \$50,000 and under during the study period, representing \$284,182 or 8.5 percent of the contract dollars.

*Women Business Enterprises* received 39 or 19.7 percent of the goods and other services contracts \$50,000 and under during the study period, representing \$460,874 or 13.79 percent of the contract dollars.

*Minority and Women Business Enterprises* received 56 or 28.28 percent of the goods and other services contracts \$50,000 and under during the study period, representing \$745,056 or 22.29 percent of the contract dollars.

*Non-Minority Male Business Enterprises* received 142 or 71.72 percent of the goods and other services contracts \$50,000 and under during the study period, representing \$2,596,941 or 77.71 percent of the contract dollars.



**Table 2.29: Goods and Other Services Prime Contractor Utilization:  
Contracts \$50,000 and under, October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	10	5.05%	\$176,370	5.28%
Asian Americans	1	0.51%	\$10,216	0.31%
Hispanic Americans	1	0.51%	\$6,314	0.19%
Native Americans	5	2.53%	\$91,282	2.73%
Caucasian Females	39	19.70%	\$460,874	13.79%
Non-Minority Males	142	71.72%	\$2,596,941	77.71%
<b>TOTAL</b>	<b>198</b>	<b>100.00%</b>	<b>\$3,341,997</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	4	2.02%	\$62,592	1.87%
African American Males	6	3.03%	\$113,778	3.40%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	1	0.51%	\$10,216	0.31%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	0.51%	\$6,314	0.19%
Native American Females	4	2.02%	\$61,615	1.84%
Native American Males	1	0.51%	\$29,667	0.89%
Caucasian Females	39	19.70%	\$460,874	13.79%
Non-Minority Males	142	71.72%	\$2,596,941	77.71%
<b>TOTAL</b>	<b>198</b>	<b>100.00%</b>	<b>\$3,341,997</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	8	4.04%	\$124,207	3.72%
Minority Males	9	4.55%	\$159,975	4.79%
Caucasian Females	39	19.70%	\$460,874	13.79%
Non-Minority Males	142	71.72%	\$2,596,941	77.71%
<b>TOTAL</b>	<b>198</b>	<b>100.00%</b>	<b>\$3,341,997</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	17	8.59%	\$284,182	8.50%
Women Business Enterprises	39	19.70%	\$460,874	13.79%
<b>Minority and Women Business Enterprises</b>	<b>56</b>	<b>28.28%</b>	<b>\$745,056</b>	<b>22.29%</b>
Non-Minority Male Business Enterprises	142	71.72%	\$2,596,941	77.71%
<b>TOTAL</b>	<b>198</b>	<b>100.00%</b>	<b>\$3,341,997</b>	<b>100.00%</b>





## **V. SUMMARY**

The prime contractor utilization analysis was limited to the 967 prime contracts provided by COJ for analysis. The 967 prime contracts represented \$1,020,092,299 expended from October 1, 2005 to September 30, 2010. The \$1,020,092,299 expended included \$583,653,072 for construction, \$128,615,128 for architecture and engineering, \$14,539,857 for professional services, and \$293,284,242 for goods and other services. A total of 967 contracts were analyzed, which included 350 for construction, 67 for architecture and engineering, 17 for professional services, and 533 for goods and other services.

The utilization analysis was performed separately for informal and formal prime contracts. The informal levels included contracts \$200,000 and under for construction, and \$50,000 and under for professional services and goods and other services. The analysis of formal contracts was done for two dollar thresholds: all contracts, and contracts under \$500,000 for each industry. *Chapter 6: Prime Contractor Disparity Analysis* presents the statistical analysis of disparity in each of the four industries.

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# **CHAPTER 3: SUBCONTRACTOR UTILIZATION ANALYSIS**

## **I. INTRODUCTION**

As discussed in *Chapter 2: Prime Contractor Utilization Analysis*, a disparity study, as required under *Croson*, documents Minority and Woman-owned Business Enterprises' (M/WBEs) contracting history in the market area. The objective of this chapter is to determine the level of M/WBE subcontractor utilization by ethnicity and gender compared to Non-Minority Male subcontractor utilization. A finding of statistically significant disparity is required to implement a race-based M/WBE subcontracting program.

In this Study, the subcontracts issued by COJ prime contractors during the October 1, 2005 to September 30, 2010 study period are analyzed. The analysis is for the full five-year study period; a breakdown by fiscal year is presented in the appendix. The analysis was undertaken in order to determine whether there is underutilization of available M/WBE subcontractors in the construction, architecture and engineering, and professional services industries.

## **II. SUBCONTRACTOR UTILIZATION DATA SOURCES**

Extensive research was undertaken to reconstruct the construction, architecture and engineering, and professional services subcontracts issued by COJ's prime contractors. The subcontract data was compiled by COJ in conjunction with Mason Tillman. Project files were examined by Mason Tillman and COJ staff for awards, payments, and related documents identifying subcontractors, subconsultants, suppliers, and truckers. Prime contractors were also surveyed to secure the subcontractors, subconsultants, suppliers and truckers. All identified subcontractors, subconsultants, suppliers, and truckers were surveyed to verify their payments. In order to facilitate data collection, subcontract data was only collected for prime contracts valued at more than \$100,000. Data on ethnicity and gender was compiled from agency records, prime contract records, participating agencies' certification lists, state certification lists, other local certification lists, membership lists of ethnic and gender organizations, and Mason Tillman's extensive database of vendors developed throughout its years of conducting disparity studies.



### **III. SUBCONTRACTOR UTILIZATION**

#### **A. All Subcontracts**

As depicted in Table 3.01 below, 631 subcontracts were analyzed, which included 514 construction subcontracts, and 117 subcontracts for architecture and engineering for the October 1, 2005 to September 30, 2010 study period.

There were \$115,457,941 total subcontract dollars expended during the October 1, 2005 to September 30, 2010 study period, which included \$99,580,233 for construction subcontracts and \$15,877,708 for architecture and engineering subcontracts.

**Table 3.01: Total Subcontracts Awarded and Dollars Expended, All Industries, October 1, 2005 to September 30, 2010**

<b>Industry</b>	<b>Total Number of Subcontracts</b>	<b>Total Amount Expended</b>
Construction	514	\$99,580,233
Architecture and Engineering	117	\$15,877,708
<b>Total</b>	<b>631</b>	<b>\$115,457,941</b>



## **B. All Subcontracts by Industry**

### **1. Construction Subcontracts**

Table 3.02 depicts the identified construction subcontracts awarded by COJ's prime contractors. Minority Business Enterprises received 15.1 percent of the construction subcontract dollars; Women Business Enterprises received 16.64 percent; and Non-Minority Male Business Enterprises received 68.26 percent. These ethnic and gender groups are defined in Table 2.01 of *Chapter 2: Prime Contractor Utilization Analysis*.

*African Americans* received 30 or 5.84 percent of COJ's construction subcontracts during the study period, representing \$6,134,963 or 6.16 percent of the subcontract dollars.

*Asian Americans* received five or 0.97 percent of COJ's construction subcontracts during the study period, representing \$3,941,577 or 3.96 percent of the subcontract dollars.

*Hispanic Americans* received nine or 1.75 percent of COJ's construction subcontracts during the study period, representing \$3,968,776 or 3.99 percent of the subcontract dollars.

*Native Americans* received five or 0.97 percent of COJ's construction subcontracts during the study period, representing \$989,722 or 0.99 percent of the subcontract dollars.

*Minority Business Enterprises* received 49 or 9.53 percent of COJ's construction subcontracts during the study period, representing \$15,035,038 or 15.1 percent of the subcontract dollars.

*Women Business Enterprises* received 72 or 14.01 percent of COJ's construction subcontracts during the study period, representing \$16,566,931 or 16.64 percent of the subcontract dollars.

*Minority and Women Business Enterprises* received 121 or 23.54 percent of COJ's construction subcontracts during the study period, representing \$31,601,969 or 31.74 percent of the subcontract dollars.

*Non-Minority Male Business Enterprises* received 393 or 76.46 percent of COJ's construction subcontracts during the study period, representing \$67,978,264 or 68.26 percent of the subcontract dollars.



**Table 3.02: Construction Subcontractor Utilization,  
October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	30	5.84%	\$6,134,963	6.16%
Asian Americans	5	0.97%	\$3,941,577	3.96%
Hispanic Americans	9	1.75%	\$3,968,776	3.99%
Native Americans	5	0.97%	\$989,722	0.99%
Caucasian Females	72	14.01%	\$16,566,931	16.64%
Non-Minority Males	393	76.46%	\$67,978,264	68.26%
<b>TOTAL</b>	<b>514</b>	<b>100.00%</b>	<b>\$99,580,233</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	3	0.58%	\$1,848,292	1.86%
African American Males	27	5.25%	\$4,286,670	4.30%
Asian American Females	2	0.39%	\$31,470	0.03%
Asian American Males	3	0.58%	\$3,910,107	3.93%
Hispanic American Females	3	0.58%	\$85,900	0.09%
Hispanic American Males	6	1.17%	\$3,882,876	3.90%
Native American Females	1	0.19%	\$98,756	0.10%
Native American Males	4	0.78%	\$890,966	0.89%
Caucasian Females	72	14.01%	\$16,566,931	16.64%
Non-Minority Males	393	76.46%	\$67,978,264	68.26%
<b>TOTAL</b>	<b>514</b>	<b>100.00%</b>	<b>\$99,580,233</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	9	1.75%	\$2,064,418	2.07%
Minority Males	40	7.78%	\$12,970,620	13.03%
Caucasian Females	72	14.01%	\$16,566,931	16.64%
Non-Minority Males	393	76.46%	\$67,978,264	68.26%
<b>TOTAL</b>	<b>514</b>	<b>100.00%</b>	<b>\$99,580,233</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	49	9.53%	\$15,035,038	15.10%
Women Business Enterprises	72	14.01%	\$16,566,931	16.64%
<b>Minority and Women Business Enterprises</b>	<b>121</b>	<b>23.54%</b>	<b>\$31,601,969</b>	<b>31.74%</b>
Non-Minority Male Business Enterprises	393	76.46%	\$67,978,264	68.26%
<b>TOTAL</b>	<b>514</b>	<b>100.00%</b>	<b>\$99,580,233</b>	<b>100.00%</b>



## 2. Architecture and Engineering Subcontracts

Table 3.03 depicts the architecture and engineering subcontracts issued by COJ's prime contractors. Minority Business Enterprises received 14.92 percent of the architecture and engineering subcontract dollars; Women Business Enterprises received 11.88 percent; and Non-Minority Male Business Enterprises received 73.21 percent. These ethnic and gender groups are defined in Table 2.01 of *Chapter 2: Prime Contractor Utilization Analysis*.

***African Americans*** received 12 or 10.26 percent of COJ's architecture and engineering subcontracts during the study period, representing \$1,657,423 or 10.44 percent of the subcontract dollars.

***Asian Americans*** received one or 0.85 percent of COJ's architecture and engineering subcontracts during the study period, representing \$1,150 or 0.01 percent of the subcontract dollars.

***Hispanic Americans*** received 12 or 10.26 percent of COJ's architecture and engineering subcontracts during the study period, representing \$709,862 or 4.47 percent of the subcontract dollars.

***Native Americans*** received none of COJ's architecture and engineering subcontracts during the study period.

***Minority Business Enterprises*** received 25 or 21.37 percent of COJ's architecture and engineering subcontracts during the study period, representing \$2,368,434 or 14.92 percent of the subcontract dollars.

***Women Business Enterprises*** received 23 or 19.66 percent of COJ's architecture and engineering subcontracts during the study period, representing \$1,885,855 or 11.88 percent of the subcontract dollars.

***Minority and Women Business Enterprises*** received 48 or 41.03 percent of COJ's architecture and engineering subcontracts during the study period, representing \$4,254,289 or 26.79 percent of the subcontract dollars.

***Non-Minority Male Business Enterprises*** received 69 or 58.97 percent of COJ's architecture and engineering subcontracts during the study period, representing \$11,623,419 or 73.21 percent of the subcontract dollars.



**Table 3.03: Architecture and Engineering Subcontractor Utilization,  
October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	12	10.26%	\$1,657,423	10.44%
Asian Americans	1	0.85%	\$1,150	0.01%
Hispanic Americans	12	10.26%	\$709,862	4.47%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	23	19.66%	\$1,885,855	11.88%
Non-Minority Males	69	58.97%	\$11,623,419	73.21%
<b>TOTAL</b>	<b>117</b>	<b>100.00%</b>	<b>\$15,877,708</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	1	0.85%	\$389,293	2.45%
African American Males	11	9.40%	\$1,268,130	7.99%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	1	0.85%	\$1,150	0.01%
Hispanic American Females	3	2.56%	\$29,755	0.19%
Hispanic American Males	9	7.69%	\$680,107	4.28%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	23	19.66%	\$1,885,855	11.88%
Non-Minority Males	69	58.97%	\$11,623,419	73.21%
<b>TOTAL</b>	<b>117</b>	<b>100.00%</b>	<b>\$15,877,708</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	4	3.42%	\$419,048	2.64%
Minority Males	21	17.95%	\$1,949,386	12.28%
Caucasian Females	23	19.66%	\$1,885,855	11.88%
Non-Minority Males	69	58.97%	\$11,623,419	73.21%
<b>TOTAL</b>	<b>117</b>	<b>100.00%</b>	<b>\$15,877,708</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	25	21.37%	\$2,368,434	14.92%
Women Business Enterprises	23	19.66%	\$1,885,855	11.88%
<b>Minority and Women Business Enterprises</b>	<b>48</b>	<b>41.03%</b>	<b>\$4,254,289</b>	<b>26.79%</b>
Non-Minority Male Business Enterprises	69	58.97%	\$11,623,419	73.21%
<b>TOTAL</b>	<b>117</b>	<b>100.00%</b>	<b>\$15,877,708</b>	<b>100.00%</b>



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# **CHAPTER 4: MARKET AREA ANALYSIS**

## **I. MARKET AREA DEFINITION**

### **A. Legal Criteria for Geographic Market Area**

The Supreme Court's decision in *City of Richmond v. J.A. Croson Co.*<sup>1</sup> held that programs, established by local governments to set goals for the participation of minority businesses, must be supported by evidence of past discrimination in the awarding of their contracts. Prior to the *Croson* decision, local agencies could implement race-conscious programs without developing a detailed public record to document the underutilization of Minority Business Enterprises in their awarding of contracts. Instead, they relied on widely-recognized societal patterns of discrimination.<sup>2</sup>

*Croson* established that a local government could not rely on society-wide discrimination as the basis for a race-based program but, instead, was required to identify discrimination within its own contracting jurisdiction.<sup>3</sup> In *Croson*, the Court found the City of Richmond's Minority Business Enterprise (MBE) construction program to be unconstitutional because there was insufficient evidence of discrimination in the local construction market.

*Croson* was explicit in saying that the local construction market was the appropriate geographical framework within which to perform statistical comparisons of business availability and business utilization. Therefore, the identification of the local market area is particularly important because that factor establishes the parameters within which to conduct a disparity study.

### **B. Application of the Croson Standard**

While *Croson* emphasized the importance of the local market area, it provided little assistance in defining its parameters. However, it is informative to review the Court's definition of the City of Richmond's market area. In discussing the geographic parameters of the constitutional violation that must be investigated, the Court

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<sup>1</sup> *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989).

<sup>2</sup> *United Steelworkers v. Weber*, 433 U.S. 193, 198, n. 1 (1979).

<sup>3</sup> *Croson*, 488 U.S. at 497 (1989).





interchangeably used the terms “relevant market,” “Richmond construction industry,”<sup>4</sup> and “city’s construction industry.”<sup>5</sup> Thus, these terms were used to define the proper scope for examining the existence of discrimination within the City. This interchangeable use of terms lends support to a definition of market area that coincides with the boundaries of a contracting jurisdiction.

An analysis of the cases following *Croson* reveals a pattern that provides additional guidance for defining the market area. The body of cases examining *reasonable* market area definition is *fact based*—rather than dictated by a specific formula.<sup>6</sup> In *Cone Corporation v. Hillsborough County*,<sup>7</sup> the Eleventh Circuit Court of Appeals considered a study in support of Florida’s Hillsborough County MBE Program, which used minority contractors located in the County as the measure of available firms. The County’s Program was found to be constitutional under the compelling governmental interest element of the strict scrutiny standard.

Hillsborough County’s Program was based on statistics indicating that specific discrimination existed in the construction contracts awarded by the County, not in the construction industry in general. Hillsborough County had extracted data from within its own jurisdictional boundaries and assessed the percentage of minority businesses available in Hillsborough County. The Court stated that the study was properly conducted within the “local construction industry.”<sup>8</sup>

Similarly, in *Associated General Contractors v. Coalition for Economic Equity (AGCCII)*,<sup>9</sup> the Ninth Circuit Court of Appeals found the City and County of San Francisco’s MBE Program to have the factual predicate necessary to survive strict scrutiny. The San Francisco MBE Program was supported by a study that assessed the number of available MBE contractors within the City and County of San Francisco. The Court found it appropriate to use the City and County as the relevant market area within which to conduct a disparity study.<sup>10</sup>

In *Coral Construction v. King County*, the Ninth Circuit Court of Appeals held that “a set-aside program is valid only if actual, identifiable discrimination has occurred within the local industry affected by the program.”<sup>11</sup> In support of its MBE Program, King County offered studies compiled by other jurisdictions, including entities completely within the County or coterminous with the boundaries of the County, as well as a separate

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<sup>4</sup> *Id.* at 500.

<sup>5</sup> *Id.* at 470.

<sup>6</sup> See e.g., *Concrete Works of Colorado v. City of Denver, Colorado*, 36 F.3d 1513, 1528 (10th Cir. 1994).

<sup>7</sup> *Cone Corporation v. Hillsborough County*, 908 F.2d 908 (11th Cir. 1990).

<sup>8</sup> *Id.* at 915.

<sup>9</sup> *Associated General Contractors of California v. Coalition for Economic Equity and City and County of San Francisco*, 950 F.2d 1401 (9th Cir. 1991).

<sup>10</sup> *Id.* at 1415.

<sup>11</sup> *Coral Construction Co. v. King County*, 941 F.2d 910 (9th Cir. 1991), cert. denied, 112 S.Ct. 875 (1992).



jurisdiction completely outside of the County. The plaintiffs contended that *Croson* required King County to compile its own data and cited *Croson* as prohibiting data sharing.

The Court found that data sharing could potentially lead to the improper use of societal discrimination data as the factual basis for a local MBE program and that innocent third parties could be unnecessarily burdened if an MBE program were based on outside data. However, the Court also found that the data from entities within the County and from coterminous jurisdictions was relevant to discrimination in the County. They also found that the data posed no risk of unfairly burdening innocent third parties.

The Court concluded that data gathered by a neighboring county could not be used to support King County's MBE Program. The Court noted, "It is vital that a race-conscious program align itself as closely to the scope of the problem legitimately sought to be rectified by the governmental entity. To prevent overbreadth, the enacting jurisdiction should limit its factual inquiry to the presence of discrimination within its own boundaries."<sup>12</sup> However, the Court did note that the "world of contracting does not conform itself neatly to jurisdictional boundaries."<sup>13</sup>

There are other situations where courts have approved a definition of market area that extends beyond a jurisdiction's geographic boundaries. In *Concrete Works v. City and County of Denver*,<sup>14</sup> the Tenth Circuit Court of Appeals directly addressed the issue of whether extra-jurisdictional evidence of discrimination can be used to determine the "local market area" for a disparity study. In *Concrete Works*, the defendant relied on evidence of discrimination in the six-county Denver Metropolitan Statistical Area (MSA) to support its MBE program. Plaintiffs argued that the federal constitution prohibited consideration of evidence beyond jurisdictional boundaries. The Court of Appeals disagreed.

Critical to the Court's acceptance of the Denver MSA as the relevant local market, was the finding that more than 80 percent of construction and design contracts awarded by Denver were awarded to contractors within the MSA. Another consideration was that Denver's analysis was based on U.S. Census data, which was available for the Denver MSA but not for the city itself. There was no undue burden placed on nonculpable parties, as Denver had conducted a majority of its construction contracts within the area defined as the local market. Citing *AGCCII*,<sup>15</sup> the Court noted "that any plan that extends race-conscious remedies beyond territorial boundaries must be based on very specific findings that actions that the city has taken in the past have visited racial discrimination on such individuals."<sup>16</sup>

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<sup>12</sup> *Id.* at 917.

<sup>13</sup> *Id.*

<sup>14</sup> *Concrete Works*, 36 F.3d 1513, 1528 (10th Cir. 1994).

<sup>15</sup> *AGCCII*, 950 F.2d 1401 (9th Cir. 1991).

<sup>16</sup> *Concrete Works*, 36 F.3d at 1528 (10th Cir. 1994).



Similarly, New York State conducted a disparity study in which the geographic market consisted of New York State and eight counties in northern New Jersey. The geographic market was defined as the area encompassing the location of businesses which received more than 90 percent of the dollar value of all contracts awarded by the agency.<sup>17</sup>

State and local governments must pay special attention to the geographical scope of their disparity studies. *Croson* determined that the statistical analysis should focus on the number of qualified minority business owners in the government's marketplace.<sup>18</sup> The text of *Croson* itself suggests that the geographical boundaries of the government entity comprise an appropriate market area, and other courts have agreed with this finding.

It follows then that an entity may limit consideration of evidence of discrimination to discrimination occurring within its own jurisdiction, and extra-jurisdictional evidence can only be used if there is specific evidence to support such boundaries.

## **II. MARKET AREA ANALYSIS**

Although *Croson* and its progeny do not provide a bright line rule for the delineation of the local market area, taken collectively, the case law supports a definition of market area as the geographical boundaries of the government entity. It is within the multi-jurisdictional market area where the City of Jacksonville (COJ), Jacksonville Transportation Agency (JTA), Jacksonville Port Authority (JAXPORT) Duval County Public Schools (DCPS), and JEA (formerly Jacksonville Electric Authority)—collectively referred to as the Participating Agencies—may consider evidence of discrimination.

The geographical boundary of the Participating Agencies is defined as Clay, Duval, Nassau and St. Johns Counties. Four of the Participating Agency's service areas are within Duval County, while JEA's service area encompasses portions of Clay, Duval, Nassau and St. Johns Counties.

### **1. Summary of the Distribution of All Contracts Awarded**

The Participating Agencies awarded 151,905 contracts valued at \$5,035,828,008.69 during their respective study periods. Businesses based in the Participating Agencies' market area received 51.5 percent of these contracts and 50.12 percent of the dollars. The distribution of all contracts awarded and dollars received by all firms within and outside of the Participating Agencies' market area is depicted below in Table 4.01.



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<sup>17</sup> *Opportunity Denied! New York State's Study*, 26 *Urban Lawyer* No. 3, Summer 1994.

<sup>18</sup> *Croson*, 488 U.S. at 501 (1989).

**Table 4.01: Distribution of All Contracts Awarded**

County	Number of Contracts	Percent of Contracts	Total Dollars	Percent of Dollars
Market Area	78,230	51.50%	\$2,523,732,063.65	50.12%
Outside Market Area	73,675	48.50%	\$2,512,095,945.04	49.88%
<b>Total</b>	<b>151,905</b>	<b>100.00%</b>	<b>\$5,035,828,008.69</b>	<b>100.00%</b>

## 2. Distribution of Construction Contracts

The Participating Agencies awarded 3,849 construction contracts valued at \$2,217,343,297.16 during their respective study periods. Businesses located in the Participating Agencies' construction market area received 84.83 percent of the construction contracts and 67.97 percent of the dollars. The distribution of the construction contracts awarded and dollars received by all firms within and outside of the Participating Agencies' construction market area is depicted below in Table 4.02.

**Table 4.02: Distribution of Construction Contracts Awarded**

County	Number of Contracts	Percent of Contracts	Total Dollars	Percent of Dollars
Market Area	3,265	84.83%	\$1,507,238,364.19	67.97%
Outside Market Area	584	15.17%	\$710,104,932.97	32.03%
<b>Total</b>	<b>3,849</b>	<b>100.00%</b>	<b>\$2,217,343,297.16</b>	<b>100.00%</b>

## 3. Distribution of Architecture and Engineering Contracts

The Participating Agencies awarded 1,045 architecture and engineering contracts valued at \$291,928,393.44 during their respective study periods. Businesses located in the Participating Agencies' architecture and engineering market area received 71.96 percent of the architecture and engineering contracts and 87.48 percent of the dollars. The distribution of the architecture and engineering contracts awarded and dollars received by all firms within and outside of the Participating Agencies' architecture and engineering services market area is depicted below in Table 4.03.

**Table 4.03: Distribution of Architecture and Engineering Services Contracts**

County	Number of Contracts	Percent of Contracts	Total Dollars	Percent of Dollars
Market Area	752	71.96%	\$ 255,374,789.41	87.48%
Outside Market Area	293	28.04%	\$ 36,553,604.03	12.52%
<b>Total</b>	<b>1,045</b>	<b>100.00%</b>	<b>\$ 291,928,393.44</b>	<b>100.00%</b>



#### 4. Distribution of Professional Services Contracts

The Participating Agencies awarded 2,155 professional services contracts valued at \$164,816,557.86 during their respective study periods. Businesses located in the Participating Agencies' professional services market area received 46.03 percent of the miscellaneous and other professional services contracts and 37.77 percent of the dollars. The distribution of the professional services contracts awarded and dollars received by all firms within and outside of the Participating Agencies' professional services market area is depicted below in Table 4.04.

**Table 4.04: Distribution of Professional Services Contracts**

County	Number of Contracts	Percent of Contracts	Total Dollars	Percent of Dollars
Market Area	992	46.03%	\$62,248,464.65	37.77%
Outside Market Area	1,163	53.97%	\$102,568,093.21	62.23%
<b>Total</b>	<b>2,155</b>	<b>100.00%</b>	<b>\$164,816,557.86</b>	<b>100.00%</b>

#### 5. Distribution of Goods and Other Services Contracts

The Participating Agencies awarded 144,856 goods and other services contracts valued at \$2,361,739,760.23 dollars during their respective study periods. Businesses located in the Participating Agencies' goods and other services market area received 50.55 percent of the goods and other services contracts and 29.59 percent of the dollars. The distribution of the goods and other services contracts awarded and dollars received by all firms within and outside of the Participating Agencies' goods and other services market area is depicted below in Table 4.05.

**Table 4.05: Distribution of Goods and Other Services Contracts Awarded**

County	Number of Contracts	Percent of Contracts	Total Dollars	Percent of Dollars
Market Area	73,221	50.55%	\$698,870,445.40	29.59%
Outside Market Area	71,635	49.45%	\$1,662,869,314.83	70.41%
<b>Total</b>	<b>144,856</b>	<b>100.00%</b>	<b>\$2,361,739,760.23</b>	<b>100.00%</b>



### **III. JACKSONVILLE MULTI-JURISDICTIONAL DISPARITY STUDY MARKET AREA**

During their study periods, the Participating Agencies awarded 151,905 construction, architecture and engineering, professional services, and goods and other services contracts valued at \$5,035,828,008.69. The Participating Agencies awarded 51.5 percent of these contracts and 50.12 percent of dollars to businesses located in the market area. Given the Participating Agencies' geographical and service area boundaries, the Study's market area is determined to be Clay, Duval, Nassau, and St. Johns Counties. The analysis of discrimination has been limited to an examination of contracts awarded to available market area businesses.

Table 4.06, below, presents an overview of the number of construction, architecture and engineering, professional services, and goods and other services contracts the Participating Agencies awarded and the dollars spent in the market area during their respective study periods.

*Construction Contracts:* 3,265 or 84.83 percent of these contracts were awarded to market area businesses. The dollar value of those contracts was \$1,507,238,364.19 or 67.97 percent of the total construction dollars.

*Architecture and Engineering Contracts:* 752 or 71.96 percent of these contracts were awarded to market area businesses. The dollar value of those contracts was \$255,374,789.41 or 87.48 percent of the total architecture and engineering dollars.

*Professional Services Contracts:* 992 or 46.03 percent of these contracts were awarded to market area businesses. The dollar value of those contracts was \$62,248,464.65 or 37.77 percent of the total miscellaneous and other professional services dollars.

*Goods and Other Services Contracts:* 73,221 or 50.55 percent of these contracts were awarded to market area businesses. The dollar value of those contracts was \$698,870,445.40 or 29.59 percent of the total goods and other services dollars.



**Table 4.06: The Participating Agencies' Contract Distribution  
Within the Market Area for All Industries**

<b>Market Area</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
<b>Combined Industries</b>				
Market Area	78,230	51.50%	\$2,523,732,063.65	50.12%
Outside Market Area	73,675	48.50%	\$2,512,095,945.04	49.88%
Total	151,905	100.00%	\$5,035,828,008.69	100.00%
<b>Construction</b>				
Market Area	3,265	84.83%	\$1,507,238,364.19	67.97%
Outside Market Area	584	15.17%	\$710,104,932.97	32.03%
Total	3,849	100.00%	\$2,217,343,297.16	100.00%
<b>Architecture and Engineering</b>				
Market Area	752	71.96%	\$255,374,789.41	87.48%
Outside Market Area	293	28.04%	\$36,553,604.03	12.52%
Total	1,045	100.00%	\$291,928,393.44	100.00%
<b>Professional Services</b>				
Market Area	992	46.03%	\$62,248,464.65	37.77%
Outside Market Area	1,163	53.97%	\$102,568,093.21	62.23%
Total	2,155	100.00%	\$164,816,557.86	100.00%
<b>Goods and Other Services</b>				
Market Area	73,221	50.55%	\$698,870,445.40	29.59%
Outside Market Area	71,635	49.45%	\$1,662,869,314.83	70.41%
Total	144,856	100.00%	\$2,361,739,760.23	100.00%



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# **CHAPTER 5: PRIME AND SUBCONTRACTOR AVAILABILITY ANALYSIS**

## **I. INTRODUCTION**

Availability is defined, according to *Croson*, as the number of qualified businesses in the jurisdiction's market area that are willing and able to provide goods or services.<sup>1</sup> To determine availability, Minority and Woman-owned Business Enterprises (M/WBEs) and non-M/WBEs within the jurisdiction's market area that are ready, willing, and able to provide the goods and services need to be enumerated. The market area for the four industries—construction, architecture and engineering, professional services, and goods and other services, as defined in *Chapter 4: Market Area Analysis*, is Clay, Duval, Nassau and St. Johns Counties.

When considering sources for determining the number of willing and able M/WBEs and non-M/WBEs in the market area, the selection must be based on whether two aspects about the population in question can be gauged from the sources. One consideration is a business' interest in doing business with the jurisdiction, as implied by the term "willing," and the other is its ability or capacity to provide a service or good, as implied by the term "able."

## **II. PRIME CONTRACTOR AVAILABILITY DATA SOURCES**

### **A. Identification of Willing Businesses within the Market Area**

Mason Tillman used three types of sources to identify businesses in the market area that provide the goods and services that the Participating Agencies procure. One source was the Participating Agencies' records including utilized businesses, unsuccessful bidders and vendor lists. The second source was government certification directories. The third source was business association membership lists. Only businesses determined to be willing were added to the availability list. Any business identified as willing from more than one source was counted only once in an industry. A business that was willing to

<sup>1</sup> *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469, 509 (1989).





provide goods or services in more than one industry was listed uniquely in each relevant industry's availability list.

The three sources were ranked with the highest rank assigned to the utilized businesses, bidders, and vendors. Government certification lists ranked second, and business association membership lists third. Therefore, the first document used to build the availability list was the Participating Agencies' utilized businesses. Bidders and vendor lists were then appended. Businesses identified on certification lists collected from federal and local government certification agencies were thereafter appended. The local certification lists included small, minority, woman, and disadvantaged business enterprises (S/M/W/DBEs). Businesses on association membership lists which affirmed their willingness through a survey of business association members were also appended. The business associations included trade and professional groups and chambers of commerce.

Extensive targeted outreach to business associations in the market area was performed to identify and secure business membership lists. Meetings, letters, and telephone contact with the associations garnered a number of membership lists.

From the three sources, 3,471 unique market area businesses that provided goods or services in one or more of the four industries were identified. An accounting of the willing businesses derived by source is listed below:

### **1. Participating Agencies and Other Government Agencies' Records**

There were 4,254 utilized businesses, bidders, and vendors. From these sources 1,699 unique businesses were added to the availability database.

### **2. Government Certification Lists**

There were 5,423 certified businesses in the market area. From these certification lists, 1,685 unique certified businesses were added to the availability list.

### **3. Business Association Membership Lists**

From the business association membership lists, 1,143 unique market area businesses in the four industries were identified. The unique list was queried for businesses with a telephone number. There were 1,133 businesses with telephone numbers. These businesses were surveyed to determine their willingness to contract with the Participating Agencies. Of the 1,133 surveyed businesses, 509 refused to participate, 377 did not respond to multiple telephone calls, 69 phone numbers were disconnected, and 106 businesses completed the survey. Of the 106 willing businesses that completed the survey, 66 were unique businesses and added to the availability list.



## **B. Prime Contractor Sources**

Table 5.01 lists the sources from which the list of willing businesses was compiled.

**Table 5.01: Prime Contractor Availability Data Sources**

Source	Type of Information
<b>Participating Agencies and Other Government Agencies Records</b>	
COJ Purchase Order Vendors List	M/WBEs and non-M/WBEs
COJ Utilized Businesses	M/WBEs and non-M/WBEs
Florida Department of Transportation Prequalified Contractors List	M/WBEs and non-M/WBEs
JAXPORT Utilized Businesses	M/WBEs and non-M/WBEs
JEA Utilized Businesses	M/WBEs and non-M/WBEs
JTA Utilized Businesses	M/WBEs and non-M/WBEs
<b>Government Certification Lists</b>	
Duval County Public Schools MBE Certification List	M/WBEs
Florida Department of Transportation MBE Certification List	M/WBEs
Florida Unified Certification Program Disadvantaged Business Enterprise Directory	DBEs
Greater Orlando Aviation Authority Local Developing Business Directory	M/WBEs and non-M/WBEs
Greater Orlando Aviation Authority Minority and Woman-Owned Business Enterprise Directory	M/WBEs
Jacksonville Small Emerging Business Section 3 Vendors List	M/WBEs and non-M/WBEs
JTA Disadvantaged Business Enterprise Directory	DBEs
<b>Business Association Membership Lists</b>	
Associated Builders and Contractors, Inc., Florida First Coast Chapter	M/WBEs and non-M/WBEs
Greater Nassau Chamber of Commerce	M/WBEs and non-M/WBEs
Northeast Florida Builders Association	M/WBEs and non-M/WBEs



Source	Type of Information
St. Johns Chamber of Commerce	M/WBEs and non-M/WBEs
<b>Outreach</b>	
Business Survey Participants	M/WBEs and non-M/WBEs
Community Meeting Attendees	M/WBEs and non-M/WBEs

### ***C. Determination of Willingness***

All businesses included in the availability analysis were determined to be willing to contract with the Participating Agencies. “Willingness” is defined in *Croson* and its progeny as a business’ interest in doing government contracting. To be classified as willing, the business either bid on a government contract, secured government certification, or was listed on a business organization’s membership list and affirmed an interest in contracting with the Participating Agencies through the willingness survey. Businesses identified from the 19 sources listed in Table 5.01 demonstrated their willingness to perform on public contracts.

### ***D. Distribution of Available Prime Contractors by Source, Ethnicity, and Gender***

Table 5.02 through Table 5.06 present the distribution of willing prime contractors by source. The highest ranked source was the prime contractors utilized by the Participating Agencies. Each ranked business is *counted only once*. For example, a utilized prime contractor counted in the prime contractor utilization source was not counted a second time as a bidder, certified business, or company identified from a business association list.

As noted in Table 5.02, 97.49 percent of the businesses on the unique list of available prime contractors were obtained from Participating Agencies’ and other government agencies’ records, and government certification lists. Companies identified through the business association membership lists and the business community meetings represent 2.51 percent of the willing businesses.



**Table 5.02: Distribution of Prime Contractor Availability Data Sources,  
All Industries**

Sources	M/WBEs Percentage	Non-M/WBEs Percentage	Source Percentage
Prime Contractor Utilization	23.36%	64.53%	48.95%
Certification Lists	74.73%	32.59%	48.55%
<b>Subtotal</b>	<b>98.10%</b>	<b>97.13%</b>	<b>97.49%</b>
Community Meeting Attendees	0.61%	0.60%	0.61%
Willingness Survey	1.29%	2.27%	1.90%
<b>Grand Total*</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

\*The percentages may not total 100 percent due to rounding.

A distribution of available businesses by source also was calculated for each industry. As noted in Table 5.03, 96.54 percent of the construction businesses identified were derived from Participating Agencies' and other government agencies' records, and government certification lists. Companies identified through the business association membership lists and the business community meetings represent 3.46 percent of the willing businesses.

**Table 5.03: Distribution of Prime Contractor Availability Data Sources,  
Construction**

Sources	M/WBEs Percentage	Non-M/WBEs Percentage	Source Percentage
Prime Contractor Utilization	32.26%	65.45%	51.21%
Certification Lists	65.59%	30.10%	45.33%
<b>Subtotal</b>	<b>97.85%</b>	<b>95.56%</b>	<b>96.54%</b>
Community Meeting Attendees	0.54%	1.21%	0.92%
Willingness Survey	1.61%	3.23%	2.54%
<b>Grand Total*</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

\*The percentages may not total 100 percent due to rounding.



Table 5.04 depicts the data sources for the available architecture and engineering prime contractors. As noted, 96.94 percent of the architecture and engineering services businesses identified were derived from Participating Agencies' and other government agencies' records, and government certification lists. Companies identified through the business association membership lists and the business community meetings represent 3.06 percent of the willing businesses.

**Table 5.04: Distribution of Prime Contractor Availability Data Sources, Architecture and Engineering**

Sources	M/WBEs Percentage	Non-M/WBEs Percentage	Source Percentage
Prime Contractor Utilization	41.10%	80.13%	67.69%
Certification Lists	57.53%	16.03%	29.26%
<b>Subtotal</b>	<b>98.63%</b>	<b>96.15%</b>	<b>96.94%</b>
Community Meeting Attendees	0.00%	0.64%	0.44%
Willingness Survey	1.37%	3.21%	2.62%
<b>Grand Total*</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

\*The percentages may not total 100 percent due to rounding.

Table 5.05 depicts the data sources for the available professional services prime contractors. As noted, 97.44 percent of the professional services businesses identified were derived from Participating Agencies' and other government agencies' records, and government certification lists. Companies identified through the business association membership lists and the business community meetings represent 2.56 percent of the willing businesses.



**Table 5.05: Distribution of Prime Contractor Availability Data Sources, Professional Services**

Sources	M/WBEs Percentage	Non-M/WBEs Percentage	Source Percentage
Prime Contractor Utilization	20.05%	68.13%	48.21%
Certification Lists	76.98%	29.60%	49.23%
<b>Subtotal</b>	<b>97.03%</b>	<b>97.72%</b>	<b>97.44%</b>
Community Meeting Attendees	1.24%	0.53%	0.82%
Willingness Survey	1.73%	1.75%	1.74%
<b>Grand Total*</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

\*The percentages may not total 100 percent due to rounding.

Table 5.06 depicts the data sources for the available goods and other services prime contractors. As noted, 98.09 percent of the goods and other services businesses identified were derived from Participating Agencies' and other government agencies' records, and government certification lists. Companies identified through the business association membership lists and the business community meetings represent 1.91 percent of the willing businesses.

**Table 5.06: Distribution of Prime Contractor Availability Data Sources, Goods and Other Services**

Sources	M/WBEs Percentage	Non-M/WBEs Percentage	Source Percentage
Prime Contractor Utilization	31.61%	65.66%	53.86%
Certification Lists	67.06%	32.12%	44.23%
<b>Subtotal</b>	<b>98.66%</b>	<b>97.78%</b>	<b>98.09%</b>
Community Meeting Attendees	0.50%	0.44%	0.46%
Willingness Survey	0.84%	1.77%	1.45%
<b>Grand Total*</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

\*The percentages may not total 100 percent due to rounding.



### **III. CAPACITY ASSESSMENT**

The second component of the availability requirement set forth in *Croson* is the capacity or ability of a business to perform the contracts the jurisdiction awards.<sup>2</sup> However, capacity requirements are not delineated in *Croson*. In those cases where capacity has been considered, the matter has involved large, competitively bid construction prime contracts. Nevertheless the capacity of willing market area businesses to contract with COJ was assessed. Three measures were used.

- The size of all prime contracts awarded by COJ was analyzed to determine the capacity needed to perform the average awarded contract.
- The largest contracts awarded to M/WBEs were identified to determine demonstrated ability to win large, competitively bid contracts.
- The Florida Department of Transportation (FDOT), Jacksonville Small Emerging Business (JSEB), and DCPS' certification processes were assessed to determine if those processes meet the standard set in *Contractors Ass'n of Eastern Pennsylvania v. City of Philadelphia (Philadelphia)*.<sup>3</sup> Philadelphia found the U.S. Department of Transportation (USDOT) certification sufficient to measure capacity.

#### **A. Size of Contracts Analyzed**

In *Associated General Contractors of America v. City of Columbus* and *Engineering Contractors Ass'n of South Florida v. Metropolitan Dade City*, the courts were concerned with the capacity of the enumerated businesses to bid on large, competitively bid contracts. It should also be noted that the focus in both cases was on the bidder's size and ability to perform on large, competitively bid construction contracts.<sup>4</sup>

The COJ's construction, architecture and engineering, professional services, and goods and other services contracts were analyzed to determine the size of awarded contracts in order to gauge the capacity required to perform on the COJ's contracts.

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<sup>2</sup> *Croson*, 488 U.S. 469.

<sup>3</sup> *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. Penn. 1995), aff'd, 91 F.3d 586 (3d Cir. 1996).

<sup>4</sup> *Associated General Contractors of America v. City of Columbus*, 936 F. Supp. 1363 (S.D. Ohio Eastern Division, decided August 26, 1996), and *Engineering Contractors Ass'n of South Florida v. Metropolitan Dade City*, 943 F. Supp. 1546 (S.D. Fla. 1996), aff'd 122 F.3d 895 (11th Cir. 1997). Writ of certiorari denied *Metropolitan Dade Participating Agencies v. Engineering Contrs. Ass'n*, 523 U.S. 1004, 140 L. Ed. 2d 317, 118 S. Ct. 1186, (1998); Related proceeding at *Hershell Gill Consulting Eng'Rs, Inc. v. Miami-Dade Participating Agencies*, 2004 U.S. Dist. LEXIS 17197 (S.D. Fla., Aug. 24, 2004). Decision was vacated by the 6<sup>th</sup> Circuit Court of Appeals.



For the size analysis, the COJ's contracts were grouped into eight dollar ranges.<sup>5</sup> Each industry was analyzed to determine the number and percentage of contracts that fell within the eight size categories. The size distribution of contracts awarded to Non-Minority Males was then compared to the size distribution of contracts awarded to Caucasian Females, Minority Females, and Minority Males.

### **1. Construction Contracts by Size**

Table 5.07 depicts the COJ's construction contracts awarded within the eight dollar ranges. Contracts valued at less than \$25,000 were 4.29 percent; those less than \$50,000 were 10.57 percent; those less than \$100,000 were 21.71 percent; and those less than \$500,000 were 61.71 percent.

### **2. Architecture and Engineering Contracts by Size**

Table 5.08 depicts the architecture and engineering contracts within the eight dollar ranges. Contracts valued at less than \$25,000 were 4.48 percent; those less than \$50,000 were 10.45 percent; those less than \$100,000 were 16.42 percent; and those less than \$500,000 were 53.73 percent.

### **3. Professional Services Contracts by Size**

Table 5.09 depicts professional services contracts within the eight dollar ranges. Contracts valued at less than \$25,000 were 17.65 percent; those less than \$50,000 were 17.65 percent; those less than \$100,000 were 29.41 percent; and those less than \$500,000 were 70.59 percent.

### **4. Goods and Other Services Contracts by Size**

Table 5.10 depicts goods and other services contracts within the eight dollar ranges. Contracts valued at less than \$25,000 were 27.39 percent; those less than \$50,000 were 37.15 percent; those less than \$100,000 were 49.91 percent; and those less than \$500,000 were 84.62 percent.



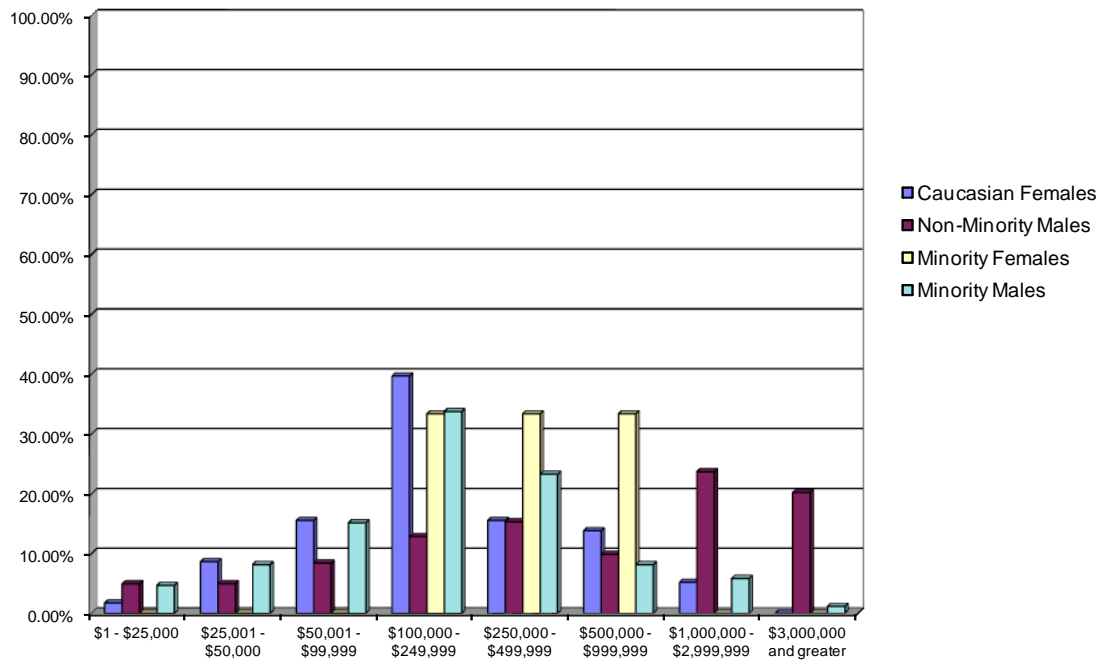
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<sup>5</sup> The eight dollar ranges are \$1 to \$24,999; \$25,000 to \$49,999; \$50,000 to \$99,999; \$100,000 to \$249,999; \$250,000 to \$499,999; \$500,000 to \$999,999; \$1,000,000 to \$2,999,999; and \$3,000,000 and greater.



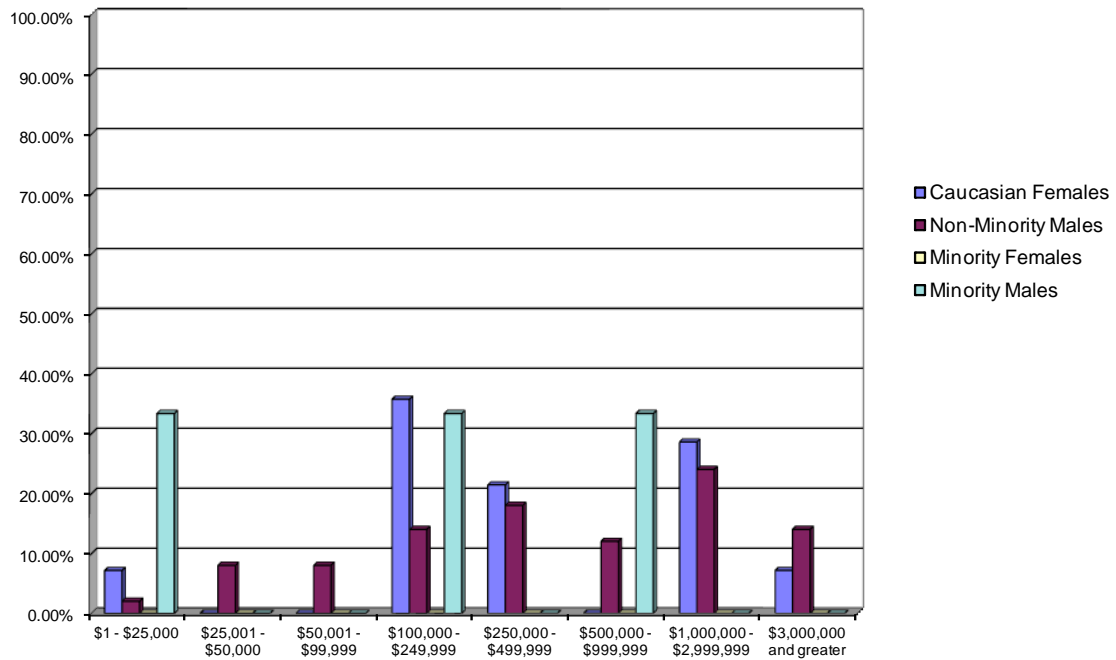
**Table 5.07: Construction Contracts by Size,  
October 1, 2005 to September 30, 2010**

Size	Non-Minority				Minority					
	Females		Males		Females		Males		Total	
	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent
\$1 - \$25,000	1	1.72%	10	4.93%	0	0.00%	4	4.65%	15	4.29%
\$25,001 - \$50,000	5	8.62%	10	4.93%	0	0.00%	7	8.14%	22	6.29%
\$50,001 - \$99,999	9	15.52%	17	8.37%	0	0.00%	13	15.12%	39	11.14%
\$100,000 - \$249,999	23	39.66%	26	12.81%	1	33.33%	29	33.72%	79	22.57%
\$250,000 - \$499,999	9	15.52%	31	15.27%	1	33.33%	20	23.26%	61	17.43%
\$500,000 - \$999,999	8	13.79%	20	9.85%	1	33.33%	7	8.14%	36	10.29%
\$1,000,000 - \$2,999,999	3	5.17%	48	23.65%	0	0.00%	5	5.81%	56	16.00%
\$3,000,000 and greater	0	0.00%	41	20.20%	0	0.00%	1	1.16%	42	12.00%
Total	58	100.00%	203	100.00%	3	100.00%	86	100.00%	350	100.00%



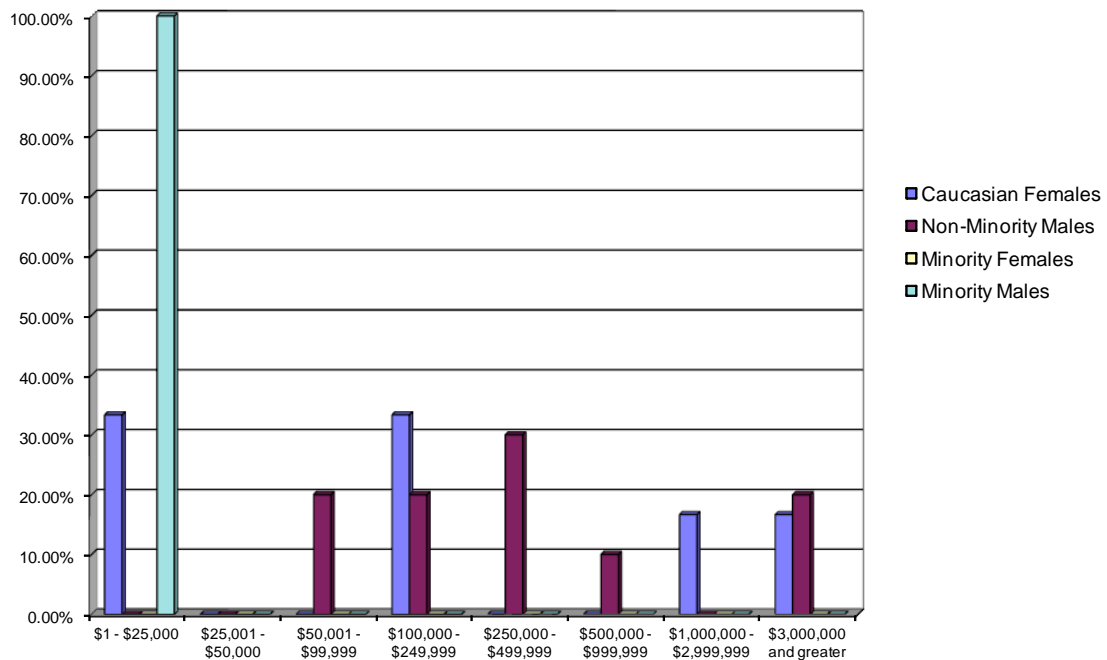
**Table 5.08: Architecture and Engineering Contracts by Size,  
October 1, 2005 to September 30, 2010**

Size	Non-Minority				Minority					
	Females		Males		Females		Males		Total	
	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent
\$1 - \$25,000	1	7.14%	1	2.00%	0	0.00%	1	33.33%	3	4.48%
\$25,001 - \$50,000	0	0.00%	4	8.00%	0	0.00%	0	0.00%	4	5.97%
\$50,001 - \$99,999	0	0.00%	4	8.00%	0	0.00%	0	0.00%	4	5.97%
\$100,000 - \$249,999	5	35.71%	7	14.00%	0	0.00%	1	33.33%	13	19.40%
\$250,000 - \$499,999	3	21.43%	9	18.00%	0	0.00%	0	0.00%	12	17.91%
\$500,000 - \$999,999	0	0.00%	6	12.00%	0	0.00%	1	33.33%	7	10.45%
\$1,000,000 - \$2,999,999	4	28.57%	12	24.00%	0	0.00%	0	0.00%	16	23.88%
\$3,000,000 and greater	1	7.14%	7	14.00%	0	0.00%	0	0.00%	8	11.94%
Total	14	100.00%	50	100.00%	0	0.00%	3	100.00%	67	100.00%



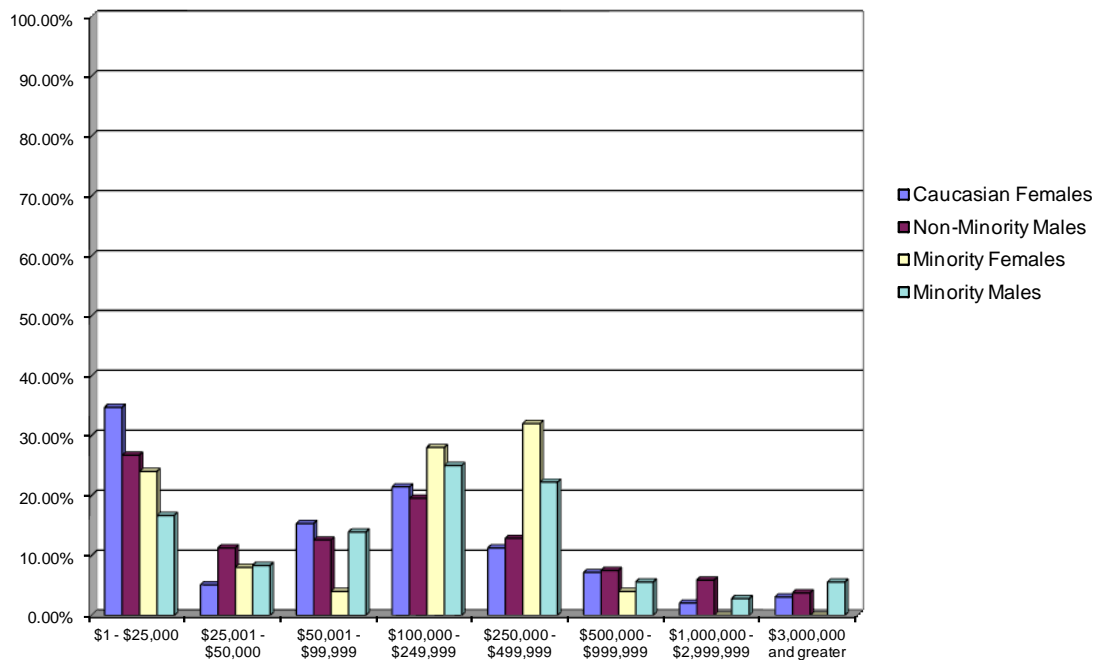
**Table 5.09: Professional Services Contracts by Size,  
October 1, 2005 to September 30, 2010**

Size	Non-Minority				Minority					
	Females		Males		Females		Males		Total	
	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent
\$1 - \$25,000	2	33.33%	0	0.00%	0	0.00%	1	100.00%	3	17.65%
\$25,001 - \$50,000	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
\$50,001 - \$99,999	0	0.00%	2	20.00%	0	0.00%	0	0.00%	2	11.76%
\$100,000 - \$249,999	2	33.33%	2	20.00%	0	0.00%	0	0.00%	4	23.53%
\$250,000 - \$499,999	0	0.00%	3	30.00%	0	0.00%	0	0.00%	3	17.65%
\$500,000 - \$999,999	0	0.00%	1	10.00%	0	0.00%	0	0.00%	1	5.88%
\$1,000,000 - \$2,999,999	1	16.67%	0	0.00%	0	0.00%	0	0.00%	1	5.88%
\$3,000,000 and greater	1	16.67%	2	20.00%	0	0.00%	0	0.00%	3	17.65%
Total	6	100.00%	10	100.00%	0	0.00%	1	100.00%	17	100.00%



**Table 5.10: Goods and Other Services Contracts by Size,  
October 1, 2005 to September 30, 2010**

Size	Non-Minority				Minority					
	Females		Males		Females		Males		Total	
	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent
\$1 - \$25,000	34	34.69%	100	26.74%	6	24.00%	6	16.67%	146	27.39%
\$25,001 - \$50,000	5	5.10%	42	11.23%	2	8.00%	3	8.33%	52	9.76%
\$50,001 - \$99,999	15	15.31%	47	12.57%	1	4.00%	5	13.89%	68	12.76%
\$100,000 - \$249,999	21	21.43%	73	19.52%	7	28.00%	9	25.00%	110	20.64%
\$250,000 - \$499,999	11	11.22%	48	12.83%	8	32.00%	8	22.22%	75	14.07%
\$500,000 - \$999,999	7	7.14%	28	7.49%	1	4.00%	2	5.56%	38	7.13%
\$1,000,000 - \$2,999,999	2	2.04%	22	5.88%	0	0.00%	1	2.78%	25	4.69%
\$3,000,000 and greater	3	3.06%	14	3.74%	0	0.00%	2	5.56%	19	3.56%
Total	98	100.00%	374	100.00%	25	100.00%	36	100.00%	533	100.00%



## **B. Largest M/WBE Prime Contracts Awarded by Industry**

M/WBEs were awarded large contracts in each industry. The distribution of the largest contracts the COJ awarded to M/WBEs is depicted in Table 5.11. In each industry, M/WBEs were awarded very large, competitively bid contracts. The utilization analysis shows that M/WBEs demonstrated the capacity to successfully compete for contracts as large as \$3.5 million in construction, \$3 million in architecture and engineering, \$3.5 million in professional services, and \$7.5 million in goods and other services.

**Table 5.11: Largest M/WBE Contracts Awarded by the COJ**

<b>Ethnic/Gender Group</b>	<b>Construction</b>	<b>Architecture and Engineering</b>	<b>Professional Services</b>	<b>Goods and Services</b>
African American Female	----	----	----	\$300,395
African American Male	\$1,613,501	----	\$9,000	\$6,915,062
Asian American Female	----	----	----	----
Asian American Male	\$1,095,989	\$22,524	----	\$275,176
Caucasian Female	\$1,740,982	\$3,000,000	\$3,457,957	\$7,478,270
Hispanic American Female	\$812,534	----	----	----
Hispanic American Male	\$3,471,332	\$500,000	----	\$155,789
Native American Female	----	----	----	\$647,808
Native American Male	\$465,899	----	----	\$2,532,694
<b>MBEs</b>	<b>\$3,471,332</b>	<b>\$500,000</b>	<b>\$9,000</b>	<b>\$6,915,062</b>
<b>WBEs</b>	<b>\$1,740,982</b>	<b>\$3,000,000</b>	<b>\$3,457,957</b>	<b>\$7,478,270</b>

(----) denotes a group that was not awarded any contracts within the respective industry.

## **C. Certification Standards**

The Court has addressed the merits of certification as a measure of capacity.<sup>6</sup> *Philadelphia*, an appellate court decision, found that a certification program which was based on USDOT standards satisfied the determination of a business' capability. Thus, a certification program like FDOT, which adheres to the standards set forth in the USDOT regulations, 49 Code of Federal Regulations Part 26, is considered a documentation of M/WBE capacity.



<sup>6</sup> *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. Penn. 1995), affd, 91 F.3d 586 (3d Cir. 1996).

## **IV. PRIME CONTRACTOR AVAILABILITY ANALYSIS**

The size of COJ's contracts demonstrates that the majority of the contracts are small, requiring limited capacity to perform. Furthermore, the awards COJ has made to M/WBEs demonstrate that the capacity of the available businesses is considerably greater than needed to bid on the majority of the contracts awarded in the four industries studied. Nevertheless, as noted in Chapter 2: Prime Utilization, the decision was made to limit the prime contracts subject to the disparity analysis to those under \$500,000.

The prime contractor availability findings for the Participating Agencies market area are as follows:

### **A. Construction Prime Contractor Availability**

The distribution of available construction prime contractors is summarized in Table 5.12 below. These ethnic and gender groups are defined in Table 2.01 of *Chapter 2: Prime Contractor Utilization Analysis*.

*African Americans* account for 19.35 percent of the construction businesses in the Participating Agencies' market area.

*Asian Americans* account for 2.42 percent of the construction businesses in the Participating Agencies' market area.

*Hispanic Americans* account for 5.3 percent of the construction businesses in the Participating Agencies' market area.

*Native Americans* account for 1.04 percent of the construction businesses in the Participating Agencies' market area.

*Minority Business Enterprises* account for 28.11 percent of the construction businesses in the Participating Agencies' market area.

*Women Business Enterprises* account for 14.75 percent of the construction businesses in the Participating Agencies' market area.

*Minority and Women Business Enterprises* account for 42.86 percent of the construction businesses in the Participating Agencies' market area.

*Non-Minority Male Business Enterprises* account for 57.14 percent of the construction businesses in the Participating Agencies' market area.



**Table 5.12: Available Construction Prime Contractors**

<b>Ethnicity</b>	<b>Percent of Businesses</b>
African Americans	19.35%
Asian Americans	2.42%
Hispanic Americans	5.30%
Native Americans	1.04%
Caucasian Females	14.75%
Non-Minority Males	57.14%
<b>TOTAL</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Percent of Businesses</b>
African American Females	3.34%
African American Males	16.01%
Asian American Females	0.58%
Asian American Males	1.84%
Hispanic American Females	1.04%
Hispanic American Males	4.26%
Native American Females	0.46%
Native American Males	0.58%
Caucasian Females	14.75%
Non-Minority Males	57.14%
<b>TOTAL</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Percent of Businesses</b>
Minority Females	5.41%
Minority Males	22.70%
Caucasian Females	14.75%
Non-Minority Males	57.14%
<b>TOTAL</b>	<b>100.00%</b>
<b>Minority and Females</b>	<b>Percent of Businesses</b>
Minority Business Enterprises	28.11%
Women Business Enterprises	14.75%
<b>Minority and Women Business Enterprises</b>	<b>42.86%</b>
Non-Minority Male Business Enterprises	57.14%
<b>TOTAL</b>	<b>100.00%</b>



## ***B. Architecture and Engineering Prime Contractor Availability***

The distribution of available architecture and engineering prime contractors is summarized in Table 5.13 below. These ethnic and gender groups are defined in Table 2.01 of *Chapter 2: Prime Contractor Utilization Analysis*.

***African Americans*** account for 7.17 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Asian Americans*** account for 5.38 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Hispanic Americans*** account for 4.48 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Native Americans*** account for 0.9 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Minority Business Enterprises*** account for 17.94 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Women Business Enterprises*** account for 14.35 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Minority and Women Business Enterprises*** account for 32.29 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Non-Minority Male Business Enterprises*** account for 67.71 percent of the architecture and engineering businesses in the Participating Agencies' market area.





**Table 5.13: Available Architecture and Engineering Prime Contractors**

<b>Ethnicity</b>	<b>Percent of Businesses</b>
African Americans	7.17%
Asian Americans	5.38%
Hispanic Americans	4.48%
Native Americans	0.90%
Caucasian Females	14.35%
Non-Minority Males	67.71%
<b>TOTAL</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Percent of Businesses</b>
African American Females	0.00%
African American Males	7.17%
Asian American Females	0.90%
Asian American Males	4.48%
Hispanic American Females	1.35%
Hispanic American Males	3.14%
Native American Females	0.00%
Native American Males	0.90%
Caucasian Females	14.35%
Non-Minority Males	67.71%
<b>TOTAL</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Percent of Businesses</b>
Minority Females	2.24%
Minority Males	15.70%
Caucasian Females	14.35%
Non-Minority Males	67.71%
<b>TOTAL</b>	<b>100.00%</b>
<b>Minority and Females</b>	<b>Percent of Businesses</b>
Minority Business Enterprises	17.94%
Women Business Enterprises	14.35%
<b>Minority and Women Business Enterprises</b>	<b>32.29%</b>
Non-Minority Male Business Enterprises	67.71%
<b>TOTAL</b>	<b>100.00%</b>



### ***C. Professional Services Prime Contractor Availability***

The distribution of available professional services prime contractors is summarized in Table 5.14 below. These ethnic and gender groups are defined in Table 2.01 of *Chapter 2: Prime Contractor Utilization Analysis*.

***African Americans*** account for 17.54 percent of the professional services businesses in the Participating Agencies' market area.

***Asian Americans*** account for 1.95 percent of the professional services businesses in the Participating Agencies' market area.

***Hispanic Americans*** account for 3.79 percent of the professional services businesses in the Participating Agencies' market area.

***Native Americans*** account for 0.31 percent of the professional services businesses in the Participating Agencies' market area.

***Minority Business Enterprises*** account for 23.59 percent of the professional services businesses in the Participating Agencies' market area.

***Women Business Enterprises*** account for 17.85 percent of the professional services businesses in the Participating Agencies' market area.

***Minority and Women Business Enterprises*** account for 41.44 percent of the professional services businesses in the Participating Agencies' market area.

***Non-Minority Male Business Enterprises*** account for 58.56 percent of the professional services businesses in the Participating Agencies' market area.



**Table 5.14: Available Professional Services Prime Contractors**

<b>Ethnicity</b>	<b>Percent of Businesses</b>
African Americans	17.54%
Asian Americans	1.95%
Hispanic Americans	3.79%
Native Americans	0.31%
Caucasian Females	17.85%
Non-Minority Males	58.56%
<b>TOTAL</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Percent of Businesses</b>
African American Females	7.18%
African American Males	10.36%
Asian American Females	0.62%
Asian American Males	1.33%
Hispanic American Females	1.03%
Hispanic American Males	2.77%
Native American Females	0.00%
Native American Males	0.31%
Caucasian Females	17.85%
Non-Minority Males	58.56%
<b>TOTAL</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Percent of Businesses</b>
Minority Females	8.82%
Minority Males	14.77%
Caucasian Females	17.85%
Non-Minority Males	58.56%
<b>TOTAL</b>	<b>100.00%</b>
<b>Minority and Females</b>	<b>Percent of Businesses</b>
Minority Business Enterprises	23.59%
Women Business Enterprises	17.85%
<b>Minority and Women Business Enterprises</b>	<b>41.44%</b>
Non-Minority Male Business Enterprises	58.56%
<b>TOTAL</b>	<b>100.00%</b>



#### ***D. Goods and Other Services Prime Contractor Availability***

The distribution of available goods and other services prime contractors is summarized in Table 5.15 below. These ethnic and gender groups are defined in Table 2.01 of *Chapter 2: Prime Contractor Utilization Analysis*.

***African Americans*** account for 13.57 percent of the goods and other services businesses in the Participating Agencies' market area.

***Asian Americans*** account for 2.03 percent of the goods and other services businesses in the Participating Agencies' market area.

***Hispanic Americans*** account for 2.2 percent of the goods and other services businesses in the Participating Agencies' market area.

***Native American Businesses*** account for 0.58 percent of the goods and other services businesses in the Participating Agencies' market area.

***Minority Business Enterprises*** account for 18.39 percent of the goods and other services businesses in the Participating Agencies' market area.

***Women Business Enterprises*** account for 16.3 percent of the goods and other services businesses in the Participating Agencies' market area.

***Minority and Women Business Enterprises*** account for 34.69 percent of the goods and other services businesses in the Participating Agencies' market area.

***Non-Minority Male Business Enterprises*** account for 65.31 percent of the goods and other services businesses in the Participating Agencies' market area.



**Table 5.15: Available Goods and Other Services Prime Contractors**

<b>Ethnicity</b>	<b>Percent of Businesses</b>
African Americans	13.57%
Asian Americans	2.03%
Hispanic Americans	2.20%
Native Americans	0.58%
Caucasian Females	16.30%
Non-Minority Males	65.31%
<b>TOTAL</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Percent of Businesses</b>
African American Females	4.35%
African American Males	9.22%
Asian American Females	0.70%
Asian American Males	1.33%
Hispanic American Females	0.58%
Hispanic American Males	1.62%
Native American Females	0.12%
Native American Males	0.46%
Caucasian Females	16.30%
Non-Minority Males	65.31%
<b>TOTAL</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Percent of Businesses</b>
Minority Females	5.74%
Minority Males	12.65%
Caucasian Females	16.30%
Non-Minority Males	65.31%
<b>TOTAL</b>	<b>100.00%</b>
<b>Minority and Females</b>	<b>Percent of Businesses</b>
Minority Business Enterprises	18.39%
Women Business Enterprises	16.30%
<b>Minority and Women Business Enterprises</b>	<b>34.69%</b>
Non-Minority Male Business Enterprises	65.31%
<b>TOTAL</b>	<b>100.00%</b>



## **V. SUBCONTRACTOR AVAILABILITY ANALYSIS**

### **A. Source of Potentially Willing and Able Subcontractors**

All available prime contractors were included in the calculation of the subcontractor availability. Additional subcontractors in the Participating Agencies' market area were identified using the source in Table 5.16. The subcontractor availability was not calculated for the industry of goods and other services, as there is not much subcontracting activity in that industry.

**Table 5.16: Unique Subcontractor Availability Data Source**

Type Record	Type Information
Subcontract awards provided by the Participating Agencies	M/WBEs and non-M/WBEs

### **B. Determination of Willingness and Capacity**

Subcontractor availability was limited to the available prime contractors and the unique businesses utilized as subcontractors. Therefore, the determination of willingness was achieved. *Croson* does not require a measure of subcontractor capacity; therefore, it is not necessary to address capacity issues in the context of subcontractors.



### ***C. Construction Subcontractor Availability***

The distribution of available construction subcontractors is summarized in Table 5.17 below. These ethnic and gender groups are defined in Table 2.01 of *Chapter 2: Prime Contractor Utilization Analysis*.

***African Americans*** account for 17.73 percent of the construction businesses in the Participating Agencies' market area.

***Asian Americans*** account for 2.68 percent of the construction businesses in the Participating Agencies' market area.

***Hispanic Americans*** account for 5.46 percent of the construction businesses in the Participating Agencies' market area.

***Native Americans*** account for 0.93 percent of the construction businesses in the Participating Agencies' market area.

***Minority Business Enterprises*** account for 26.8 percent of the construction businesses in the Participating Agencies' market area.

***Women Business Enterprises*** account for 15.67 percent of the construction businesses in the Participating Agencies' market area.

***Minority and Women Business Enterprises*** account for 42.47 percent of the construction businesses in the Participating Agencies' market area.

***Non-Minority Male Business Enterprises*** account for 57.53 percent of the construction businesses in the Participating Agencies' market area.



**Table 5.17: Available Construction Subcontractors**

<b>Ethnicity</b>	<b>Percent of Businesses</b>
African Americans	17.73%
Asian Americans	2.68%
Hispanic Americans	5.46%
Native Americans	0.93%
Caucasian Females	15.67%
Non-Minority Males	57.53%
<b>TOTAL</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Percent of Businesses</b>
African American Females	3.20%
African American Males	14.54%
Asian American Females	0.62%
Asian American Males	2.06%
Hispanic American Females	1.24%
Hispanic American Males	4.23%
Native American Females	0.41%
Native American Males	0.52%
Caucasian Females	15.67%
Non-Minority Males	57.53%
<b>TOTAL</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Percent of Businesses</b>
Minority Females	5.46%
Minority Males	21.34%
Caucasian Females	15.67%
Non-Minority Males	57.53%
<b>TOTAL</b>	<b>100.00%</b>
<b>Minority and Females</b>	<b>Percent of Businesses</b>
Minority Business Enterprises	26.80%
Women Business Enterprises	15.67%
<b>Minority and Women Business Enterprises</b>	<b>42.47%</b>
Non-Minority Male Business Enterprises	57.53%
<b>TOTAL</b>	<b>100.00%</b>





#### ***D. Architecture and Engineering Subcontractor Availability***

The distribution of available architecture and engineering subcontractors is summarized in Table 5.18 below. These ethnic and gender groups are defined in Table 2.01 of *Chapter 2: Prime Contractor Utilization Analysis*.

***African Americans*** account for 8.87 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Asian Americans*** account for 2.48 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Hispanic Americans*** account for 4.17 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Native Americans*** account for 0.78 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Minority Business Enterprises*** account for 16.3 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Women Business Enterprises*** account for 15.91 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Minority and Women Business Enterprises*** account for 32.2 percent of the architecture and engineering businesses in the Participating Agencies' market area.

***Non-Minority Male Business Enterprises*** account for 67.8 percent of the architecture and engineering businesses in the Participating Agencies' market area.



**Table 5.18: Available Architecture and Engineering Subcontractors**

<b>Ethnicity</b>	<b>Percent of Businesses</b>
African Americans	8.87%
Asian Americans	2.48%
Hispanic Americans	4.17%
Native Americans	0.78%
Caucasian Females	15.91%
Non-Minority Males	67.80%
<b>TOTAL</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Percent of Businesses</b>
African American Females	1.04%
African American Males	7.82%
Asian American Females	0.39%
Asian American Males	2.09%
Hispanic American Females	0.91%
Hispanic American Males	3.26%
Native American Females	0.13%
Native American Males	0.65%
Caucasian Females	15.91%
Non-Minority Males	67.80%
<b>TOTAL</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Percent of Businesses</b>
Minority Females	2.48%
Minority Males	13.82%
Caucasian Females	15.91%
Non-Minority Males	67.80%
<b>TOTAL</b>	<b>100.00%</b>
<b>Minority and Females</b>	<b>Percent of Businesses</b>
Minority Business Enterprises	16.30%
Women Business Enterprises	15.91%
<b>Minority and Women Business Enterprises</b>	<b>32.20%</b>
Non-Minority Male Business Enterprises	67.80%
<b>TOTAL</b>	<b>100.00%</b>



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# **CHAPTER 6: PRIME CONTRACTOR DISPARITY ANALYSIS**

## **I. INTRODUCTION**

The objective of the disparity analysis is to determine the levels at which Minority and Woman-owned Business Enterprises (M/WBEs) are utilized on City of Jacksonville (COJ) contracts. Under a fair and equitable system of awarding contracts, the proportion of contract dollars awarded to M/WBEs should be relatively close to the corresponding proportion of available M/WBEs<sup>1</sup> in the relevant market area. If the ratio of utilized M/WBE prime contractors to available M/WBE prime contractors is less than one, a statistical test is conducted to calculate the probability of observing the empirical disparity ratio or any event which is less probable. This analysis assumes a fair and equitable system.<sup>2</sup> *Croson* states that an inference of discrimination can be made *prima facie* if the disparity is statistically significant.

The first step in conducting the statistical test is to calculate the contract value that each ethnic and gender group is expected to receive. This value is based on each group's availability in the market area, and shall be referred to as the **expected contract amount**. The next step computes the difference between each ethnic and gender group's expected contract amount and the **actual contract amount** received by each group. Then, the **disparity ratio** is computed by dividing the actual contract amount by the expected contract amount.

In practice, a disparity ratio of less than 0.80 indicates a relevant degree of disparity. To test the significance of a disparity ratio, a P-value must be calculated.<sup>3</sup> All disparity findings less than one are subject to analysis, which tests statistical significance. The three methods employed to calculate statistical significance include a parametric analysis,<sup>4</sup> a non-parametric analysis,<sup>5</sup> and a simulation analysis.

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<sup>1</sup> Availability is defined as the number of ready, willing, and able firms. The methodology for determining willing and able firms is detailed in Chapter 5.

<sup>2</sup> When conducting statistical tests, a confidence level must be established as a gauge for the level of certainty that an observed occurrence is not due to chance. It is important to note that a 100 percent confidence level or a level of absolute certainty can never be obtained in statistics. A 95 percent confidence level is considered by the courts to be an acceptable level in determining whether an inference of discrimination can be made. Thus, the data analyzed here was done within the 95 percent confidence level.

<sup>3</sup> P-value is a measure of statistical significance.

<sup>4</sup> Parametric analysis is a statistical examination based on the actual values of the variable. In this case, the parametric analysis consists of the actual dollar values of the contracts.



A parametric analysis is most commonly used when the number of contracts is sufficiently large and the variation of the contract dollar amounts is not too large. When the variation in contract dollar amounts is large, a disparity may not be detectable using a parametric analysis. Therefore, a non-parametric analysis would be employed to analyze the contracts ranked by dollar amount. Both parametric and non-parametric analyses are effective due to the central limit theorem, which is strongest when the number of contracts is large and the data is not skewed. When there are too few contracts,<sup>6</sup> or the contract dollar data is skewed, a simulation analysis is employed. The utility of the simulation analysis is also dependent on the severity of the disparity when there are too few contracts. The simulation analysis utilizes randomization to simulate a distribution for the contracts.<sup>7</sup> By conducting multiple trials in the simulation, the empirical data can be used to test the distribution of contract awards for significance.

For parametric and non-parametric analyses, the P-value takes into account the number of contracts, amount of contract dollars, and variation in contract dollars. If the difference between the actual and expected number of contracts and total contract dollars has a P-value equal to or less than 0.05, the difference is statistically significant.<sup>8</sup> In the simulation analysis, the P-value takes into account a combination of the distribution formulated from the empirical data and the contract dollar amounts or contract rank. If the actual contract dollar amount, or actual contract rank, falls below the fifth percentile of the distribution, it denotes a P-value less than 0.05, which is statistically significant.

Mason Tillman's statistical model employs all three methods simultaneously to each industry. Findings from one of the three methods are reported. If the P-value from any one of the three methods is less than 0.05 the finding is reported in the disparity tables as statistically significant. If the P-value is greater than 0.05 the finding is reported as not statistically significant.

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<sup>5</sup> Non-parametric analysis is a method to make data more suitable for statistical testing by allowing one variable to be replaced with a new variable that maintains the essential characteristics of the original one. In this case, the contracts are ranked from the smallest to the largest. The dollar value of each contract is replaced with its rank order number.

<sup>6</sup> Note: a relatively small availability population size decreases the reliability of the statistical results; therefore any availability percentage under one percent cannot be labeled as statistically significant.

<sup>7</sup> The simulation analysis can be conducted using contract dollar amounts or contract rankings.

<sup>8</sup> A statistical test is not performed for Non-Minority Males or when the ratio of utilized to available is greater than one for M/WBEs.



## II. **DISPARITY ANALYSIS**

A prime contract disparity analysis was performed on construction and goods and other services contracts awarded from October 1, 2005 to September 30, 2010. These were the only industries that had a sufficient number of contracts to perform a disparity analysis. The architecture and engineering and professional services industries were excluded from the analysis because there were too few records provided by COJ to analyze each industry individually. The analysis presented in this chapter is for the five-year study period; a breakdown by fiscal year is presented in the appendix.

As demonstrated in *Chapter 5: Prime and Subcontractor Availability Analysis*, the majority of COJ's contracts were small. Construction prime contracts valued at less than \$500,000 constituted 62.97 percent of all construction prime contracts. Architecture and engineering and professional services prime contracts valued at less than \$500,000 constituted 52.75 percent of all architecture and engineering and professional services prime contracts. Goods and other services prime contracts valued at less than \$500,000 constituted 84.62 percent of all goods and other services prime contracts.

The threshold levels for the disparity analysis were set to ensure that within the pool of willing businesses there was documented capacity to perform the formal contracts analyzed. The formal threshold for the two industries, construction and goods and other services was limited to the \$500,000 level. The \$500,000 threshold was designated because at this level there was a demonstrated capacity within the pool of M/WBEs willing to perform COJ's contracts.<sup>9</sup> The informal contract analysis was performed at the threshold stipulated in COJ's procurement policy.

The findings from the three methods employed to calculate statistical significance as discussed on page 6-2 are presented in the following sections. The outcomes of the statistical analyses are presented in the "P-Value" column of the tables. There are ethnic groups where the statistical test cannot be performed due to too few available firms. A description of the statistical outcomes in the disparity tables are presented below in Table 6.01.

**Table 6.01: Statistical Outcome Descriptions**

<b>P-Value Outcome</b>	<b>Description of P-Value Outcome</b>
< .05 *	The underutilization is statistically significant.
not significant	The analysis is not statistically significant.
----	There are too few available firms to test statistical significance.
**	The statistical test is not performed for the overutilization of M/WBEs or the underutilization of Non-Minority Males.
< .05 †	The overutilization is statistically significant.

<sup>9</sup> See Chapter 5: Prime and Subcontractor Availability Analysis—Section III for a discussion of M/WBE capacity.



## **A. Disparity Analysis: All Prime Contracts under \$500,000, by Industry**

### **1. Construction Prime Contracts under \$500,000**

The disparity analysis of all construction prime contracts under \$500,000 is described below and depicted in Table 6.02 and Chart 6.01.

*African American Businesses* represent 19.35 percent of the available construction businesses and received 23.5 percent of the dollars for the construction prime contracts under \$500,000. This Study does not test statistically the overutilization of minority groups.

*Asian American Businesses* represent 2.42 percent of the available construction businesses and received 2.98 percent of the dollars for construction prime contracts under \$500,000. This Study does not test statistically the overutilization of minority groups.

*Hispanic American Businesses* represent 5.3 percent of the available construction businesses and received 8.03 percent of the dollars for construction prime contracts under \$500,000. This Study does not test statistically the overutilization of minority groups.

*Native American Businesses* represent 1.04 percent of the available construction businesses and received 1.29 percent of the dollars for construction prime contracts under \$500,000. This Study does not test statistically the overutilization of minority groups.

*Minority Business Enterprises* represent 28.11 percent of the available construction businesses and received 35.8 percent of the dollars for construction prime contracts under \$500,000. This Study does not test statistically the overutilization of minority groups.

*Women Business Enterprises* represent 14.75 percent of the available construction businesses and received 19.51 percent of the dollars for construction prime contracts under \$500,000. This Study does not test statistically the overutilization of minority groups.

*Minority and Women Business Enterprises* represent 42.86 percent of available construction businesses and received 55.31 percent of the dollars for construction prime contracts under \$500,000. This Study does not test statistically the overutilization of minority groups.

*Non-Minority Male Business Enterprises* represent 57.14 percent of the available construction businesses and received 44.69 percent of the dollars for construction prime contracts under \$500,000. This Study does not test statistically the underutilization of Non-Minority Males.



**Table 6.02: Disparity Analysis: Construction Prime Contracts under \$500,000,  
October 1, 2005 through September 30, 2010**

<b>Ethnicity</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
African Americans	\$9,058,138	23.50%	19.35%	\$7,460,101	\$1,598,036	1.21	**
Asian Americans	\$1,148,044	2.98%	2.42%	\$932,513	\$215,531	1.23	**
Hispanic Americans	\$3,095,386	8.03%	5.30%	\$2,042,647	\$1,052,739	1.52	**
Native Americans	\$498,719	1.29%	1.04%	\$399,648	\$99,070	1.25	**
Caucasian Females	\$7,518,372	19.51%	14.75%	\$5,683,887	\$1,834,485	1.32	**
Non-Minority Males	\$17,225,199	44.69%	57.14%	\$22,025,062	-\$4,799,862	0.78	**
<b>TOTAL</b>	<b>\$38,543,858</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$38,543,858</b>			
<b>Ethnicity and Gender</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
African American Females	\$0	0.00%	3.34%	\$1,287,756	-\$1,287,756	0.00	< .05 *
African American Males	\$9,058,138	23.50%	16.01%	\$6,172,346	\$2,885,792	1.47	**
Asian American Females	\$0	0.00%	0.58%	\$222,027	-\$222,027	0.00	----
Asian American Males	\$1,148,044	2.98%	1.84%	\$710,486	\$437,558	1.62	**
Hispanic American Females	\$546,690	1.42%	1.04%	\$399,648	\$147,042	1.37	**
Hispanic American Males	\$2,548,696	6.61%	4.26%	\$1,642,999	\$905,698	1.55	**
Native American Females	\$0	0.00%	0.46%	\$177,621	-\$177,621	0.00	----
Native American Males	\$498,719	1.29%	0.58%	\$222,027	\$276,692	2.25	**
Caucasian Females	\$7,518,372	19.51%	14.75%	\$5,683,887	\$1,834,485	1.32	**
Non-Minority Males	\$17,225,199	44.69%	57.14%	\$22,025,062	-\$4,799,862	0.78	**
<b>TOTAL</b>	<b>\$38,543,858</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$38,543,858</b>			
<b>Minority and Gender</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
Minority Females	\$546,690	1.42%	5.41%	\$2,087,052	-\$1,540,362	0.26	< .05 *
Minority Males	\$13,253,596	34.39%	22.70%	\$8,747,857	\$4,505,739	1.52	**
Caucasian Females	\$7,518,372	19.51%	14.75%	\$5,683,887	\$1,834,485	1.32	**
Non-Minority Males	\$17,225,199	44.69%	57.14%	\$22,025,062	-\$4,799,862	0.78	**
<b>TOTAL</b>	<b>\$38,543,858</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$38,543,858</b>			
<b>Minority and Females</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
Minority Business Enterprises	\$13,800,286	35.80%	28.11%	\$10,834,909	\$2,965,377	1.27	**
Women Business Enterprises	\$7,518,372	19.51%	14.75%	\$5,683,887	\$1,834,485	1.32	**
<b>Minority and Women Business Enterprises</b>	<b>\$21,318,658</b>	<b>55.31%</b>	<b>42.86%</b>	<b>\$16,518,796</b>	<b>\$4,799,862</b>	<b>1.29</b>	<b>**</b>
Non-Minority Male Business Enterprises	\$17,225,199	44.69%	57.14%	\$22,025,062	-\$4,799,862	0.78	**

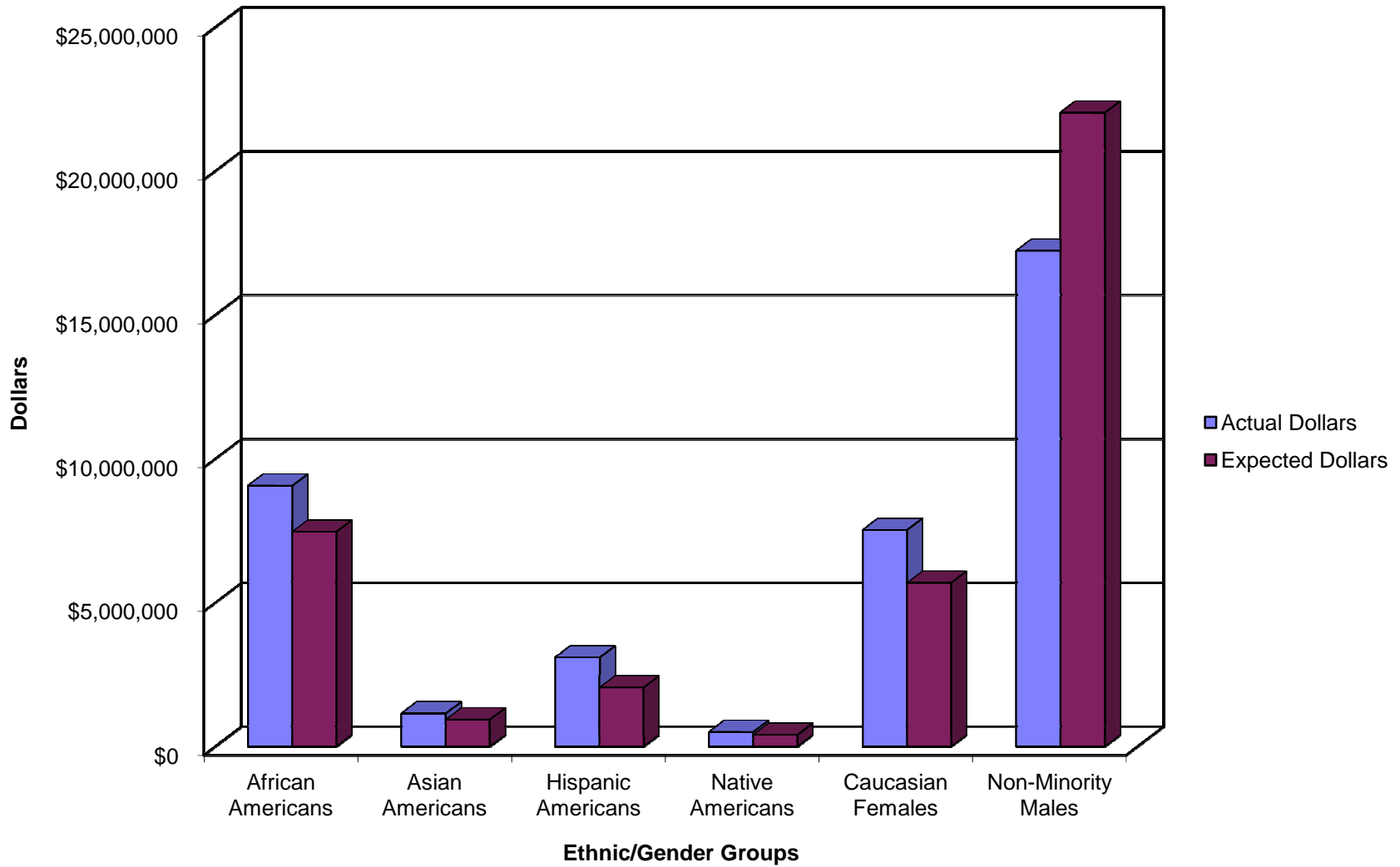
( \* ) denotes a statistically significant underutilization.

( † ) denotes a statistically significant overutilization.

( \*\* ) this study does not test statistically the overutilization of M/WBEs or the underutilization of Non-Minority Males.

( ---- ) denotes an underutilized group with too few available firms to test statistical significance.

**Chart 6.01: Disparity Analysis: Construction Prime Contracts under \$500,000,  
October 1, 2005 through September 30, 2010**



*Mason Tillman Associates, Ltd. August 2013  
Jacksonville Multi-Jurisdictional Disparity Study  
Volume 1 – City of Jacksonville*



## **2. Goods and Other Services Prime Contracts under \$500,000**

The disparity analysis of goods and other services prime contracts under \$500,000 is described below and depicted in Table 6.03 and Chart 6.02.

***African American Businesses*** represent 13.57 percent of the available goods and other services businesses and received 8.7 percent of the dollars for goods and other services prime contracts under \$500,000. This underutilization is statistically significant.

***Asian American Businesses*** represent 2.03 percent of the available goods and other services businesses and received 1 percent of the dollars for goods and other services prime contracts under \$500,000. This underutilization is statistically significant.

***Hispanic American Businesses*** represent 2.2 percent of the available goods and other services businesses and received 0.43 percent of the dollars for goods and other services prime contracts under \$500,000. This underutilization is statistically significant.

***Native American Businesses*** represent 0.58 percent of the available goods and other services businesses and received 6.68 percent of the dollars for goods and other services prime contracts under \$500,000. This Study does not test statistically the overutilization of minority groups.

***Minority Business Enterprises*** represent 18.39 percent of the available goods and other services businesses and received 16.81 percent of the dollars for goods and other services prime contracts under \$500,000. This underutilization is not statistically significant.

***Women Business Enterprises*** represent 16.3 percent of the available goods and other services businesses and received 16.96 percent of the dollars for goods and other services prime contracts under \$500,000. This Study does not test statistically the overutilization of minority groups.

***Minority and Women Business Enterprises*** represent 34.69 percent of the available goods and other services businesses and received 33.77 percent of the dollars for goods and other services prime contracts under \$500,000. This underutilization is not statistically significant.

***Non-Minority Male Business Enterprises*** represent 65.31 percent of the available goods and other services businesses and received 66.23 percent of the dollars for goods and other services prime contracts under \$500,000. This overutilization is statistically significant.



**Table 6.03: Disparity Analysis: Goods and Other Services Prime Contracts under \$500,000,  
October 1, 2005 through September 30, 2010**

<b>Ethnicity</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
African Americans	\$4,541,139	8.70%	13.57%	\$7,081,265	-\$2,540,126	0.64	< .05 *
Asian Americans	\$521,306	1.00%	2.03%	\$1,059,164	-\$537,858	0.49	< .05 *
Hispanic Americans	\$222,098	0.43%	2.20%	\$1,149,949	-\$927,851	0.19	< .05 *
Native Americans	\$3,483,410	6.68%	0.58%	\$302,618	\$3,180,792	11.51	**
Caucasian Females	\$8,848,415	16.96%	16.30%	\$8,503,571	\$344,844	1.04	**
Non-Minority Males	\$34,555,006	66.23%	65.31%	\$34,074,807	\$480,199	1.01	not significant
<b>TOTAL</b>	<b>\$52,171,374</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$52,171,374</b>			
<b>Ethnicity and Gender</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
African American Females	\$1,376,434	2.64%	4.35%	\$2,269,636	-\$893,202	0.61	not significant
African American Males	\$3,164,705	6.07%	9.22%	\$4,811,629	-\$1,646,924	0.66	< .05 *
Asian American Females	\$0	0.00%	0.70%	\$363,142	-\$363,142	0.00	----
Asian American Males	\$521,306	1.00%	1.33%	\$696,022	-\$174,716	0.75	not significant
Hispanic American Females	\$0	0.00%	0.58%	\$302,618	-\$302,618	0.00	----
Hispanic American Males	\$222,098	0.43%	1.62%	\$847,331	-\$625,233	0.26	not significant
Native American Females	\$2,752,560	5.28%	0.12%	\$60,524	\$2,692,037	45.48	**
Native American Males	\$730,850	1.40%	0.46%	\$242,095	\$488,756	3.02	**
Caucasian Females	\$8,848,415	16.96%	16.30%	\$8,503,571	\$344,844	1.04	**
Non-Minority Males	\$34,555,006	66.23%	65.31%	\$34,074,807	\$480,199	1.01	not significant
<b>TOTAL</b>	<b>\$52,171,374</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$52,171,374</b>			
<b>Minority and Gender</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
Minority Females	\$4,128,994	7.91%	5.74%	\$2,995,920	\$1,133,074	1.38	**
Minority Males	\$4,638,959	8.89%	12.65%	\$6,597,076	-\$1,958,117	0.70	< .05 *
Caucasian Females	\$8,848,415	16.96%	16.30%	\$8,503,571	\$344,844	1.04	**
Non-Minority Males	\$34,555,006	66.23%	65.31%	\$34,074,807	\$480,199	1.01	not significant
<b>TOTAL</b>	<b>\$52,171,374</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$52,171,374</b>			
<b>Minority and Females</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
Minority Business Enterprises	\$8,767,953	16.81%	18.39%	\$9,592,996	-\$825,043	0.91	not significant
Women Business Enterprises	\$8,848,415	16.96%	16.30%	\$8,503,571	\$344,844	1.04	**
<b>Minority and Women Business Enterprises</b>	<b>\$17,616,368</b>	<b>33.77%</b>	<b>34.69%</b>	<b>\$18,096,567</b>	<b>-\$480,199</b>	<b>0.97</b>	<b>not significant</b>
Non-Minority Male Business Enterprises	\$34,555,006	66.23%	65.31%	\$34,074,807	\$480,199	1.01	not significant

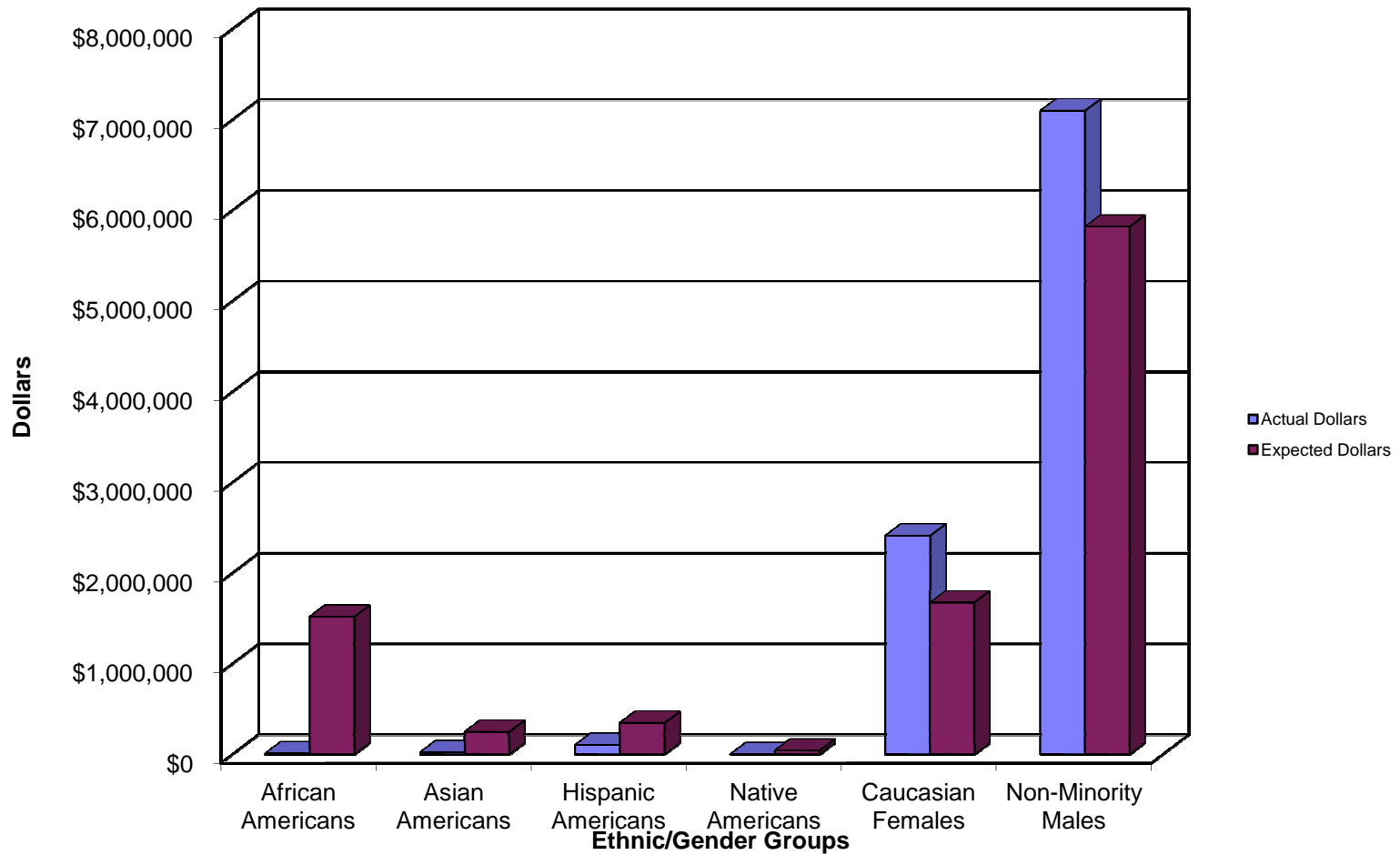
( \*) denotes a statistically significant underutilization.

( † ) denotes a statistically significant overutilization.

( \*\* ) this study does not test statistically the overutilization of M/WBEs or the underutilization of Non-Minority Males.

( ---- ) denotes an underutilized group with too few available firms to test statistical significance.

**Chart 6.02: Disparity Analysis: Goods and Other Services Prime Contracts under \$500,000,  
October 1, 2005 through September 30, 2010**



## ***B. Disparity Analysis: Informal Prime Contracts, by Industry***

### **1. Construction Prime Contracts \$200,000 and under**

The disparity analysis of all construction prime contracts \$200,000 and under is described below and depicted in Table 6.04 and Chart 6.03.

*African American Businesses* represent 19.35 percent of the available construction businesses and received 23.54 percent of the dollars for the construction prime contracts \$200,000 and under. This Study does not test statistically the overutilization of minority groups.

*Asian American Businesses* represent 2.42 percent of the available construction businesses and received 2.27 of the dollars for construction prime contracts \$200,000 and under. This underutilization is not statistically significant.

*Hispanic American Businesses* represent 5.3 percent of the available construction businesses and received 10.63 percent of the dollars for construction prime contracts \$200,000 and under. This Study does not test statistically the overutilization of minority groups.

*Native American Businesses* represent 1.04 percent of the available construction businesses and received 0.24 percent of the dollars for construction prime contracts \$200,000 and under. This Study does not test statistically the overutilization of minority groups.

*Minority Business Enterprises* represent 28.11 percent of the available construction businesses and received 36.68 percent of the dollars for construction prime contracts \$200,000 and under. This Study does not test statistically the overutilization of minority groups.

*Women Business Enterprises* represent 14.75 percent of the available construction businesses and received 26.94 percent of the dollars for construction prime contracts \$200,000 and under. This Study does not test statistically the overutilization of minority groups.

*Minority and Women Business Enterprises* represent 42.86 percent of available construction businesses and received 63.62 percent of the dollars for construction prime contracts \$200,000 and under. This Study does not test statistically the overutilization of minority groups.

*Non-Minority Male Business Enterprises* represent 57.14 percent of the available construction businesses and received 36.38 percent of the dollars for construction prime contracts \$200,000 and under. This Study does not test statistically the underutilization of Non-Minority Males.



**Table 6.04: Disparity Analysis: Construction Prime Contracts \$200,000 and under,  
October 1, 2005 through September 30, 2010**

<b>Ethnicity</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
African Americans	\$3,182,740	23.54%	19.35%	\$2,616,935	\$565,806	1.22	**
Asian Americans	\$307,437	2.27%	2.42%	\$327,117	-\$19,680	0.94	not significant
Hispanic Americans	\$1,437,085	10.63%	5.30%	\$716,542	\$720,544	2.01	**
Native Americans	\$32,820	0.24%	1.04%	\$140,193	-\$107,373	0.23	not significant
Caucasian Females	\$3,641,841	26.94%	14.75%	\$1,993,855	\$1,647,986	1.83	**
Non-Minority Males	\$4,918,905	36.38%	57.14%	\$7,726,188	-\$2,807,282	0.64	**
<b>TOTAL</b>	<b>\$13,520,829</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$13,520,829</b>			
<b>Ethnicity and Gender</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
African American Females	\$0	0.00%	3.34%	\$451,733	-\$451,733	0.00	< .05 *
African American Males	\$3,182,740	23.54%	16.01%	\$2,165,202	\$1,017,538	1.47	**
Asian American Females	\$0	0.00%	0.58%	\$77,885	-\$77,885	0.00	----
Asian American Males	\$307,437	2.27%	1.84%	\$249,232	\$58,205	1.23	**
Hispanic American Females	\$100,994	0.75%	1.04%	\$140,193	-\$39,199	0.72	not significant
Hispanic American Males	\$1,336,092	9.88%	4.26%	\$576,349	\$759,743	2.32	**
Native American Females	\$0	0.00%	0.46%	\$62,308	-\$62,308	0.00	----
Native American Males	\$32,820	0.24%	0.58%	\$77,885	-\$45,065	0.42	----
Caucasian Females	\$3,641,841	26.94%	14.75%	\$1,993,855	\$1,647,986	1.83	**
Non-Minority Males	\$4,918,905	36.38%	57.14%	\$7,726,188	-\$2,807,282	0.64	**
<b>TOTAL</b>	<b>\$13,520,829</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$13,520,829</b>			
<b>Minority and Gender</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
Minority Females	\$100,994	0.75%	5.41%	\$732,119	-\$631,125	0.14	< .05 *
Minority Males	\$4,859,089	35.94%	22.70%	\$3,068,667	\$1,790,421	1.58	**
Caucasian Females	\$3,641,841	26.94%	14.75%	\$1,993,855	\$1,647,986	1.83	**
Non-Minority Males	\$4,918,905	36.38%	57.14%	\$7,726,188	-\$2,807,282	0.64	**
<b>TOTAL</b>	<b>\$13,520,829</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$13,520,829</b>			
<b>Minority and Females</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
Minority Business Enterprises	\$4,960,082	36.68%	28.11%	\$3,800,786	\$1,159,296	1.31	**
Women Business Enterprises	\$3,641,841	26.94%	14.75%	\$1,993,855	\$1,647,986	1.83	**
<b>Minority and Women Business Enterprises</b>	<b>\$8,601,923</b>	<b>63.62%</b>	<b>42.86%</b>	<b>\$5,794,641</b>	<b>\$2,807,282</b>	<b>1.48</b>	<b>**</b>
Non-Minority Male Business Enterprises	\$4,918,905	36.38%	57.14%	\$7,726,188	-\$2,807,282	0.64	**

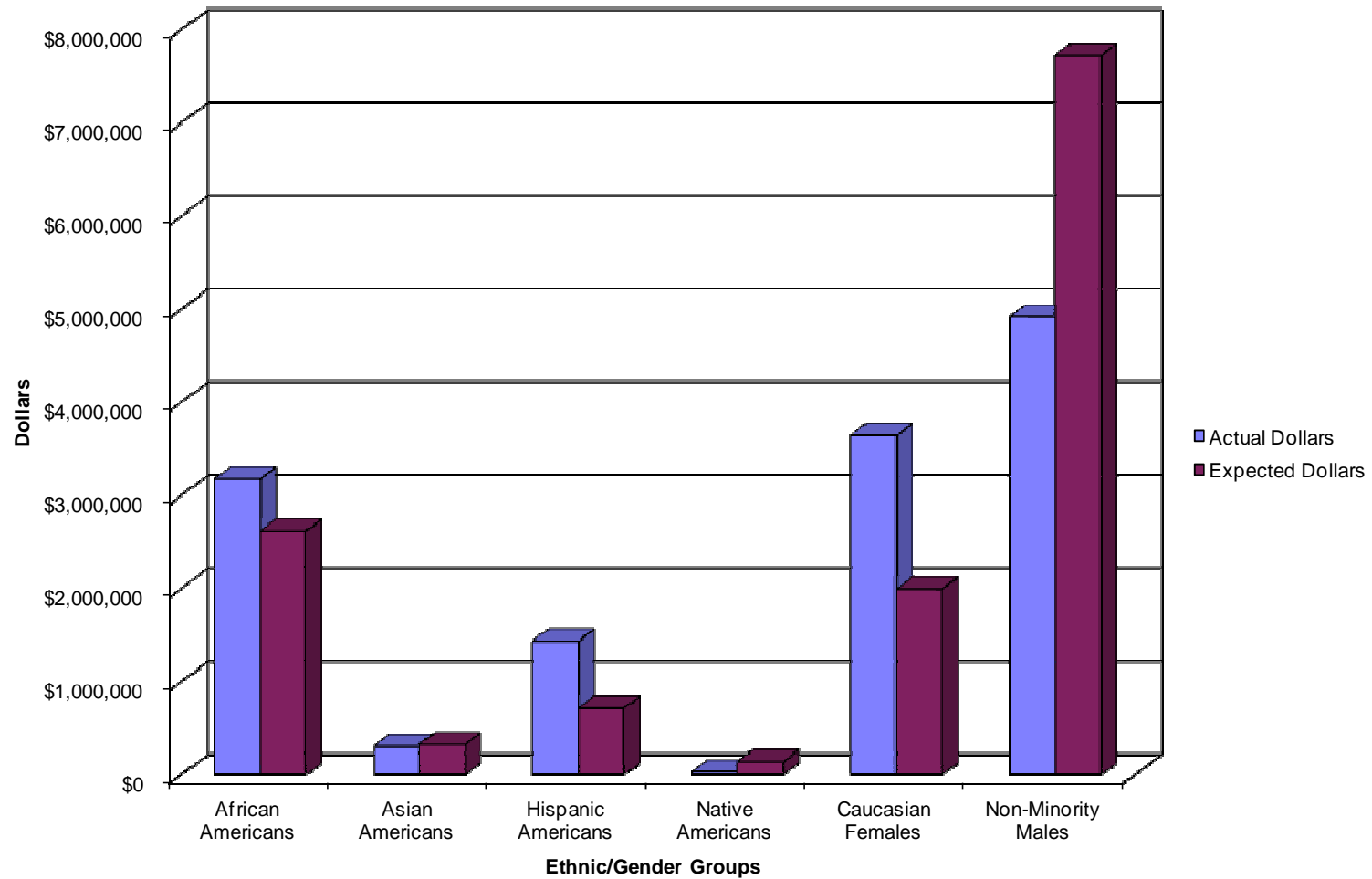
( \*) denotes a statistically significant underutilization.

( † ) denotes a statistically significant overutilization.

( \*\* ) this study does not test statistically the overutilization of M/WBEs or the underutilization of Non-Minority Males.

( ---- ) denotes an underutilized group with too few available firms to test statistical significance.

**Chart 6.03: Disparity Analysis: Construction Prime Contracts \$200,000 and under,  
October 1, 2005 through September 30, 2010**



## **2. Goods and Other Services Prime Contracts \$50,000 and under**

The disparity analysis of goods and other services prime contracts \$50,000 and under is described below and depicted in Table 6.05 and Chart 6.04.

***African American Businesses*** represent 13.57 percent of the available goods and other services businesses and received 5.28 percent of the dollars for goods and other services prime contracts \$50,000 and under. This underutilization is statistically significant.

***Asian American Businesses*** represent 2.03 percent of the available goods and other services businesses and received 0.31 percent of the dollars for goods and other services prime contracts \$50,000 and under. This underutilization is not statistically significant.

***Hispanic American Businesses*** represent 2.2 percent of the available goods and other services businesses and received 0.19 percent of the dollars for goods and other services prime contracts \$50,000 and under. This underutilization is not statistically significant.

***Native American Businesses*** represent 0.58 percent of the available goods and other services businesses and received 2.73 percent of the dollars for goods and other services prime contracts \$50,000 and under. This Study does not test statistically the overutilization of minority groups.

***Minority Business Enterprises*** represent 18.39 percent of the available goods and other services businesses and received 8.5 percent of the dollars for goods and other services prime contracts \$50,000 and under. This underutilization is statistically significant.

***Women Business Enterprises*** represent 16.3 percent of the available goods and other services businesses and received 13.79 percent of the dollars for goods and other services prime contracts \$50,000 and under. This underutilization is not statistically significant.

***Minority and Women Business Enterprises*** represent 34.69 percent of the available goods and other services businesses and received 22.29 percent of the dollars for goods and other services prime contracts \$50,000 and under. This underutilization is statistically significant.

***Non-Minority Male Business Enterprises*** represent 65.31 percent of the available goods and other services businesses and received 77.71 percent of the dollars for goods and other services prime contracts \$50,000 and under. This overutilization is statistically significant.



**Table 6.05: Disparity Analysis: Goods and Other Services Prime Contracts \$50,000 and under,  
October 1, 2005 through September 30, 2010**

<b>Ethnicity</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
African Americans	\$176,370	5.28%	13.57%	\$453,612	-\$277,242	0.39	< .05 *
Asian Americans	\$10,216	0.31%	2.03%	\$67,848	-\$57,632	0.15	not significant
Hispanic Americans	\$6,314	0.19%	2.20%	\$73,664	-\$67,350	0.09	not significant
Native Americans	\$91,282	2.73%	0.58%	\$19,385	\$71,897	4.71	**
Caucasian Females	\$460,874	13.79%	16.30%	\$544,722	-\$83,848	0.85	not significant
Non-Minority Males	\$2,596,941	77.71%	65.31%	\$2,182,766	\$414,175	1.19	< .05 †
<b>TOTAL</b>	<b>\$3,341,997</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$3,341,997</b>			
<b>Ethnicity and Gender</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
African American Females	\$62,592	1.87%	4.35%	\$145,389	-\$82,796	0.43	not significant
African American Males	\$113,778	3.40%	9.22%	\$308,224	-\$194,446	0.37	< .05 *
Asian American Females	\$0	0.00%	0.70%	\$23,262	-\$23,262	0.00	----
Asian American Males	\$10,216	0.31%	1.33%	\$44,586	-\$34,370	0.23	not significant
Hispanic American Females	\$0	0.00%	0.58%	\$19,385	-\$19,385	0.00	----
Hispanic American Males	\$6,314	0.19%	1.62%	\$54,278	-\$47,965	0.12	not significant
Native American Females	\$61,615	1.84%	0.12%	\$3,877	\$57,738	15.89	**
Native American Males	\$29,667	0.89%	0.46%	\$15,508	\$14,159	1.91	**
Caucasian Females	\$460,874	13.79%	16.30%	\$544,722	-\$83,848	0.85	not significant
Non-Minority Males	\$2,596,941	77.71%	65.31%	\$2,182,766	\$414,175	1.19	< .05 †
<b>TOTAL</b>	<b>\$3,341,997</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$3,341,997</b>			
<b>Minority and Gender</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
Minority Females	\$124,207	3.72%	5.74%	\$191,913	-\$67,706	0.65	not significant
Minority Males	\$159,975	4.79%	12.65%	\$422,596	-\$262,621	0.38	< .05 *
Caucasian Females	\$460,874	13.79%	16.30%	\$544,722	-\$83,848	0.85	not significant
Non-Minority Males	\$2,596,941	77.71%	65.31%	\$2,182,766	\$414,175	1.19	< .05 †
<b>TOTAL</b>	<b>\$3,341,997</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$3,341,997</b>			
<b>Minority and Females</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
Minority Business Enterprises	\$284,182	8.50%	18.39%	\$614,509	-\$330,327	0.46	< .05 *
Women Business Enterprises	\$460,874	13.79%	16.30%	\$544,722	-\$83,848	0.85	not significant
<b>Minority and Women Business Enterprises</b>	<b>\$745,056</b>	<b>22.29%</b>	<b>34.69%</b>	<b>\$1,159,231</b>	<b>-\$414,175</b>	<b>0.64</b>	<b>&lt; .05 *</b>
Non-Minority Male Business Enterprises	\$2,596,941	77.71%	65.31%	\$2,182,766	\$414,175	1.19	< .05 †

( \* ) denotes a statistically significant underutilization.

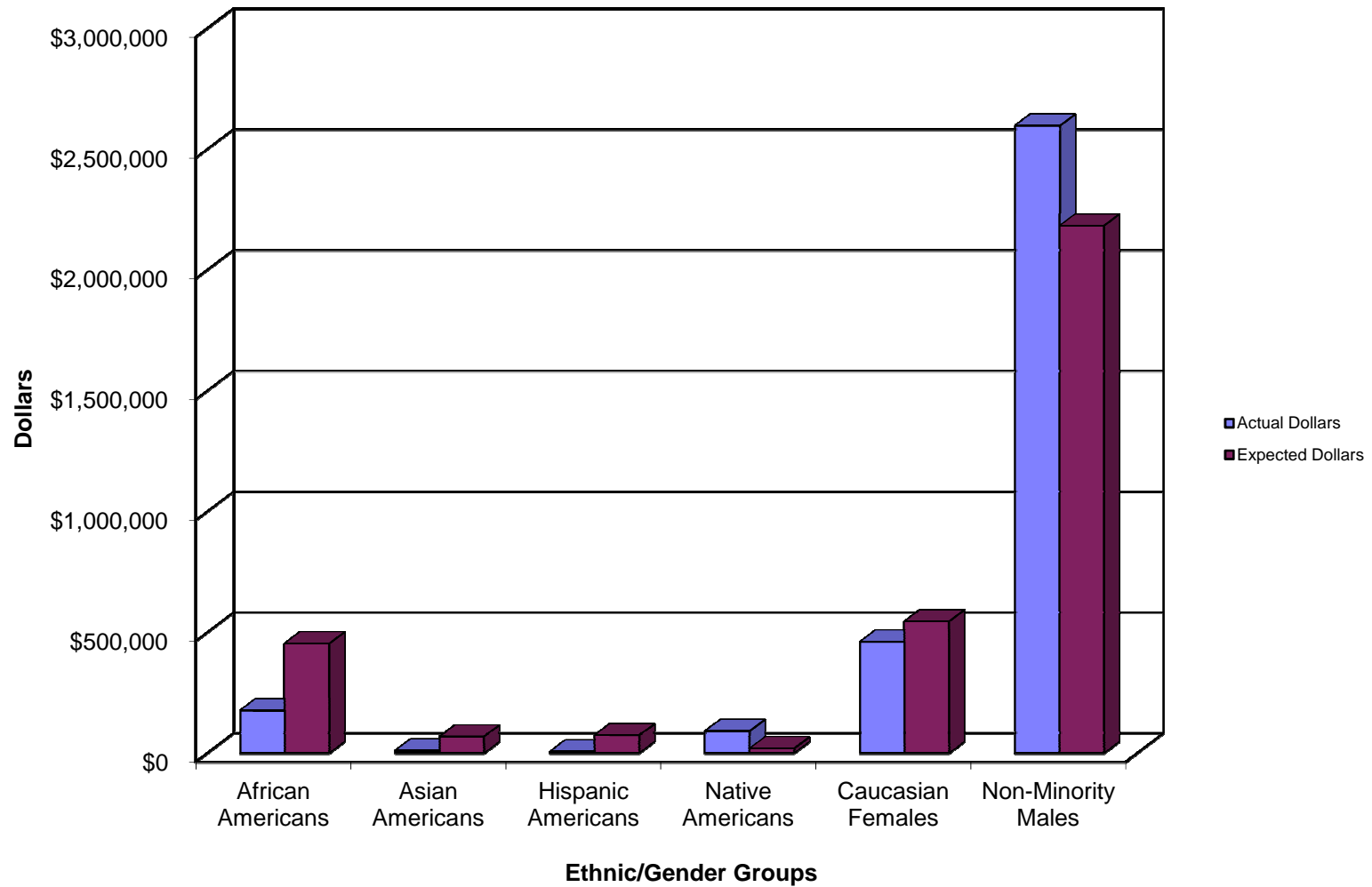
( † ) denotes a statistically significant overutilization.

( \*\* ) this study does not test statistically the overutilization of M/WBEs or the underutilization of Non-Minority Males.

( ---- ) denotes an underutilized group with too few available firms to test statistical significance.



**Chart 6.04: Disparity Analysis: Goods and Other Services Prime Contracts \$50,000 and under,  
October 1, 2005 through September 30, 2010**



### **III. DISPARITY ANALYSIS SUMMARY**

#### **A. Construction Prime Contracts**

As indicated in Table 6.06, disparity was not found for any group at the formal or informal contract level on construction contracts.

**Table 6.06: Disparity Summary: Construction Prime Contract Dollars,  
October 1, 2005 through September 30, 2010**

Ethnicity/Gender	Construction	
	Contracts under \$500,000	Contracts \$200,000 and under
African Americans	Overutilization	Overutilization
Asian Americans	Overutilization	Underutilization
Hispanic Americans	Overutilization	Overutilization
Native Americans	Overutilization	Underutilization
Minority Business Enterprises	Overutilization	Overutilization
Women Business Enterprises	Overutilization	Overutilization
Minority and Women Business Enterprises	Overutilization	Overutilization



## **B. Goods and Other Services Prime Contracts**

As indicated in Table 6.07 below, disparity was found for African American, Asian American, and Hispanic American goods and other services prime contractors at the formal contract level. Disparity was found for African American, Minority Business Enterprise, and Minority and Women Business Enterprise goods and other services prime contractors at the informal contract level.

**Table 6.07: Disparity Summary: Goods and Other Services Prime Contract Dollars, October 1, 2005 through September 30, 2010**

<b>Ethnicity/Gender</b>	<b>Goods and Other Services</b>	
	<b>Contracts under \$500,000</b>	<b>Contracts \$50,000 and under</b>
African Americans	Statistically Significant Underutilization	Statistically Significant Underutilization
Asian Americans	Statistically Significant Underutilization	Underutilization
Hispanic Americans	Statistically Significant Underutilization	Underutilization
Native Americans	Overutilization	Overutilization
Minority Business Enterprises	Underutilization	Statistically Significant Underutilization
Women Business Enterprises	Overutilization	Underutilization
Minority and Women Business Enterprises	Underutilization	Statistically Significant Underutilization



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# **CHAPTER 7: SUBCONTRACTOR DISPARITY ANALYSIS**

## **I. INTRODUCTION**

The objective of this chapter is to determine the levels at which Minority and Woman-owned Business Enterprise (M/WBE) subcontractors were utilized on COJ contracts. A detailed discussion of the statistical procedures for conducting a disparity analysis is set forth in *Chapter 6: Prime Contractor Disparity Analysis*. The same analytical procedures were used to perform the subcontractor disparity analysis.

Under a fair and equitable system of awarding subcontracts, the proportion of subcontractors and subcontract dollars awarded to M/WBEs should be relatively close to the proportion of available M/WBEs<sup>1</sup> in the relevant market area.

If the ratio of utilized M/WBE subcontractors to available M/WBE subcontractors is less than one, a statistical test is conducted to calculate the probability of observing the empirical disparity ratio or any event which is less probable.<sup>2</sup> *Croson* states that an inference of discrimination can be made *prima facie* if the disparity is statistically significant.

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<sup>1</sup> "Availability" is defined as the number of willing and able businesses. The methodology for determining willing and able businesses is detailed in Chapter 5.

<sup>2</sup> When conducting statistical tests, a confidence level must be established as a gauge for the level of certainty that an observed occurrence is not due to chance. It is important to note that a 100 percent confidence level or a level of absolute certainty can never be obtained in statistics. A 95 percent confidence level is considered by the courts to be an acceptable level in determining whether an inference of discrimination can be made. Thus, the data analyzed here was done within the 95 percent confidence level.



## **II. DISPARITY ANALYSIS**

As detailed in *Chapter 3: Subcontractor Utilization Analysis*, extensive efforts were undertaken by Mason Tillman and COJ's staff to obtain subcontractor records for the construction, architecture and engineering, and professional services prime contracts COJ provided for the analysis. The disparity analysis was performed on subcontracts issued from October 1, 2005 to September 30, 2010. The analysis is for the full five-year period; a breakdown by fiscal year is presented in the Appendix.

The subcontract disparity findings for the three industries under consideration are summarized below. The outcomes of the statistical analyses are presented in the "P-Value" column of the tables. There are ethnic groups for which the statistical test could not be performed due to too few available firms. A description of the statistical outcomes in the disparity tables are presented below in Table 7.01.

**Table 7.01: Statistical Outcome Descriptions**

<b>P-Value Outcome</b>	<b>Definition of P-Value Outcome</b>
< .05 *	The underutilization is statistically significant.
not significant	The analysis is not statistically significant.
----	There are too few available firms to test statistical significance.
**	The statistical test is not performed for the overutilization of DBEs or the underutilization of Non-Minority Males.
< .05 †	The overutilization is statistically significant.

## **III. DISPARITY ANALYSIS: ALL SUBCONTRACTS, BY INDUSTRY**

### **A. Construction Subcontracts**

The disparity analysis of building construction subcontracts is described below and depicted in Table 7.02 and Chart 7.01.

*African American Businesses* represent 17.73 percent of the available construction businesses and received 6.16 percent of the dollars for construction subcontracts. This underutilization is statistically significant.

*Asian American Businesses* represent 2.68 percent of the available construction businesses and received 3.96 percent of the dollars for construction subcontracts. This study does not test statistically the overutilization of M/WBEs.



***Hispanic American Businesses*** represent 5.46 percent of the available construction businesses and received 3.99 percent of the dollars for construction subcontracts. This underutilization is statistically significant.

***Native American Businesses*** represent 0.93 percent of the available construction businesses and received 0.99 percent of the dollars for construction subcontracts. This Study does not test statistically the overutilization of M/WBEs.

***Minority Business Enterprises*** represent 26.8 percent of the available construction businesses and received 15.1 percent of the dollars for construction subcontracts. This underutilization is statistically significant.

***Women Business Enterprises*** represent 15.67 percent of the available construction businesses and received 16.64 percent of the dollars for construction subcontracts. This Study does not test statistically the overutilization of M/WBEs.

***Minority and Women Business Enterprises*** represent 42.47 percent of the available construction businesses and received 31.74 percent of the dollars for construction subcontracts. This underutilization is not statistically significant.

***Non-Minority Male Business Enterprises*** represent 57.53 percent of the available construction businesses and received 68.26 percent of the dollars for construction subcontracts. This overutilization is not statistically significant.



**Table 7.02: Disparity Analysis: Construction Subcontracts  
October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
African Americans	\$6,134,963	6.16%	17.73%	\$17,657,526	-\$11,522,563	0.35	< .05 *
Asian Americans	\$3,941,577	3.96%	2.68%	\$2,669,161	\$1,272,416	1.48	**
Hispanic Americans	\$3,968,776	3.99%	5.46%	\$5,440,982	-\$1,472,206	0.73	< .05 *
Native Americans	\$989,722	0.99%	0.93%	\$923,940	\$65,782	1.07	**
Caucasian Females	\$16,566,931	16.64%	15.67%	\$15,604,325	\$962,606	1.06	**
Non-Minority Males	\$67,978,264	68.26%	57.53%	\$57,284,299	\$10,693,965	1.19	< .05 †
<b>TOTAL</b>	<b>\$99,580,233</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$99,580,233</b>			
<b>Ethnicity and Gender</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
African American Females	\$1,848,292	1.86%	3.20%	\$3,182,461	-\$1,334,169	0.58	< .05 *
African American Males	\$4,286,670	4.30%	14.54%	\$14,475,065	-\$10,188,394	0.30	< .05 *
Asian American Females	\$31,470	0.03%	0.62%	\$615,960	-\$584,490	0.05	----
Asian American Males	\$3,910,107	3.93%	2.06%	\$2,053,201	\$1,856,907	1.90	**
Hispanic American Females	\$85,900	0.09%	1.24%	\$1,231,920	-\$1,146,021	0.07	not significant
Hispanic American Males	\$3,882,876	3.90%	4.23%	\$4,209,061	-\$326,185	0.92	not significant
Native American Females	\$98,756	0.10%	0.41%	\$410,640	-\$311,884	0.24	----
Native American Males	\$890,966	0.89%	0.52%	\$513,300	\$377,666	1.74	**
Caucasian Females	\$16,566,931	16.64%	15.67%	\$15,604,325	\$962,606	1.06	**
Non-Minority Males	\$67,978,264	68.26%	57.53%	\$57,284,299	\$10,693,965	1.19	< .05 †
<b>TOTAL</b>	<b>\$99,580,233</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$99,580,233</b>			
<b>Minority and Gender</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
Minority Females	\$2,064,418	2.07%	5.46%	\$5,440,982	-\$3,376,564	0.38	< .05 *
Minority Males	\$12,970,620	13.03%	21.34%	\$21,250,627	-\$8,280,007	0.61	< .05 *
Caucasian Females	\$16,566,931	16.64%	15.67%	\$15,604,325	\$962,606	1.06	**
Non-Minority Males	\$67,978,264	68.26%	57.53%	\$57,284,299	\$10,693,965	1.19	< .05 †
<b>TOTAL</b>	<b>\$99,580,233</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$99,580,233</b>			
<b>Minority and Females</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
Minority Business Enterprises	\$15,035,038	15.10%	26.80%	\$26,691,609	-\$11,656,571	0.56	< .05 *
Women Business Enterprises	\$16,566,931	16.64%	15.67%	\$15,604,325	\$962,606	1.06	**
<b>Minority and Women Business Enterprises</b>	<b>\$31,601,969</b>	<b>31.74%</b>	<b>42.47%</b>	<b>\$42,295,934</b>	<b>-\$10,693,965</b>	<b>0.75</b>	<b>&lt; .05 *</b>
Non-Minority Male Business Enterprises	\$67,978,264	68.26%	57.53%	\$57,284,299	\$10,693,965	1.19	< .05 †

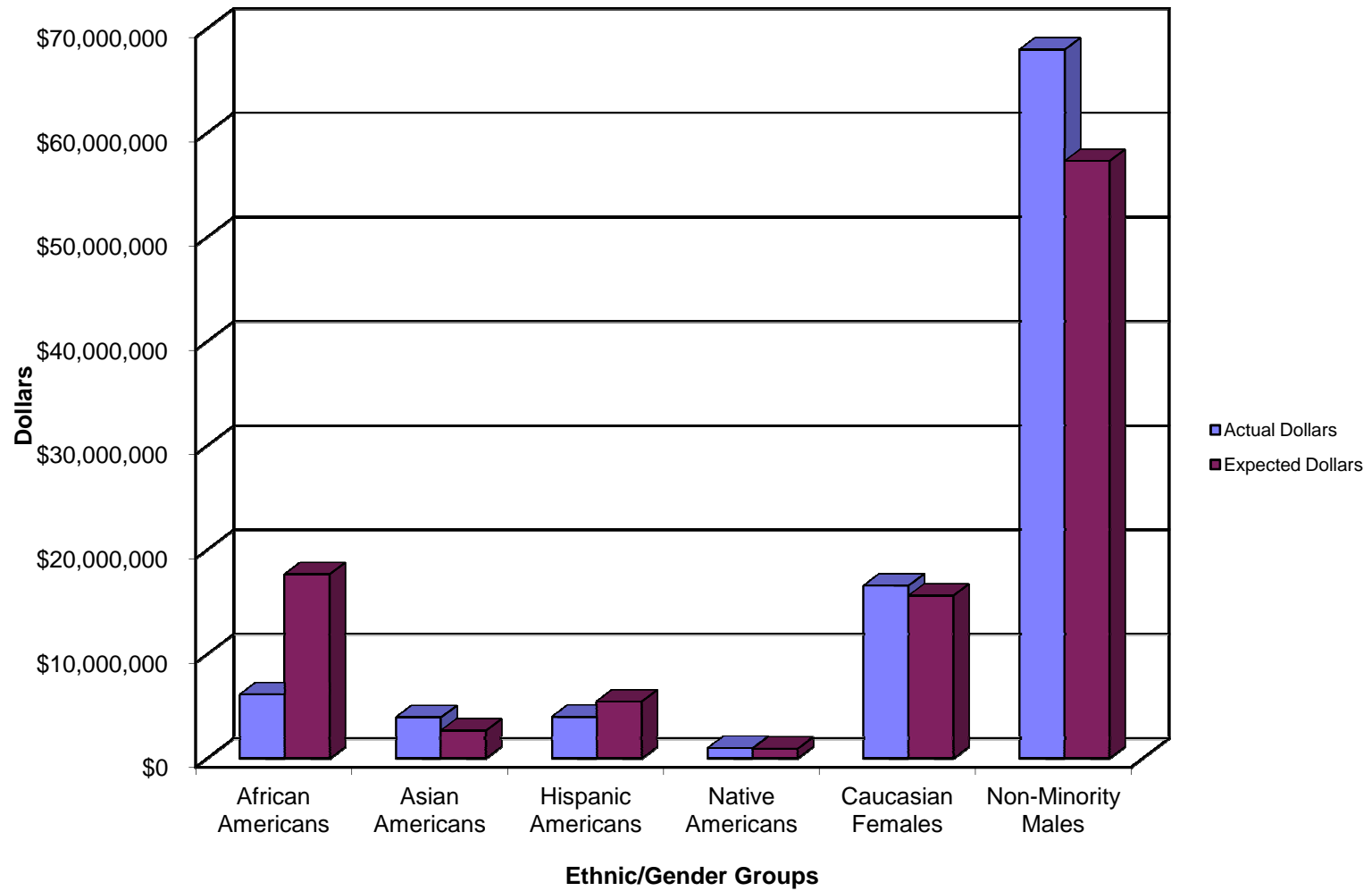
( \*) denotes a statistically significant underutilization.

( † ) denotes a statistically significant overutilization.

( \*\* ) denotes that this study does not test statistically the overutilization of M/WBEs or the underutilization of Non-Minority Males.

( ---- ) denotes an underutilized group with too few available firms to test statistical significance.

**Chart 7.01: Disparity Analysis: Construction Subcontracts  
October 1, 2005 to September 30, 2010**





## ***B. Architecture and Engineering Subcontracts***

The disparity analysis of architecture and engineering subcontracts is described below and depicted in Table 7.03 and Chart 7.02.

*African American Businesses* represent 8.87 percent of the available architecture and engineering businesses and received 10.44 percent of the dollars for architecture and engineering subcontracts. This Study does not test statistically the overutilization of M/WBEs.

*Asian American Businesses* represent 2.48 percent of the available architecture and engineering businesses and received 0.01 percent of the dollars for architecture and engineering subcontracts. This underutilization is statistically significant.

*Hispanic American Businesses* represent 4.17 percent of the available architecture and engineering businesses and received 4.47 percent of the dollars for architecture and engineering subcontracts. This Study does not test statistically the overutilization of M/WBEs.

*Native American Businesses* represent 0.78 percent of the available architecture and engineering businesses and received none of the dollars for architecture and engineering subcontracts. There were too few Native American businesses to test statistical significance.

*Minority Business Enterprises* represent 16.3 percent of the available architecture and engineering businesses and received 14.92 percent of the dollars for architecture and engineering subcontracts. This underutilization is not statistically significant.

*Women Business Enterprises* represent 15.91 percent of the available architecture and engineering businesses and received 11.88 percent of the dollars for architecture and engineering subcontracts. This underutilization is statistically significant.

*Minority and Women Business Enterprises* represent 32.2 percent of the available architecture and engineering businesses and received 26.79 percent of the dollars for architecture and engineering subcontracts. This underutilization is not statistically significant.

*Non-Minority Male Business Enterprises* represent 67.8 percent of the available architecture and engineering businesses and received 73.21 percent of the dollars for architecture and engineering subcontracts. This overutilization is not statistically significant.



**Table 7.03: Disparity Analysis: Architecture and Engineering Subcontracts**  
**October 1, 2005 to September 30, 2010**

<b>Ethnicity</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
African Americans	\$1,657,423	10.44%	8.87%	\$1,407,672	\$249,751	1.18	**
Asian Americans	\$1,150	0.01%	2.48%	\$393,320	-\$392,170	0.00	< .05 *
Hispanic Americans	\$709,862	4.47%	4.17%	\$662,434	\$47,428	1.07	**
Native Americans	\$0	0.00%	0.78%	\$124,206	-\$124,206	0.00	----
Caucasian Females	\$1,885,855	11.88%	15.91%	\$2,525,528	-\$639,674	0.75	< .05 *
Non-Minority Males	\$11,623,419	73.21%	67.80%	\$10,764,548	\$858,871	1.08	not significant
<b>TOTAL</b>	<b>\$15,877,708</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$15,877,708</b>			
<b>Ethnicity and Gender</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
African American Females	\$389,293	2.45%	1.04%	\$165,608	\$223,685	2.35	**
African American Males	\$1,268,130	7.99%	7.82%	\$1,242,063	\$26,066	1.02	**
Asian American Females	\$0	0.00%	0.39%	\$62,103	-\$62,103	0.00	----
Asian American Males	\$1,150	0.01%	2.09%	\$331,217	-\$330,067	0.00	not significant
Hispanic American Females	\$29,755	0.19%	0.91%	\$144,907	-\$115,152	0.21	----
Hispanic American Males	\$680,107	4.28%	3.26%	\$517,526	\$162,580	1.31	**
Native American Females	\$0	0.00%	0.13%	\$20,701	-\$20,701	0.00	----
Native American Males	\$0	0.00%	0.65%	\$103,505	-\$103,505	0.00	----
Caucasian Females	\$1,885,855	11.88%	15.91%	\$2,525,528	-\$639,674	0.75	< .05 *
Non-Minority Males	\$11,623,419	73.21%	67.80%	\$10,764,548	\$858,871	1.08	not significant
<b>TOTAL</b>	<b>\$15,877,708</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$15,877,708</b>			
<b>Minority and Gender</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
Minority Females	\$419,048	2.64%	2.48%	\$393,320	\$25,728	1.07	**
Minority Males	\$1,949,386	12.28%	13.82%	\$2,194,312	-\$244,926	0.89	not significant
Caucasian Females	\$1,885,855	11.88%	15.91%	\$2,525,528	-\$639,674	0.75	< .05 *
Non-Minority Males	\$11,623,419	73.21%	67.80%	\$10,764,548	\$858,871	1.08	not significant
<b>TOTAL</b>	<b>\$15,877,708</b>	<b>100.00%</b>	<b>100.00%</b>	<b>\$15,877,708</b>			
<b>Minority and Females</b>	<b>Actual Dollars</b>	<b>Utilization</b>	<b>Availability</b>	<b>Expected Dollars</b>	<b>Dollars Lost</b>	<b>Disp. Ratio</b>	<b>P-Value</b>
Minority Business Enterprises	\$2,368,434	14.92%	16.30%	\$2,587,632	-\$219,198	0.92	not significant
Women Business Enterprises	\$1,885,855	11.88%	15.91%	\$2,525,528	-\$639,674	0.75	< .05 *
<b>Minority and Women Business Enterprises</b>	<b>\$4,254,289</b>	<b>26.79%</b>	<b>32.20%</b>	<b>\$5,113,160</b>	<b>-\$858,871</b>	<b>0.83</b>	<b>not significant</b>
Non-Minority Male Business Enterprises	\$11,623,419	73.21%	67.80%	\$10,764,548	\$858,871	1.08	not significant

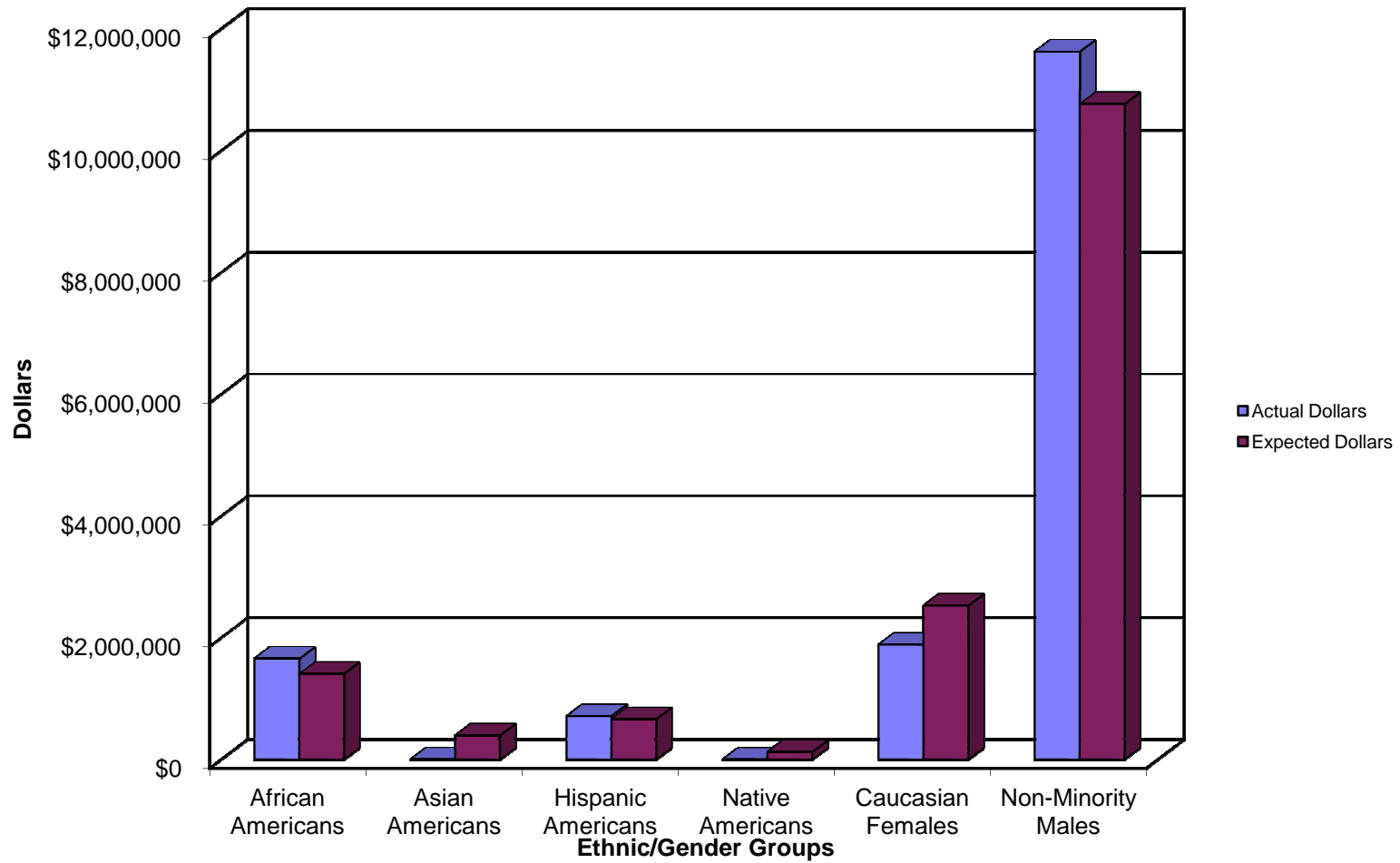
( \*) denotes a statistically significant underutilization.

( † ) denotes a statistically significant overutilization.

( \*\*) denotes that this study does not test statistically the overutilization of M/WBEs or the underutilization of Non-Minority Males.

( ---- ) denotes an underutilized group with too few available firms to test statistical significance.

**Chart 7.02: Disparity Analysis: Architecture and Engineering Subcontracts,  
October 1, 2005 to September 30, 2010**



#### **IV. SUBCONTRACTOR DISPARITY SUMMARY**

As indicated in Table 7.04, statistically significant disparity was found for African American and Hispanic American construction subcontractors. Statistically significant disparity was found for Asian American architecture and engineering and professional service subcontractors. Underutilization and overutilization is not statistically significant unless otherwise noted.

**Table 7.04: Subcontractor Disparity Summary,  
October 1, 2005 to September 30, 2010**

<b>Ethnicity / Gender</b>	<b>Construction</b>	<b>Architecture and Engineering</b>
African Americans	Statistically Significant Underutilization	Overutilization
Asian Americans	Overutilization	Statistically Significant Underutilization
Hispanic Americans	Statistically Significant Underutilization	Overutilization
Native Americans	Overutilization	Underutilization
Minority Business Enterprises	Statistically Significant Underutilization	Underutilization
Women Business Enterprises	Overutilization	Statistically Significant Underutilization
Minority and Women Business Enterprises	Underutilization	Underutilization



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# **CHAPTER 8: ANECDOTAL ANALYSIS**

## **I. INTRODUCTION**

This chapter presents anecdotal accounts that were gathered and analyzed to supplement the statistical findings and to disclose any active or passive discriminatory or race-neutral barriers that might affect Disadvantaged, Minority, and Women-Owned Business Enterprises' access to the contracts of the City of Jacksonville (COJ), Jacksonville Transportation Agency (JTA), Jacksonville Port Authority (JAXPORT), Duval County Public Schools (DCPS), and JEA (formerly Jacksonville Electric Authority)—collectively referred to as the Participating Agencies. The anecdotal evidence was gathered in a fair and equitable manner through in-depth, one-on-one interviews.

The United States Supreme Court in its 1989 decision, *City of Richmond v. J.A. Croson Co.*,<sup>1</sup> specified the use of anecdotal testimony as a means to determine whether remedial race-conscious relief may be justified in a particular market area. In its *Croson* decision, the Court stated that “evidence of a pattern of individual discriminatory acts can, if supported by appropriate statistical proofs, lend support to a [local entities'] determination that broader remedial relief [be] justified.”<sup>2</sup>

Anecdotal testimony of individual discriminatory acts can, when paired with statistical data, document the routine practices by which M/WBEs are excluded from business opportunities within a given market area. The statistical data can quantify the results of discriminatory practices, while anecdotal testimony provides the human context through which the numbers can be understood. Anecdotal testimony from business owners provides information on the kinds of barriers that they believe exist within the market area, including who perpetrates them and their effect on the development of M/WBEs.

Outreach was conducted to secure anecdotal interviewees. Prime contractors, subcontractors, and suppliers were contacted to determine their willingness to participate in an interview. An anecdotal interview screener was utilized to elicit information from business owners who agreed to participate in an in-depth interview.

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<sup>1</sup> *City of Richmond v. J.A. Croson Co.*, 488 U.S. at 509 (1989).

<sup>2</sup> *Id.*



## **A. Anecdotal Evidence of Discrimination - Active and Passive Participation**

*Croson* authorizes anecdotal inquiries along two lines. The first approach investigates active government discrimination or formal acts of exclusion that have been undertaken by representatives of the governmental entity. The purpose of this examination is to determine whether the government has committed acts that bar Disadvantaged Business enterprises (DBEs), City of Jacksonville Small, Emerging Business Enterprises (JSEBs), and Minority and Women Business Enterprises (M/WBEs)<sup>3</sup> from contracting opportunities.

The second line of inquiry examines the government's "passive" support of exclusionary practices that occur in the market area into which its funds are infused. "Passive" exclusion results from government officials knowingly using public monies to contract with companies that discriminate against M/WBEs, or fail to take positive steps to prevent discrimination by contractors who receive public funds.<sup>4</sup>

Anecdotal accounts of passive discrimination mainly delve into the activities of private sector entities. The Tenth Circuit Court of Appeals has cautioned that anecdotal accounts of discrimination are entitled to less evidentiary weight to the extent that the accounts concern more private than government-sponsored activities.<sup>5</sup> Nonetheless, when paired with appropriate statistical data, anecdotal evidence of either active or passive forms of discrimination can support the imposition of a race or gender-conscious remedial program.

Anecdotal evidence that is not sufficiently compelling in combination with statistical data to support a race or gender-conscious program is not without utility in the *Croson* framework. As *Croson* points out, jurisdictions have at their disposal "a whole array of race-neutral devices to increase the accessibility of city contracting opportunities to small entrepreneurs of all races."<sup>6</sup> Anecdotal accounts can paint a finely detailed portrait of the practices and procedures that generally govern the award of public contracts in the relevant market area. These narratives can identify specific generic practices that can be implemented, improved, or eliminated in order to increase contracting opportunities for businesses owned by all citizens.

This chapter presents anecdotal accounts from interviews with 65 business owners domiciled in the Participating Agencies' market area, that consists of the counties of

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<sup>3</sup> Collectively referred as M/WBEs for purposes of this chapter.

<sup>4</sup> *Croson*, 488 U.S. at 491-93, 509.

<sup>5</sup> *Concrete Works of Colorado v. City and County of Denver*, 36 F.3d at 1530 (10th Cir. 1994): "while a fact finder should accord less weight to personal accounts of discrimination that reflect isolated incidents, anecdotal evidence of a municipality's institutional practices carry more weight due to the systemic impact that such institutional practices have on market conditions."

<sup>6</sup> *Croson*, 488 U.S. at 509.



Clay, Duval, Nassau, and St. Johns. The interviewees described accounts of barriers encountered while working or seeking work directly the Participating Agencies.

## ***B. Anecdotal Methodology***

The method used in gathering anecdotal testimony afforded the researcher an opportunity to garner eyewitness accounts and perceptions of the effects of exclusionary practices.

Allowing interviewees to describe the barriers they have experienced in conducting business informs an understanding of how barriers occur, who creates them, and what effect they have on business development. Thus, the information obtained can offer the Participating Agencies vital insights on the need for a DBE, M/WBE, or JSEB program policy change.

### **4. In-Depth Interviews**

The business owners who provided the one-on-one interviews were identified from contract and certification records and outreach efforts. Potential interviewees were pre-screened to determine if they operated within the market area and were willing to commit to the interview process.

Sixty-five business owners, domiciled in the relevant market area, participated in one-on-one, in-depth interviews. The business owners were African American, Asian American, Hispanic American, and Caucasian males and females.

A set of probes was used to elicit accounts of the interviewees' experiences with discrimination and aspects of business development from start-up to growth. Both public and private sector experiences were garnered. Completed interviews were transcribed and analyzed for barriers the interviewees encountered, commendations they had regarding the Participating Agencies, and their recommendations. From the analysis, the anecdotal report was prepared. The anecdotal report describes general market conditions, prime contractor barriers, and the range of experiences encountered by interviewees attempting to do business with the Participating Agencies.



## **II. RACIAL BARRIERS**

A minority male owner of a construction company recounted his experience with a superintendent whom he believed to be racist in that he did not want to hire a minority for the job:

*I had an experience with [a City contract] that was worth about \$300,000. When I ran into the superintendent, I knew it was over as soon as I saw him. Before we had a conversation, I knew I'd have problems with this guy because [if] you're talking about hatred, it was written all over his face. He had no love for Black people. He didn't want to hire a Black guy from the beginning. That guy was racist. I've been around long enough to know. We were on the job every day. We were the first ones there and the last to leave. We did exactly as we were told to do, and we went beyond some of the stuff that we were asked to do just to try to keep the job. [H]e asked me to start digging something else for them and cleaning up around the place. I told him, "That's not in my contract." He said, "I know, you keep telling me that." Then he said, "Get your s\*\*t and get off the job. Get off the job right now, or I'm calling the police on you." I'm never going to forget that [superintendent's] face.*

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A minority male owner of a construction company believed that he was treated differently because of his race:

*I was born and raised here. The same thing I experienced back in '65 and '66 is the same thing we are dealing with today.*

---

A Caucasian male owner of a professional services firm believed that his firm was discriminated against, because the COJ favors minority firms:

*My prior experiences are limited to COJ and primarily with the Housing and Neighborhoods Department. And I've seen in Housing and Neighborhoods [that] there is definitely a mentality where it seems okay to give preferential treatment above and beyond to JSEBs. They seem to do things outside of the box or provide preferential treatment to minorities as opposed to the Caucasian partners. [This is an] ongoing issue. We have some experience with other departments as well, but it seems to be predominantly in the Housing and Neighborhoods department.*

*I think that there are two issues. One is there is current staff leadership in place that are minorities that somehow look to their position as an opportunity to influence and gain some type of power within the community by trading favors to minorities or doing favors*





*for some of the different minority contractors or minority companies that may be out there. And the second reason is that when these minority contractors don't get what they want, they complain and pressure elected officials, who then go and pressure the City and the staff. The staff does things that they normally wouldn't do, because they're receiving pressure from elected officials. I did not complain for fear of retaliation.*

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A minority male owner of a construction company reported that his firm has been subjected to a higher standard of review because of his race:

*I've seen other people's work. They were terrible. But we did everything the guy said to do. I think that they look at the African American firms to be underachievers.*

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A minority male owner of a professional services firm believed that he has to prove that he is capable, since his firm has been identified as disadvantaged:

*I have issues here in Jacksonville. When you are certified as a minority or disadvantaged business, you have to continue to prove yourself in every step of the process. Even when you win the award, you are often required to supply additional paperwork and performance. And that is a problem; that is an endemic problem of the entire system. And there's a lack of training for those folks who are [on] the front line.*

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A minority female owner of a goods and services firm believed that she was treated differently because of her race. She also suggested that she feels that nepotism is a problem in awarding contracts at JEA:

*I feel like we were racially discriminated against as a subcontractor. As a prime, we were denied work when JEA gave it to the other contractor. The contractor was a White JSEB. Everyone that's on [JEA's] Board is White. The only person that is Black is [name withheld], and she is only there to discuss the contract.*

---

A minority male owner of an architecture and engineering company reported that he feels like a token when working on certain contracts:

*I'm [a] token and I feel that way, but I take it.*

---



A minority female owner of a professional services company reported that she feels excluded from work because of her race:

*I am still excluded from certain areas of work because I'm a Black female. I feel invisible in the room while looking for work. I try to introduce myself to some of the prime contractors and hand out my card[s], which I later find on the floor after everybody has left.*

---

A minority male owner of a professional services company explained that a contractor can be blackballed for complaining:

*We're not getting any work, that's part of the problem. When you raise that flag, you get blackballed out of the industry, and it happens on a regular basis. I can't tell you how many times I've had to take these guys out on the golf course and make up with them just so I can continue working. [T]hey don't want you complaining.*

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A minority female owner of a professional services business reported how the male-dominated environment is not very open to female business owners:

*My industry is male-dominated. If they do work with a female, they get used to that one particular female, and they just stay with that one. There's almost no opportunity for others to get involved when they get accustomed to working with just one.*

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A Caucasian male owner of a construction company believed that the RFP Selection Committees are biased and predisposed:

*In some instances, the Selection Committee already knows who they are going to select and then justifies the results to meet that mindset. I think that sometimes the Committee is selected in a specific way to give one or two people more control or influence; they put people on the Committee that may be like-minded in order to help steer the results in a way to suit them in their personal goals, as opposed to doing what is right.*

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A minority male owner of an architecture and engineering company explained why he believes he has to produce better work than his counterparts:

*When they give me a task, I have to perform over and beyond what primes do because I feel like I'm underneath a microscope. So, I have to perform much better than the prime contractor.*

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A minority female owner of goods and other services company reported that she was harassed by inspectors after COJ's ombudsperson was terminated:

*They had an Ombudsman, but they got rid of her. I don't know what happened, but she's gone now. They called and informed us that she's not there anymore. We don't have anybody to run to for assistance. So, I am walking on eggshells. We're starting to get more complaints, by the inspectors that we're not doing our job. [But] even being threatened, they have to come up with something in order for us to get a fine.*

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A Caucasian male owner of a goods and services company reported that he felt aggrieved by what he described as favorable treatment to an African American during the bid process:

*I bid a job with the Jacksonville Electrical Authority. The other boy was \$15,000 lower. You must first send JEA the specifications so that every prospective bidder will get the chance to bid on the same product. That's not what this fellow [did]. [The] by-laws plainly stated that if you [do not] do this, your bid will be thrown out. They still gave the contract to him. He was a Black man. It was...given to him because of...his race. I think we have a woman [in the procurement office] that is prejudiced. She's Black, [and] I think she favors Black people. I protested, and JEA chose not to accept the protest. Black people take care of Black people. White people take care of Black people and White people.*

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### **III. DIFFICULTY WITH THE CONTRACTING COMMUNITY**

A minority male owner of a goods and services firm described an experience where he submitted a bid to JTA, but never heard back from the agency:

*At JTA, they had a bid out for a fuel card, and they had to use a Ride Express, which was a fuel card. I went to the pre-bid meeting, got the paperwork, and the whole nine yards. They did not respond back on the paperwork. I submitted the bid and never knew what happened, so I raised a couple of questions, and I think it was awarded to the same person.*

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A minority male owner of a professional services company reported on how difficult it is to obtain work with some of the Agencies:

*It is extremely hard to get work. [JEA] has the lowest JSEB participation requirements for work, and they are the ones who put out the most projects. [This] makes it very difficult for companies like us to survive because it's very difficult to get a job as a prime consultant either for the COJ, JEA, and especially JTA.*

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A minority female owner of a professional services company reported on how networking organizations will allow minorities to join, but are generally unsupportive:

*[I had a difficult time] being accepted as part of the organization. A lot of these professional organizations allow you to pay your money to [join], but it's very difficult for you to [become] an officer or [to be] on [a] board. Therefore, you can't get the resources that you need to expose your company unless someone else recommends you.*

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The same business owner explained how difficult it is to penetrate the contracting networks with the Agencies:

*[It] happens a lot in my industry where they get accustomed to certain professional service people. Maybe they prequalified three or four firms, and they just keep rotating those three or four firms rather than reaching out to the larger community to include JSEBs, Disadvantaged, Women-owned Businesses, and Minority-owned Businesses to be a part of that network.*

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This same business owner further elaborated:

*It appears that if a JSEB is in rotation for the next contract and that department is not familiar with the firm, they [won't request the services and will continue] with raggedy shades or window dressings until the next year when the contract is over. So, the purchase order is never executed to the JSEB next in the queue, and that contractor does not get the work.*

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A minority female owner of a goods and other services firm reported that one business had the same contract for over ten years:

*I have learned that there is a lot of work for the JAXPORT. They finally gave it to somebody else, but the guy that had been doing it actually had that job for over ten years.*

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A minority male owner of a construction firm reported that he cannot provide demolition work for COJ because he is not on its list of preferred contractors:

*We were turned down by the City of Jacksonville to do demolition inside the City. As a general contractor, I pay an awful lot of money for insurance and bonding and all that kind of stuff. And they have a list of contractors that they want to do demolition, which I think is wrong. If a company is a general building contractor, then they can do demolition. But they told me I had to be on their particular list of contractors. What the hell is this? I want to know who came up with this.*

---

A minority male owner of a goods and other services firm reported that even though his company fulfilled all the basic requirements for contracting with COJ, he has not been awarded a contract:

*If I go to a pre-bid meeting, there will be nobody that looks like me. And, once I explain my capacity and bring proof of that, I'm talking about not only from a licensing standpoint but from the wherewithal to meet the other requirements, i.e., the lines of credit, the insurance, and that kind of a thing. But it still does not pan out in the final analysis as work.*

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A representative for a minority, male-owned professional services firm reported that contracts should be broken down into smaller projects so small businesses can get more opportunities to contract with the Agencies:

*Some of these contracts need to be broken down into pieces so small businesses might be able to apply. If contracts for some of this work were separated out, the small businesses could bid. Then we'd have a lot more minority participation. Now, you can't get minority participation without these businesses basically begging for work from the larger contractors.*

---

A minority female owner of a professional services firm reported that she believed that certain established contractors offered low bids that could not be completed at the quoted price:

*Certain companies already come in with a number in mind. They have been a contractor so long, and they are familiar with people and certain places where they can put in a low bid, because they know that even though a technical provision requires certain material, [they can get change orders] because of their familiarity [with] certain people. And there's nobody who validates that those provisions that were provided in the scope of work were followed by the contractors who receive the jobs.*

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A minority male owner of a services company believed that political influence prevented him from winning a waste disposal contract with COJ:

*One particular [bid] that stands out was solicited through the solid waste department. Bids are [calculated based on] a unit number. When the bids were opened, [another company] was the low bidder. I added up their total numbers, and they ended up being the highest bidder. It clearly said in the bid that if there is any numerical [discrepancy] when you add up the [numbers], your bid is automatically forfeited. The Mayor's office...threw out their bid. [T]he CEO of the company, [name withheld], is on every [steering] committee [in] the City of Jacksonville. He went down there with his lobbyists, and they agreed that [he had the low number]. Everyone tried to help me, but there was nothing they could do about it.*

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A minority male owner of a construction company reported that he was approached by a City council member in an attempt to buy his silence and stop him from complaining:

*One [Caucasian] City councilman pulled us in and said, "We're not going to help all of you, but we'll pick out four or five. We'll let you do some business with the City." There were four of us [in the room]. We're not going to worry about hiring them as a contractor. My response was, "I'm not going to do that." This was supposed to be a free, open bid process. From what I was told, I was the only one that didn't [get any work]. I think he was offering to buy me off. I think he was just trying to shut me up.*

---

A minority female owner of a professional services business believed that the Agencies are unresponsive to small businesses:

*[When we complain], it just goes on deaf ears. We're not sure [to whom we should direct our complaints] or how to make our concerns known that we're being excluded. JSEBs and small businesses feel that they've been treated poorly [because] there is no closure. You can't get definite answers from anyone.*

---

A minority male owner of a professional services firm reported that he has performed services for the COJ but has not been able to obtain work with the other agencies:

*The positive side is that you can always get a check from COJ. We can always get a check from any of these agencies that we perform services for if we can get in that door. We've got into COJ's door. JEA and JTA are not receptive. It didn't work out, so we focused on the other areas of our business to keep our small business afloat.*

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A minority male owner of a goods and services company explained how larger companies systematically submit low bids to eliminate smaller companies:

*The big companies are coming in and bidding these ridiculously low prices. Systematically, we're being eliminated because we cannot win bids. Even though we protest, it's to no avail. I put a bid in at the Jacksonville Transportation Authority. The bid [submitted by a large contractor] was so ridiculously low, it was unbelievable. There's no way a small company like [mine] can [bid that low] and be able to perform the contract.*

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#### **IV. DIFFICULTY WITH THE GOOD OLD BOYS NETWORK**

A minority female owner of a professional services firm believes that she has been prevented from work with the Jacksonville agencies due to the good old boys network:

*I have had difficulty getting on bidders or vendors list since 2009. This includes the minority business departments at JEA, JTA, DCPS, and COJ. I don't believe anyone is tracking it or really cares about a list, since all the contracts are going to the good old boys anyway. I am not sure if I am actually on the list. I submitted information but never heard back. I did not complain because there is no point really. Here in Jacksonville, you tend to get "blackballed" very easily if the powers that be find out that you are complaining or stirring up trouble in their eyes. A group of certain business owners keep winning all the bids, who just happen to be good friends with whichever mayoral administration is in office. It has slowed down the growth of my business.*

*I think here in Jacksonville and in the south, there is the good old boys network that sticks together and has inside cronies that work in city government at all the agencies and so they get heads-up about future business before anyone else. And most times the bids are written by them, for them.*

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A minority male owner of a services company reported that he felt uncomfortable when he joined one of the contracting organizations:

*I joined an association on the North side of town. When I got there, I saw only two or three African Americans. I settled in and I tried to participate, but it didn't take long to see that it was the good old boys network. The good old boys system is well and alive in this city.*

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A minority male owner of a goods and services company believed that the Agencies do not want to disturb the status quo for the good old boys:

*They didn't have services for JSEBs doing garbage collection or demolition. I felt that the JSEB Program was basically the good old boys system, because they simply don't want to [disturb] the pockets of established contractors.*

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A minority male owner of an architecture and engineering firm described how he could not break into the good old boys network:

*It was very tough to get in with JEA. It's the good old boys network because the project managers know who they wanted. I tried to break in that ice, but I couldn't break it—I couldn't get in. Also, another big company did not allow us to subcontract with them as much as we used to. Now they keep it all in-house.*

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A minority male owner of a construction company provided an example of how the good old boys network operates outside the bid process:

*There was one prime contractor that [told] me that he received \$165,000,000 worth of contracts in one year from various agencies throughout Florida. A lot of it was negotiated, and a lot of it wasn't bid.*

---

A Caucasian male owner of a goods and services company reported that the good old boys network exists because the same companies continue to receive the contracts:

*The same contractors are getting the business most of time because there's no competition. [They are] the only ones that are big enough and strong enough to actually do the contract to the fullest extent.*

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A minority male owner of a services company felt that JEA's use of the same contractor for maintenance of power plants is indicative of the good old boys network:

*The same maintenance company is doing the power plant contracts for JEA, which comes down to the good old boys system. I felt intimidated because of the good old boys system.*

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A minority female owner of a goods and other services company described an experience where she was told not to submit a bid:

*It was the facilitator that was doing the orientation for the JSEB, and was like, "there's no sense of even bidding on it because certain people get it all the time, and they know how to work the numbers and stuff like that, and they are always going to get that contract." I forgot*





*the guy's name, but he was during the orientation. I think he was an accountant or something. He gave me his card, but I threw it away because I didn't have anything to add it to.*

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A minority male owner of a construction firm believed that the good old boys network still exists in Jacksonville:

*It's people who have been in positions for 20 to 40 years. They're still in those positions. And it's been the good old boys.*

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A minority female owner of a goods and services firm described a situation where she thought her contract was cancelled because of the good old boys network:

*We're usually considered as a prime contractor. We rarely work as a subcontractor. When we did sub at one time through Public Works, we got let go right after they secured the contract. They got rid of all the JSEBs. We did file a complaint with the Public Works department, but they tend to deal with the good old boys network.*

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A minority male owner of a goods and services firm reported on what he believed are obstacles his company has faced due to the good old boys network:

*I have heard people in procurement say if it's not broke, don't fix it. You don't need to fix it. That means they're going to go back to the same person over and over again.*

---

A minority female owner of a professional services firm described a situation at JEA where she believed the good old boys network was at work:

*My experience as a subcontractor was not a very good one. I would say that the "good old boy" mentality played a big part, because the person that we were subbing for was actually his son. His dad is actually over at the JSEB Program.*

---

A representative for a minority male owner of a professional services company reported that the same contractors have been getting bids for decades in Jacksonville:

*In the City, the same contractors have been getting the same bids for decades. Not much has changed. I have been looking for opportunities, but it is extremely difficult to go through the system to find out who is actually doing the bidding.*

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A Caucasian female owner of a professional services firm reported that the good old boys network is alive and well in Jacksonville:

*Well it is definitely a “good old boys network” in Jacksonville. We were told by a couple of engineering firms that it is the “good old boys network,” and “sorry, I can’t use you because I’m being directed by my supervisor to use this other guy.”*

---

A minority female owner of a professional services firm reported that the same companies receive the majority of contracts in her field:

*There are contractors you’ll see over and over again. They will get bids, or they will get a contract given to them under \$5,000, but by the time they are finished with the change orders they have received \$15,000 or \$20,000 on a job that was let for \$5,000. I call it the old boys’ network. They are used to doing business with one another and perhaps paying people under the table or turning a blind eye. I can’t compete with that. That’s just the old boys’ network. I grease your palm, you grease my palm, and we go on.*

---

A minority male owner of a construction company reported that he has come to expect that members of the good old boys network will win contacts:

*Well, it’s pretty much like this: you bid on a job, and you look around, and you’ll find that someone else has the work, and you never got a response. So, it’s almost one of those things where you come to expect it. They have been many instances over the years.*

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A Caucasian female owner of a construction company reported that there are many good old boys networks in Jacksonville:

*I think that there are established relationships that have been there a long, long time, and there’s no way that you are going to get into those. I think it’s going to be very, very difficult to break some of those relationships, and you can call it good old boys network, you can call it relationships, you could call it whatever. But they’re people that have been working together for 25 years and went to school together.*

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A minority male owner of a professional services company reported that the good old boys network is part of the contracting reality in Jacksonville and across the nation:

*Well, that happens all over this country; it’s not only here. There’s an explanation good old boys—everybody has a way to benefit from contracts that are offered and approved for a good old boy.*

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## **V. DIFFICULTIES IN THE CONTRACTING PROCESS**

A Caucasian male owner of a construction company described why he believes some contracts are awarded unfairly during the bidding process:

*In other instances, there are far more decisions made at the staff level than people think. For the most part, those are the types of decisions that can be easily abused, and they are abused. Many decisions made at the staff level can easily be viewed to benefit one group over another, and they are done under the justification or guise of helping the community, when in fact staff people are going above and beyond their authority.*

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A minority female owner of a goods and services firm reported having to do extra research in order to bid, because the solicitation contained insufficient project information:

*I called the person that gave me the bid package. The scope of the work was not complete because a lot of the needed work was not added to the project. I said that a lot of the numbers are not going to come out right. I actually researched the property and went on the City's website, found the property, the address, and the right numbers. And the numbers did not add up. And she said, "That's what they gave us and that's what you have to use." This incomplete solicitation would have given an advantage to a contractor who already knew the property.*

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A minority male owner of a professional services firm reported that some of the Agencies do not bid their emergency contracts and, instead, give them to firms already in use:

*Communicating with JSEBs is the only way that we find out about certain projects. And some projects are not advertised. Yet in Duval County for service and repair, I'm on their list. But because they give it to one contractor, they do not put it out for bid. There is no way that we could know. If something breaks down in Duval County schools, it doesn't go out for bid. It goes to whoever got that three-year contract with the City of Jacksonville or Duval County Schools. So, the way it's set up is that the one particular company can name their price. And taxpayers have to pay it.*

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This same business owner reported difficulty receiving Requests for Bids from DCPS:

*I'm registered with DCPS, and I should be notified about these school projects. The only time we know is when they are about to open the bids. It wasn't even on the website. If you go back two or three years, if you can find a record showing that there would be an invitation for these schools months ahead of time or something, I sure would like to see it. Because they don't really send out bids. You have to be in the loop.*

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A Caucasian female owner of a professional services firm reported that being on the JSEB list has not helped her company:

*I find it difficult to figure out how to make buyers at the City aware of my services. I'm in the directory, but no one has ever called and said, "I found you in the [JSEB] directory." Which I think is interesting. I mean, you'd think that they'd look in the directory, but, no. Every time I've gotten something, it's because somebody knew me, which is I guess the way it works. But I can't figure out how to learn about the City of Jacksonville buyers because they don't seem to attend the meetings that I attend.*

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A minority male owner of a professional services firm believed that procurement for all the Agencies should be unified so that businesses can find contracting opportunities in one place:

*The first problem that I have with the City of Jacksonville is that their procurement opportunities cannot be found in one specific area. This appears to be a major problem. To begin with, there is no unified procurement solution that the Agencies utilize in order to alert potential clients. All of the Agencies have the same problem. They do not have a unified procurement solution, meaning that none of their contracts can be found in one place. And it makes it very difficult for someone who is trying to get opportunities. Across the country usually every state has a portal. Take Georgia, for example. In the state of Georgia you can find every contract from every public agency in one place. If you register one time, all of the state agencies will send you bid notices.*

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A Caucasian male owner of a goods and services firm believed that the JEA does not abide by the guidelines that it includes in its contracts:

*JEA put out a contract for pallets of sod on a roadside. They had a quantity requirement that said that you previously needed experience putting out X amount of sod within the last three years. It was just an outrageous quantity that you had to meet to bid. Well, I looked at it, and I said, "Well I haven't put out that much grass; I can't bid that." A couple of other contractors went on and bid on it anyway without putting out that much. They bid it, and now it appears that they're going to get the job. I think that's wrong. I think it's wrong to put certain specification requirements which can discourage others from bidding, and then to allow somebody else to win the bid that did not meet the requirements. My problem with it is if you're going to do it, then don't let them bid. But at the same time I think I was qualified to do the job, but I didn't bid it because of that reason I felt I was not qualified. That's JEA for you. They put requirements in their bids and mislead you. JEA thinks they can run amuck and do whatever they want at will.*

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A minority female owner of a construction company reported that she has not bid on a COJ job because of the costs associated with purchasing plans:

*The City of Jacksonville is making it very difficult for us to get plans on jobs. I used to find the plans online through different companies. The City of Jacksonville used to release information as to where you could get them online. They no longer do that. Now you have to purchase plans. And as a small business, that is too costly for us to purchase plans just to look at a job, not even knowing if we're going to bid on it or not. So, it's been very, very difficult in the past couple of years for us to do that.*

*I've been in contact with Construction Bulletin and they advised me that the City has stopped them from providing the plans online due to costs. But a set of plans can go anywhere from \$30 to \$200, and to try to buy plans for every job that you just want to look at to see if you're interested, you can't do it. It's just made it very difficult. We have missed a few jobs, quite a few jobs because of it. With JEA you can view them on JEA's website, but you can't view them on COJ.net. Everybody else is making them accessible except for the City of Jacksonville.*

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This same business owner reported that the COJ and JEA should be more consistent in providing information on contract awards, and the subcontractors used on their contracts:

*With the jobs with the COJ and JEA we are never contacted saying, “yes, we’re using your bid” or “no, we’re not.” Before 2005 they used to send out letters letting you know if you were awarded a job. They made some sort of effort.*

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A minority female owner of a professional services firm explained why she believes that many of the requirements for professional service projects are unreasonable:

*The RFPs and RFQs are unreasonably structured in that they only allow for big major companies to respond to the bids. There are no opportunities for small local businesses to submit bids as prime contractors for several reasons. The requirements are too stringent. For example, why do I, as a PR company, which provides a service and not a product, have to get bonded on an overall construction project when I am only being hired for the very specific part of handling public relations/community relations for the project? Another example is bundling completely different parts of a project together into one project with one bid. For example, Project New Ground, is an ongoing City project. It is an ASH remediation “clean up” project that has been pending in Jacksonville for 30 years. It finally started in 2010, and the bid package wanted a prime contractor to do the ASH remediation, which is the actual clean-up work on the residential properties. The contractor is to go into the affected neighborhoods and remove contaminated soil from each individual home and replace with clean soil and grass. Most construction contractors don’t have “on-site” PR professionals/ Public Involvement personnel on staff or community outreach activists. So why is this task mandated to be part of the big overall remediation contract? The Public Involvement/PR role should be handled separately, under a separate smaller contract to allow the local small business that specializes in that type of work the opportunity to bid on it.*

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A minority female owner of a professional services company reported that as a bidder, she does not receive notification when contracts are awarded:

*Oftentimes I will submit a bid, and unless I am the winning firm, I never find out the results. I think that if you bid on a job, the award information should automatically be sent out, so we will know who won and what their numbers were.*

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A minority female owner of a professional services firm reported that she has not received bid information from JAXPORT, even though she is registered as a small business:

*You register with an agency, and then they don't send you [bid information]. I registered with JAXPORT, and I haven't received any request for bids. I really don't know what happened, but I'm sure there's been something that I could have bid on. I don't know if they are not using a current database, or I'm not really sure why. I have no idea.*

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A minority female owner of a professional services firm has experienced difficulty in obtaining bid notices from all of the Agencies:

*Well first, you have to know that there is a bid coming out in order to call and get the notice. This is an oxymoron. How are you supposed to know in the first place that a bid is coming out? Therefore, you can never call to request the bid notice unless you are hooked up with someone on the inside, which is part of the problem. I've experienced this problem with COJ, JTA, JEA, JPA—all of them. I'm not sure if I'm on their bidders list. I submitted the information requested, but I'm not sure if it actually happened. Unfortunately, as beautiful as Jacksonville is, we still operate under a very backwards, small-town government mentality that has been doing the same thing the same way for many, many years. They don't know how to update and improve their systems, not to mention the good old boys network, who would resist any changes.*

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A minority male owner of a construction company expressed that many of the Agencies do not release information in a timely manner:

*JTA, JEA, Duval County School Board, the City of Jacksonville, do not get [information] out in a timely fashion. We receive[d] [bids] two or three days before the due date.*

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A minority male owner of an architecture and engineering company reported that one prime contractor wanted information a week before the proposal was due:

*There was a proposal out in the street. It was a JEA contract for a prime consultant engineer. We were notified. Then, the big players came in and did not know who they wanted to team with. A week before the proposal was due, they called us up and said, "we need your information."*

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A Caucasian male owner of a goods and services company indicated that he does not receive bid information in a timely manner:

*We will get the bid on a Friday, and the primes want a response on Wednesday. We have to get prices on every job to be able to accurately estimate these jobs. We need at least seven days.*

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A minority male owner of a goods and services company believed that he lost a contract due to inadequate lead time:

*I was not awarded those contracts because I received the information last minute. It was regarding the courthouse project.*

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A minority female owner of a construction firm reported that some prime contractors contact her company at the last minute to get bids:

*Many times they'll call and want a bid that same day or the next day. I would say 30 percent of the time. Basically for City work. It is usually prime contractors contacting me the day of the bid or two days before it's due.*

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A minority female owner of a professional services firm believed that the reason COJ does not give adequate lead time is because the winning bidder is predetermined:

*Inadequate lead time is a common practice, because the City knows in advance who they want to give the job to. So, they purposefully put the bid out late in order to disadvantage the other potential bidders.*

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A minority male owner of a goods and services company believed that there are too many contract stipulations required on agency contracts:

*For example, at JEA as a JSEB, we couldn't bid because we didn't mow enough acreage in prior years to submit a bid. On one mowing [contract] for the City we faced the same thing. We hadn't had prior experience so we couldn't get it. I didn't protest it, but I know that [names withheld] were getting those contracts.*

---

A Caucasian male owner of a construction company reported that COJ's insurance requirements bar small contractors from participating as primary contractors:

*Some of the insurance obligations of the City are crazy, and I don't think it gives the small contractor a fair chance to participate regardless of race or gender. The City has a long list of insurances that you have to have, and it would probably cost thousands and thousands of dollars annually to maintain those insurances. It forces*





*the small guy, regardless of race or gender, to team up with the bigger guy. If they didn't have all these ridiculous rules, the sub-consultant could do the work directly without giving money to a prime.*

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A minority male owner of a professional services company described an experience where the evaluator did not fully understand the specifications:

*First of all, you got to have somebody qualified to receive a proposal. I sent a proposal that described what was required to complete the project. How are you going to have somebody issue work, and they don't know what they're issuing? My proposal stated what was needed and that I'm not a qualified electrician. She didn't understand because she's not a contractor. So, that's one thing that needs to be worked on.*

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A minority female owner of a goods and other services company reported that COJ held a contract for four months after award because of pre-qualification issues:

*Well, we were awarded the contract, and they held the contract for four months. We were awarded a contract for the City of Jacksonville for public restroom cleaning. When we were originally awarded the contract, instead of awarding us the contract they held the contracts for four or five months trying to find out whether or not we were really qualified as we said we were. Fortunately, we had the lowest of the bids, and they had no other choice but to award it to my company. But instead of awarding it to my company, they held it. They held it for whatever reason trying to get us disqualified—trying to get the contract cancelled until a JSEB representative told them they had no other choice but to award it to us.*

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A minority female owner of a professional services firm believed that the requirements for many of the agencies are so excessive that small companies have a difficulty fulfilling them:

*With COJ, JTA, JEA, the requirements are structured to eliminate you from ever having an opportunity to obtain jobs. For example, if you never did any work for JEA, they have a requirement in the RFP that your prior work experience must be with JEA. So, you can never get a contract or an opportunity with JEA because you can never satisfy that part of the requirement. It's always like pulling teeth and very frustrating.*

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A Caucasian male owner of a goods and services company believed that his contract was taken from him in order to give it to an African American contractor:

*They took the contract from me and gave it to a Black man, and I'm a White man. We were both JSEBs.*

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A minority male owner of a services company explained that his contract was cancelled after the CEO of a competing business was nominated to JEA's Board Committee:

*We were awarded the bid for JEA to pick up front-load dumpsters. Our bid was for three years. Ten months into [the contract], they decided to put it up for bid again. Right before the bid went out the CEO [of a competitor] was nominated to be the head of the 7<sup>th</sup> Board Committee of JEA. All of a sudden, I got an email along with every garbage company from here to New York, saying that they were putting the front load garbage out for bid. We weren't the lowest bidder the second time. The previous bid said that if they cancelled the contract for any reason, they have to pay me for my equipment, which is close to about \$300,000. I'm still waiting on a meeting with the chairman of JEA. Meanwhile, that was my largest account. This situation just about put me under.*

---

A minority female owner of a services company explained how two of her contracts were cancelled as a result of them being bundled into one large contract:

*As a subcontractor, I had a [type of contract withheld] with JEA and the contract was cancelled. They decided to take the contract and bundle it and give it to one big contractor [that would subcontract] out to small contractors. I lost the contract which I was supposed to have for three years.*

---

A Caucasian female owner of a professional services firm described a situation where her portion of a JTA contract was cancelled:

*We just had this happen last year where we spent a lot of time with JTA. We prepared final estimates for work. They did not like our estimate, so they cut out the entire scope of our subcontracted work. That has happened twice with JTA. So, we have expended resources to attempt to get the job, and then instead of negotiating with us and saying, "how can we come to some agreement on fee," they just cut it out totally. They told the prime contractor, and the prime was exceptionally apologetic. I mean, they felt horrible. The prime contractor said, "JTA wants us to do it the best we can in-house." The prime consultant probably has some environmental capability in-house, but they had us on the team and they were very proactive in trying to get us work. And JTA said no, under your current scope and*



*fee you just figure out how to do this environmental work that needs to be done. I don't know why, but that is what they did. So, we were cut out completely. Well, I think that if they had a legitimate concern about our fee, they should have negotiated with us to come to some agreement.*

---

A minority male owner of a professional services firm reported that he waited six months for a contract to commence with COJ:

*We were told that we were going to be awarded the contract, and it was going to be sent to the Mayor's office for signature. I followed up with the Mayor's office twice and the purchasing department three or four times. Every time they say they will follow up and get back to me. So, we had a contract that we supposedly won at a fixed rate.*

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## **VI. DENIED CONTRACT AWARD DESPITE BEING THE LOWEST BIDDER**

A minority female owner of a professional services firm described an experience where she was denied a contract despite offering the lowest bid:

*We submitted a bid to JAXPORT. I noticed that they selected three vendors to present, and it turned out I was the lowest bidder by \$20,000. However, I was told that the other firm had a better presentation, but they didn't elaborate on what was lacking with my presentation. Every proposal a small business submits is resource-intensive. So, there's a cost for every time we respond to a bid. It takes time and money for the small business to absorb the cost, while bigger businesses have deeper pockets to absorb the impact.*

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A minority male owner of a services company described his experience being denied a contract despite having the lowest bid:

*We won a [type of service withheld] bid as a JSEB, but they denied us because they said we were too low. We also bid as a JSEB for a demolition job, and they denied us again. But I protested and won, and we worked as a prime contractor.*

---

A minority male owner of a professional services firm described a situation where his company was denied a contract despite offering the lowest bid:

*It was for the City of Jacksonville's IT bid. We were the lowest bidder, but they disqualified our bid and gave it to another firm. Their whole*



*reason for not giving us the bid is they said that we were not very clear on giving our company's past performance experience. But in the RFP, it was extremely vague. We went to a hearing, and it was very challenging for them to make that decision; but at the end of it, they also said that we did not provide enough supporting evidence to show our history. But again, the bid package, the RFP was so vague in [describing] what they wanted. But again that contract went over to [name withheld], because they were in second place.*

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## **VII. BID SHOPPING**

A minority male owner of a goods and services company explained how one contractor requested that he price the entire project as if they were bidding together, then he used the information for his bid and hired another subcontractor:

*[We were working on the bid together], but at the same time, he was shopping other bids. I tried to get him to specify [whether] he wanted me to just do a couple of floors—but I had to bid the whole project just as he was bidding it. So, I gave him the numbers for all of the floors, and he used those numbers to make his bid, and then he used someone else as a subcontractor.*

---

A Caucasian female owner of a goods and services company reported that certain prime contractors do not intend to use her services, even though they sought bid requests:

*The primes will get the prices from my competitors [because] they're shopping. Sometimes they do not use me; they just want to see how low I would go.*

---

A minority male owner of a professional services firm reported that he has experienced prime contractors shopping his bids:

*There have been times where we had prime contractors call and ask, "Okay, we are working on a bid, we need you to submit the numbers." Once we submit a number, we never hear anything back.*

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## **VIII. PRESSURE TO LOWER BID**



A Caucasian female owner of goods and other services company reported on the pressure she received from prime contractors to lower her prices:

*I worked with [a contractor] on the Asher Mediation. I bid a price, and after they were awarded the contract the prime contractor tried to get me to reduce my price, and they were bullying me. I contacted the City of Jacksonville, and they gave me the support. There were four Ash Remediation jobs, and I came down on my price because I wanted the work.*

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A minority female owner of a professional services firm reported how the pressure to bid low is causing companies to struggle financially and create more debt:

*Some contractors bid much lower than they can actually afford. If there is a subcontractor that is a JSEB, they're the ones that get squeezed because they cannot perform at [that] lower price. The smaller contractors at the bottom of the tier must borrow money to work, and that costs them money. It's almost like they're financing the project that they are working on rather than working for a profit.*

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## **IX. PRIME CONTRACTORS AVOIDING JSEB PROGRAM REQUIREMENTS**

A minority female owner of a professional services firm explained that some prime contractors purposely avoid using JSEB subcontractors:

*The prime contractors ask you to be on their team as a JSEB sub-consultant so they can satisfy the requirements. But they make you sign the JSEB form blank. They always say they don't know what percentage of the work or the amount of the money they that will get until after the contract is awarded. And I know this sounds stupid, but because I am so desperate to obtain work, I sign the blank paperwork with no knowledge as to what dollar amount will be paid or how much of a percentage I will receive. I bid as a subcontractor with almost every agency in Jacksonville, including JEA, the City of Jacksonville, and JTA. My experience is that in most cases whatever percentage you are promised, they never meet it. In fact the prime contractors are so blatant; they will call me up and ask me to be on their team as a JSEB subcontractor simply to satisfy the requirement that is on the bid. However, when the bid is actually awarded, I never hear from them again, and if you complain, then you never get asked to be on another team again, and you are blacklisted.*

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A Caucasian female owner of a professional services firm reported that she was told by a prime contractor to subcontract her work to fulfill JSEB requirements even though she had no use for their services:

*We are definitely pressured to lower our prices, especially because we're not a JSEB, and the prime does not get any points for our fees. A prime consultant has said, "I need you to jack up your fee because I need more credit for JSEB participation." So, I know that the JSEB firms are encouraged to [raise their prices] because the City's [JSEB] participation is so high that the primes sometime struggle [to meet the goal].*

*Since primes struggle to meet the requirements, those of us that are non-JSEBs are really pressured to keep our fees low. I actually thought about talking to someone at the City, but I didn't. However, there was another instance where a prime contractor was going after a project with the Jacksonville Fairgrounds, and there was a 25 percent JSEB requirement by the City. The prime contractor made all of us subcontractors secure 25 percent JSEB participation under our contract. So, here we are, a tiny small business trying to survive, having to give 25 percent of our work away so that the prime could meet his 25 percent requirement. So, they passed it down, which I think is just crazy. And I said something to the prime about that, and they said "Well, you know if you want the work, then this is what you'll do." This particular prime contractor is very well-connected at the City...and we needed the work, quite frankly. Once he insinuated that was their stipulation for us doing work with them, consequently, I had to give in. There are [only] a couple of environmental JSEBs. I would have to give away work to a competitor or end up using an engineering firm, who is a JSEB too. I needed to keep people busy, and I just basically wrote the JSEB a check for 25 percent of my contract. No [they didn't perform any work of value], we just gave them a check.*

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A minority male owner of an architecture and engineering company reported that he was listed on a contractor's bid without his knowledge, and the contractor won the bid but didn't give him any work:

*One prime contractor listed me on a JTA contract bid. He won the award, but I did not get any work.*

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A Caucasian female owner of a goods and services business reported that she received several notifications that her company had been listed as a subcontractor without her knowledge:

*When I [was] first certified [as] JSEB, I would receive letters in the mail stating that this company was awarded the project and we were listed as a subcontractor. I would go down to the City and pull that bid and see that they named me as a JSEB vendor.*

---

A minority male owner of a professional services firm reported that many small companies he has worked with have been listed as subcontractors but were not actually used:

*This is an issue that a lot of the companies that I consult with have found—they were listed but never approached after the contract was let. There have been many attempts to solve that problem by creating teaming arrangements that have to be incorporated into the proposals to make sure that the companies have been identified as partners in a particular project. And once they are identified, they are recorded as being subcontractors.*

---

A representative for a minority-owned professional services firm reported that larger companies intentionally avoid the JSEB requirements:

*My understanding is that the larger companies work around JSEB goals. If there's nobody on the primary bid, they don't have to worry about it. There's no mandate for the final bid. There's weight given and there is no final bid.*

---

A minority female owner of a professional services firm reported several incidents where prime contractors have listed her company as a subcontractor without utilizing her services:

*This has happened on several occasions. And probably on others that I am not even aware of. In fact I recently found out about a City of Jacksonville project that I was listed in 2010 and not used in the phase one of the NSP project. Recently, the same prime contractor utilized me and contracted me for phase three. Subsequently, a staff member from the City mentioned that I was on phase one, but they never saw me. This was all unbeknownst to me, of course. The inference was that I had been on the team that won phase one, but I was never utilized to perform the work. My guess is the prime received payment for work that I should have done.*

---



This same business owner also reported that prime contractors have requested to use her company's certification but not her services:

*Sometimes they are so blatant and tell you that they want to list you on the bid but that they can't promise you any work. Other times it's more covert; they ask you to partner with them and then you never hear back from them. I am only now trying to implement a system whereby I track the number of bids I am on, and then I try to follow up with the prime contractor to see if they won it.*

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## **X. BARRIERS TO FINANCIAL RESOURCES AND BONDING**

A minority male owner of a construction company believed that funding is available, but not for African Americans:

*One of the serious problems with doing business is that we can get a contract but [not] funding. They had funding available for contractors, but I don't know any Blacks that got any money to sustain them until they were able to get a draw off of their jobs.*

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A Caucasian female owner of a goods and services company reported that she was denied financing despite having good credit:

*My credit is good but with the economy and people paying so slow, my cash flow is really hard. I "maxed out" on all my credit lines.*

---

A minority female owner of a professional services firm reported that she experienced difficulty obtaining the financing she needed to make payroll:

*I applied for a loan, and we were not able to get it. We didn't have the money to meet the needs of the payroll. I was told to apply for it to see if we'd get it, but did not. We had to borrow the money from [name withheld] to do payroll.*

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A Caucasian female owner of a professional services firm reported that she did not apply for a loan given the collateral requirements:

*Our financials just were not very strong, although we had high receivables. However, they wanted to use all of our receivables as collateral, which we couldn't do.*

---

A minority male owner of a goods and other services company believed that Caucasian business owners have an easier time receiving financing:

*My neighbor, who is a Caucasian man, can go and get a \$10,000 loan. I can't [get] a loan despite my credentials.*

---

A minority male owner of a goods and services company reported that JEA's bonding requirements are difficult to meet:

*I have had bonding for nine or ten years. Recently, I was not able to bond as high as was required by JEA and did not have enough time to get it.*

---

A minority female owner of a goods and other services firm believed that bonding should be based on the company's record:

*Well, we used to be able to secure bonding, and we had no problem with it. Due to the 9/11 situation, we understand that it's getting even more difficult. But because of personal issues attached to bonding, it's difficult to receive a bond. Certain companies, because of their size, like [names withheld] have their bonding based on the company as a whole not on the individual who owns the company. They do not have to provide their personal credit rating in order to get a bond; he gives the credit rating for the company. The same thing should apply to every company.*

---

A minority male owner of a construction firm reported that the Agencies' bonding and prequalification requirements are excessive:

*We try to do small commercial properties because of my bonding capability. It's at \$250,000. I did a contract with JEA for renovation. In order to bid on the project we needed to have three, \$300,000 projects over the last five years. Well, as a small, emerging company, we could not meet the requirement.*

---



A Caucasian male owner of a goods and other services firm reported that he has had difficulty obtaining bonding throughout the 15 years his business has been in operation:

*I've been in business for 15 years before I entered the JSEB Program. Some of the training to get bonded was just a waste of time because the issue is getting bonding from these insurance companies. You've got to put your baby up for disposal to get bonded. And these insurance companies would knock you down, after providing them 500 pages of financials. These people still say, "Well, we can get you bonded." I think those classes are a waste of money on the City's part. We seek mowing contracts that if you want a small business to do it they need to reduce the work into smaller quantities.*

---

A minority male owner of a good and services company reported that JEA's bonding requirements are excessive:

*At JEA, you are required to be bonded on some of their contracts. As a small company, a million dollars is tough to meet. Some of the requirements ask for 5 percent up front.*

---

A Caucasian female owner of an architecture and engineering firm reported that she has been prevented from bidding on projects because of excessive bonding requirements:

*We don't have the financial strength to qualify for some of the larger performance bonds. Because of that, we're limited to the size of contracts that we can pursue. And we tried to team up to get more bonding capacity and still had to pass on projects because the bonding was too high.*

---

A minority male owner of a construction company reported that he was not able to bid on subcontractor opportunities because of bonding requirements:

*Well, some projects [as a subcontractor] required bonding. And, of course, I did not have the ability to get bonding at that time.*

---

A minority male owner of a construction company reported that his firm has not bid on contracts because of excessive bonding requirements:

*The biggest reason why we don't get jobs is because of the bonding. We have to pick the ones that don't have bond requirements. If I had the financing to get capital, I could hire more guys and do bigger projects. So it's kind of like a Catch-22.*

---



A Caucasian female owner of a professional services company believed that the bonding requirements are excessive:

*Often in the request for proposal, there will be a statement that says you have to have commercial bonding and liability insurance. It asks for all this insurance that you have to have. I've asked, "Do we really have to have this?" I mean, we're talking about a two-hour, \$600 workshop. It's not like anybody's driving anywhere.*

---

A minority male owner of a professional services firm also reported that he did not bid on a project because the bonding requirement was too high:

*There was a large project we wanted to bid on, but as a condition to bid we had to have a half a million dollar bond which was a significant amount. But as a JSEB, as a small business, we don't have the capability to get that kind of bonding. And many small business owners, JSEB companies especially, don't have the finances or resources to be able to get these bonds to bid on the project.*

---

A minority female owner of a professional services firm reported that the bonding requirements are excessive and that she has been unable to bid on larger contracts:

*The level of insurance required to get jobs with the agencies was just so expensive for my company. It was very difficult for me to afford the insurance in order to bid on a job. Right now I have [given up trying to seek a bond]. If they don't require it I'll go for it, but if they do it's kind of hard for me to go after that.*

---

A Caucasian male owner of a professional services firm reported that many companies don't respond to his subcontract bid requests because they cannot meet the bonding requirements:

*The City's bonding requirements forces the little guy to team up with a prime or with other people. And this is very common. I have heard business owners say, "I can't meet the requirements, so I'm just not even going to respond." I think there are hundreds and hundreds of people that look at all these different jobs and RFPs and they want to bid or respond but they can't meet the bonding requirements. And they may have been the best person for the job, but all these requirements have prevented people from bidding.*

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## **XI. LATE PAYMENTS FROM AGENCIES AND PRIME CONTRACTORS**

A minority male owner of an architecture and engineering company reported that he experienced late payments as a subcontractor on a JTA project:

*The contract was with the Jacksonville Transportation Authority, and the prime contractor forgot to submit my invoice. The contractor left it with JTA, and after almost a year I finally got my check.*

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A minority male owner of a professional services company reported that COJ's payment system is slow:

*During the City's transition period we didn't get paid for two or three months. And even now we have several prime contractors that are behind, related to City projects. It was stressful because we had to utilize our credit lines.*

---

A minority female owner of a professional services company reported on how COJ was responsible for the late payment she received from her prime contractor:

*The City was late paying the prime contractor, and the prime contractor was late paying me.*

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A Caucasian female owner of a professional services company described a situation where she received a late payment on a COJ project:

*It was [project name withheld], and it was crazy because it was an ongoing project. I remember that there was one point where the invoice hadn't been paid. It just took a lot of phone calls and a lot of time. But I kept persisting and eventually I got paid. You just never know when you're going to get paid.*

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A minority female owner of a goods and services firm reported that she has experienced late payments by a prime contractor:

*[For] the work that I experienced as a subcontractor on a JEA project we were always getting paid late. I would call JEA to find out when they paid the prime. They were supposed to be paid ten days after receipt. Well, I'm a prime now, and I know they pay within nine days. But with this prime contractor I had to call JEA, and they threatened that if they continue to keep it up, that they were going to hold up their money. We were not able to get any work.*

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A minority female owner of a professional services firm reported that she always experiences late payments from COJ:

*Their payments are always late. In fact I have never been paid within 45 days on City contracts. For example on [project name withheld] with the City of Jacksonville, I was a subcontractor to a subcontractor. So, it was even worse. I don't think I ever got paid in less than 60 days.*

---

A minority male owner of a professional services firm reported that he waited almost a year for payment from COJ:

*We contacted the City, and they said it was on somebody's desk and they would try to find out what's going on. Again, we didn't hear back from them. Another 30 to 45 days lapsed, and we followed up again. We went back and forth with them, and it took them almost one year to get that invoice paid.*

---

A minority male owner of an architecture and engineering company reported that he had to lower his fees to get paid by certain prime contractors who were routinely late:

*Most of my contracts are paid late. If they feel our fees are too high, they make us lower our fees. Once COJ cuts a check, the prime contractor may hold it up for three to four weeks, and then they'll send me a check. This has happened with projects for the City of Jacksonville, JEA, Jacksonville Port Authority, and Jacksonville Aviation Authority.*

---

A minority male owner of a goods and services company reported that certain prime contractors receive payments from COJ but will not pay him:

*The prime would rent our dumpsters or subcontract it out to us to do the work. They would get paid for it and not pay us. We're still trying to get paid through the City of Jacksonville.*

---

A Caucasian female owner of a goods and services company reported that she has to “beg” for payment from prime contractors:

*There are a few contractors where we have to beg for our money on City jobs. In fact, we're not doing much work with them anymore because we asked for our money. They don't want to use us because we asked for our money. They want us to just sit back and wait for it whenever they want to send it.*

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A Caucasian female owner of a professional services company reported that one prime contractor never paid for subcontracting work performed:

*We were a subcontractor to multiple planning and engineering firms that primarily worked for the City, which included a lot of roadway and drainage improvement projects. So, we served as a subcontractor to assist with the environmental tasks of those projects. The prime contractor ran into some financial difficulties and was robbing Peter to pay Paul [in order] to get caught up. The City eventually paid for his work on the project, but he did not pay us. He then dissolved his business. He owed us about five or six thousand dollars.*

---

A minority male owner of a professional services company reported that COJ's ombudsman had to intervene in order to receive payment from his prime contractor:

*We had a project with the City. It was the [project name withheld]. When we first worked on the project, they paid us on time and then they started getting behind. I ran into one of the ombudsmen with the City of Jacksonville, and they said if you are not getting paid by the prime, let us know and we can help. And it finally took him to come in before we were finally paid. It took between 60 to 90 days for them to pay us.*

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## ***XII. CERTIFICATION PROCESS CHALLENGES***

A minority female owner of a goods and other services company reported that she was unable to obtain help in preparing her JSEB application despite calling COJ offices several times:

*I went through the process for a JSEB application and Section 3 with the City. It was rough because no one wanted to help me. Every time I had a question they really didn't know what was going on. I called the number on the application, and the receptionist referred me to somebody else. And that person said, "We don't handle that. Let me transfer you." I was basically transferred to somebody else. I eventually met another business owner that went through the certification process and they helped me with the certification.*

---





A minority female owner of a goods and services firm believed that the mandatory re-certification classes are unnecessary:

*The problem was the classes they wanted us to take. I'm a contractor trying to make money. I've been doing this work for years and the classes offer nothing as far as I'm concerned to help me do anything to get a contract. It's basically designed for somebody entering into the program. I don't have time. But in order to recertify they want you to attend these classes to supposedly help your business get a contract. It may help a new guy, but won't help me. But if I don't attend the classes, they refuse to recertify me.*

---

This minority male owner of a professional services firm reported that the certification process in the state of Florida needs to be centralized so that there is one source for certification:

*The certification process is literally ridiculous. To begin with, it is a total waste of taxpayer's money because of the duplication of certification effort by multiple agencies collecting the same data. There should be a central place to apply for certification. In the state of Virginia they have an excellent and quick method of certifying suppliers and they have a database that is available statewide to anyone looking for either a minority or a disadvantaged business.*

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A minority female owner of a professional services firm complained that the time allowed for re-certification is too short:

*I was certified as a JSEB from 2009 through July of 2010. My re-certification came up in July 2010. The registration process to become a JSEB is tremendous. It required a three-ring binder worth of information to become certified. After several years I did not receive any contracts. So, when my re-certification came up in July, I toyed around with it. I was not sure if it was even worth becoming re-certified, [and] spoke to some entities who said, "Well, it won't hurt to be certified again." So August, September, October, November, and December [went by], and then I tried to become re-certified, and I was told that I had to do the whole certification process all over because sixty days lapsed between certifications. I had to do the whole certification process over which is asinine, because it required gathering the same data for my company which they already had on file. Nothing in my company changed including ownership. But in order for me now to become JSEB-certified, I had to submit the three-ring binder worth of material which did not make sense since nothing changed. So, I debated whether or not to go through that asinine transaction again.*

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*I called the lady in charge of my re-certification. Her name was [name withheld], and she never returned my telephone call. She was non-responsive. When it comes to re-certification, I think we should have at least a year between re-certification, especially if nothing changed within your company. Otherwise it's a waste of time and paper. The re-certification material as far as a small business, costs about \$75 to \$100 to ship and copy. So, my suggestion again is a year in between.*

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A minority male owner of a goods and services company explained why he believed that the certification procedures are too lengthy:

*[The certification] process is just too lengthy. [Prime contractors] were using minorities and women [as] “fronts” in order to get business. In an attempt to eliminate the “behind the door” activities, the agencies had to tighten the certification process, which has caused it to be too lengthy.*

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A minority male owner of a construction company reported that he was unable to certify as a JSEB because of the requirements regarding license holders:

*I'm not the license holder; [my partner] is and he is not a minority. The minority business owner has to be the license holder to be a certified JSEB. I could do work that is not JSEB, but I can't do work as a JSEB with the same rules. That doesn't make sense.*

---

However, this Caucasian male owner of a goods and other services firm reported that the JSEB certification process was fair:

*Yes, I think it was a very fair process. I filled out the [paperwork], and they helped me go through it. They helped me every year I renewed my certification. I had no problem whatsoever.*

---

A minority male owner of a professional services firm also believed that the JSEB certification process is fair:

*The JSEB application process was not very challenging at all. It's a basic process in my opinion. They wanted to make sure all the information was correct and accurate. All in all, I think it's a good process and very fair.*

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### ***XIII. KNOWLEDGE OF COMPANIES ACTING AS FRONTS***

A Caucasian female owner of a professional services company described an instance when her firm was asked to act as a front company:

*I've had a couple of calls over the last few years from companies that are outside of Duval County that want to bid on a project. They're asking me if I'll go in with them, because they want to have the points for some who lives in Duval County. But, in every case when I really asked, "Well, what are you bidding on?" It's not something that I have experience in. I'm not about to be a front.*

---

A Caucasian female owner of a professional services company described an instance when one of her competitors established a front company:

*It was a major effort by one of our largest competitors to establish a front company where there was a local environmental attorney who was an African American gentleman. A perfectly nice attorney, but an attorney who did pretty well for himself. Now, he was an attorney, not a biologist or anything. He owns his own company, but now he is going to be hired by this other company to do work which he hasn't done in years. I really think that it was way too obvious. At the end of the day it didn't work, but there was a major effort to front. These folks are fairly well known. It was a major effort to set up this environmental company. They sent out advertising, and they sent out marketing materials. Total front. It didn't really go anywhere but they tried.*

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A minority female owner of a professional services firm reported that she was approached by another company to act as a front:

*I was approached by an environmental firm in the area wanting me to get my certification because I'm an African American woman.*

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A Caucasian female owner of an architecture and engineering firm reported that she has been approached to act as a "front" company:

*We've been approached within probably the last six years to...basically just front a project. We did not do it, just for the record. We don't do that. Never have. And, you know, we're not in business to make money; we've been in business to build a business. And, if you're going to build a business, you can't do that. But, typically, how*



*it works is they go to somebody and say, “If you’ll just pass this project through, we’ll give you ten percent,” or six percent or four percent or whatever they’re offering. And there are companies out there that do that. We’re not one, but we have been asked to do it, and we said no.*

---

A minority male owner of a professional services firm stated that he knows of several examples of businesses using fronts to apply for contracts in Florida:

*I provided the Miami Herald with information relating to contracts supposedly from small businesses. And they discovered that among the so-called businesses in the state of Florida, the ones that had received the largest percentage of small businesses, there were almost 20-some that were not small, they were very large businesses that have fronts. And that was a very large story that was published by the Miami Herald along those lines. And I’d like to say that in dealing with the City through meetings and through discussions with companies that we consult, we also have heard from them directly on the issues where contracts are being given to businesses that claim that they are either small or minorities or disabled veterans or something like that. It turns out that they are not. They use a front.*

---

A Caucasian female owner of a goods and services company felt unfairly treated when she was denied certification:

*My husband and I own the business, and I am a 51 percent owner. I was certified in 2005 by the City of Jacksonville as a JSEB. In 2008, I reapplied for my certification and was denied. I also applied for a DBE [certification] through the JTA, and they denied me. [T]hey said that I was a front for [name withheld], but I had been running my company. I disclosed I also had a full-time job. It was just unbelievable that they were trying to kick me out of the program at that point. I contacted an attorney and fought it. JSEB overturned it and [I was] recertified, but JTA still denied me. They said because I had a full-time job; they felt that I was not the prime officer.*

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## ***XIV. COMMENTS ABOUT THE BUSINESS ENTERPRISE PROGRAMS***

A minority male owner of a goods and services company believed that the JSEB Program does not benefit all minority groups:

*We were solicited by the City of Jacksonville. We went through the process, and it was hard for us because [the program] had nothing for our ethnic group. We had to go through [several] different types of criteria to be on the list. When we got into the program, there were no services for us to bid on.*

---

A minority male owner of a professional services firm reported a negative comment made in a JEA interview:

*It was a bid that we had put together with JEA, and it was the first time that they've ever held an open bid evaluation. And when we came in, one of the very first things said by the procurement manager that was overseeing the evaluation process was, "Oh, this is a JSEB company, we don't think he can do the job." That was the very first thing that came out of his mouth. With that said, it puts doubt in people's mind. This was with JEA concerning a bid that came out last year for the company.*

---

A Caucasian male owner of a construction company felt that lower standards were applied to minority contractors:

*I would say that other people have been held to a lower standard. What I'm saying is it's reverse discrimination. Some of the minorities that are doing the same type of work are allowed to get away with something that is less than the standard policy—where they didn't do something on time, or they are behind in schedule, or their books aren't right or something. That behavior gets swept under the rug because they are afraid of either some political backlash, or it's okay because they are somebody's buddy.*

*I don't know that we have been held to a higher standard. Well, I would say that other people have been held to a lower standard. I mean, what I'm saying is [that] it's reverse discrimination. I'm saying that some of the minorities that are out there that are doing the same types of things. They'll let them get away with maybe something that's less than the policy. So, I'm not saying that we were necessarily held to a higher standard. We were held to the standard, where other folks maybe weren't held to the standard. I think that some of the minority*



*participants that aren't performing to the level that they need to be get cut slack.*

---

A minority male owner of a services company reported that the JTA failed to monitor and enforce the JSEB participation goals:

*There was a participation goal established by JTA on a bid that was recently awarded to a company who bid half the price. They were awarded the bid, and they were required to have 25 percent JSEB participation. They could not meet the requirement because they did not bid [high] enough, but they still were awarded the contract.*

---

A minority male owner of an architecture and engineering firm stated his concern that several of the Jacksonville agencies do not enforce program goals:

*JEA does not really enforce their program, nor does the City of Jacksonville. However, JAXPORT and the Aviation Authority attempt to enforce their goals.*

---

A minority male owner of a professional services company stated his frustration in the lack of enforcement regarding participation goals:

*The majority of the firms that we work with give us very little work or they give us no work at all. And in most cases the goals are not enforced. We complained to the JEA's minority business office, but the [contractor] still didn't give us any work.*

---

A minority male owner of a goods and services company believed that no one is doing anything about the corruption in the Jacksonville contracting industry:

*All I want is a fair chance to work. If we bid and [we are the] lowest bidder, we should get to proceed with the work and [not] get kicked out of bids. It's taken up so much of my time [trying] to prove [the corruption taking place] in Jacksonville, [and] nobody does anything.*

---

A minority female owner of a professional services business reported that the JSEB Program is not adequately monitored:

*The other side [of the issue] is enforcement. Sometimes the prime contractors are directed to make the JSEB goals. But for the most part [the] prime contractors do not comply with their JSEB contract goals. I think that happens because they don't have enough staff support.*

---



A minority male owner of a goods and services company reported that his company has benefitted from the JSEB Program:

*We got certified in 2008. It helped me get the set-aside job with the City. They do not guarantee work, and I think that part is fair.*

---

A Caucasian female owner of an architecture and engineering firm reported receiving good service from the JSEB certification staff:

*I had really good experiences with the people that did the JSEB certifications. They were all very good and very professional. I have nothing but good things to say about them.*

---

A Caucasian male owner of a goods and other services firm reported on his experiences utilizing JSEB subcontractors:

*My experience working with the JSEB as a prime was great. I had great subcontractors and some bad ones. And it always seems like the bad ones are the ones that first holler discrimination. I had a White person and a Black person do the same thing [to me]. Once, I wasn't satisfied with their work and they hollered that I wasn't paying them one time and they couldn't operate because they were not getting paid on time. I paid the very next day. And one of them just was a lousy contractor.*

---

A minority female owner of a construction firm reported that the JSEB Program has greatly aided her business:

*We wouldn't have had 90 percent of our work if it wasn't for JSEB. They use us because they need us.*

---

A representative of a minority, male-owned professional services firm reported that he has met with representatives from most of the Jacksonville agencies, but none have been able to help them secure work:

*We have met with representatives across the board from different agencies within the City. The minority representatives in charge for each of the agencies were extraordinarily gracious and understanding, yet really unable to achieve very much. They have all tried to send us in the direction that might work, basically helping us make get contacts. But I don't see that as something that they feel is within their power. And that's really a shame. We met with JAXPORT, the JSEB program coordinator. And we have met with the*



*Minority Business Affairs Office of the Duval County Public Schools  
and the City of Jacksonville.*

---

A minority female owner of a professional services firm explained why she believes the JSEB Program is not beneficial for small and minority businesses:

*I am 100 percent of the opinion that the JSEB Program is not valuable for many reasons. The biggest reason is that the City of Jacksonville does not enforce it. Even if they put out a bid that has a certain percentage requirement that JSEBs be used, there is no one who enforces that once a contract has been awarded. I'm also pretty sure they are not tracking the dollar amounts that are awarded against the dollar amounts actually paid out. For example, I had a contract two years ago in 2009, where my business was contracted to receive one dollar amount, and by the time we finished the task 18 months later, I had barely received ¾ of the money. This was because the prime contractor put limitations on my firm as to how many hours we could bill every week knowing full well that we would never be able to collect the full amount of the contract. Another reason why JSEB is not valuable is [that] it is a well-known fact that some non-minorities, in other words White males, create "front" companies and put their wives or girlfriends or daughters as the owners, since White female-owned businesses are considered a minority business.*

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This same business owner further elaborated:

*Also, the financial qualifications are too high, which allows big businesses into the program. JSEB is supposed to be a small business program; however, the ridiculous part for the financials is that as long as any local small business earns three year average gross receipts of less than \$6 million and a personal net worth of less than \$605,000, then they can qualify to get JSEB status. In my opinion this is very unfair. Yet another problem with the JSEB Program is that there is no minority component in that they do not allow for any minority or JSEB set-asides for professional services.*

---

A Caucasian male owner of a professional services firm reported that COJ provides too much assistance for minority companies:

*We tend to try and do things on our own. But as far as getting work, I have seen the City go above and beyond in some instances to try and help the minorities, the African American community primarily, to get jobs or to walk them through some challenging items and things. So, I've certainly seen them do that, and I think that for me they go too*





*far. I think that it's great when they're helping people or giving them guidance and things, but when they're in some ways helping them above and beyond what the law allows or what the policy allows, then at what point are we really no longer fair and open competition here and being transparent? I think that there are a lot of people that may mean well but are taking it too far.*

---

A minority male owner of a professional services firm reported that he has received business as an DBE with the JTA and the Florida Department of Transportation:

*As a result of being a DBE, we actually have received two contracts. The first one was with a DOT contractor, where they set up and [type of work withheld] for the Department of Transportation. We actually attended one of the FDOT quarterly meetings, and in the meeting essentially a gentleman brought up the fact that DBEs were not very active. We stood up, and we said that we're very active. We met with him a couple days later, signed a contract, and we've been doing business with him the last probably four or five months. Also, another one is with the JTA. After we received our DBE certification we were introduced to the [department name withheld], and the Human Resources department utilized our service as a DBE.*

---

However, this same business owner reported that he believes that JEA does not encourage prime contractors to meet their JSEB goals:

*We have been a JSEB provider for JEA for a very long time, but it seems that there is not a lot of push for the prime contractors to meet or exceed their JSEB goals. One of our contracts does require one of the prime contractors to meet a 20 percent JSEB goal. We know for a fact that 20 percent has not been reached. We have brought that concern to them. They said that they would look into it and let us know, but really we have not had any additional business since.*

---

A minority female owner of a professional services company believed that the JSEB Program hasn't really helped her firm:

*The JSEB Program really hasn't helped me. I went through the orientation, and half of the information they provided was the wrong information. We were trying to find out who the contractors are and stuff like that.*

---



A minority male owner of a goods and other services firm reported that even with his many certifications, the JSEB Program has not really benefitted his company:

*We are with the JSEB Program from the City of Jacksonville. We are also with the JEA, which [is] the little sister to the JSEB Program. We are with the JTA, which is the DOT, and we are also with the JEA. They all have been helpful.*

---

A minority male owner of a professional services firm reported that he is convinced that the future of minority businesses is at jeopardy without specific set-asides for professional services contracts:

*Because we provide professional services, they are not allowed to do set-asides for minority companies. We have to compete against the larger companies who have thousands of employees, whereas we only have ten to 15. It's almost impossible to beat them out as a prime consultant. So, we're at a total disadvantage. We have to rely on our ability as a JSEB to get on a team as the subcontractor. That's the only chance we have to stay in business. So, the rule on set-asides needs to be changed.*

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## ***XV. CONTRAST BETWEEN PRIVATE SECTOR AND PUBLIC SECTOR***

A minority male owner of a construction company reported that he has been more successful in the private sector than the public sector:

*I'm pretty sure that it's because people see my work and like my work in the private sector. That's the difference with me trying to get work through the City. I attended meetings with the School Board and JEA, but I haven't gotten anything out of it.*

---

A minority female owner of a construction company stated that she prefers working with the public sector because she is more confident that she will receive payment:

*We feel more confident regarding payment when working with the public agencies. We don't feel as confident with the private sector.*

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A Caucasian female owner of a professional services firm reported that the contracting process is much longer in the public sector:

*Well, the biggest difference I see between private and public is just the time it takes to get a contract. Doing business on government projects, across the board, takes longer. We spend time and money and resources to get a project and then you might get under contract you know six months later.*

---

A minority female owner of a professional services firm reported that the payments are delivered in a timely manner in the private sector:

*Payments in the private sector are timely upon submittal of an invoice, and in most cases you can request payment up front. Also, most of the private sector clients I have are on a retainer basis, so I get paid the same time, same amount every month, and I am able to adjust my staff and budgets accordingly. The problem with public sector payments is that there is no consistency.*

---

A minority male owner of an architecture and engineering firm reported that most of his work is from the private sector due to personal relationships:

*[The] private sector work I have, I've gotten [through] relationships.*

---

A minority female owner of a professional services company reported that the private sector is difficult to penetrate:

*The private sector is really difficult to get into in my industry. Working through the bureaucracy of a corporate environment is very difficult. In [most] corporations, you don't know the decision-making people. It's more difficult to contact a private company's purchasing person than it is with the government.*

---

A minority male owner of a construction company reported that has had good experiences in the private sector:

*I've never had any complaints with anyone from the private sector that I worked with. I've always had good experiences.*

---

A minority male owner of a construction company found the private sector to be very competitive, whereas the public construction industry helped to develop his business:



*I haven't had problems in the private industry, [but] the private sector is very competitive. I like doing government jobs because it gives me the opportunity to increase my personnel and to do larger projects. Government jobs also have served to increase my revenue [by getting] my name out there in the commercial industry.*

---

## **XVI. EXEMPLARY BUSINESS PRACTICES BY AGENCIES**

A minority female owner of a goods and other services company described a positive experience she had working with COJ:

*The City of Jacksonville has been very kind to us. Technical support has been very good. Everything was fine.*

---

A Caucasian female owner of a professional services firm described positive experiences she had working with the Jacksonville agencies:

*At the Airport there are a couple of people who know me, and they're really good about asking me for proposals. But I do think that they ask for other people as well, and that's fine. But I've had a fair amount of work with the Airport. And I've done some work with the Jacksonville Port Authority, and the people that I've worked with have been great. They're professional, and they answer phone calls. They give me the information I need so that I can design something that will work for their organization. I've done actually a couple of projects for JEA, and they were fine to work with. I've really liked working with the people that I've had, and they've been fine to work with.*

---

A minority male owner of an architecture and engineering firm reported on the positive experiences she experienced working with the Agencies:

*I have [had] a lot of positive experience with Agencies. When they get to know you, they know your work, they know who you are, [then] they feel comfortable if you're working on their projects.*

---



A minority female owner of a professional services business had good experiences with COJ and JTA while rendering her services:

*Providing consulting work for the City of Jacksonville has been a good experience. I also had good experiences when I worked with JTA, doing work on their transit projects as a public outreach coordinator and public outreach officer.*

---

A Caucasian male owner of a goods and services company had mostly good experiences with the Agencies:

*I've had a positive experience with all the Agencies. I've done work for [the] City of Jacksonville. I've done work for every one of them, [and] everything [had] been fantastic until JEA booted me off the project to give the contract to an African American.*

---

A minority male owner of a goods and services company reported that working with COJ has been a great experience:

*The project with the City of Jacksonville has been by far my best project. It has been a great experience dealing with the traffic engineering department. They gave us the opportunity to prove that we can perform the job [for] which we've been very grateful. We have had good communication and have been performing a great job for them.*

---

A Caucasian male owner of a goods and services firm stated that the JSEB Program has greatly benefited his company for the past seven years:

*I can't tell you enough of positive things. It was a positive experience working with the City. I think we've got ways to improve our system. But overall, it's been great for seven years. I really do appreciate everything the City has done for my company.*

---

A minority female owner of a construction firm reported that an JEA official was helpful to her company:

*Like I said, [name withheld] has always been very good to us. She has always been helpful to me in making sure we're successful in our business.*

---



A minority male owner of a professional services company reported that his firm received work from being on the JSEB bidders list:

*When the City had a JSEB requirement, a prime contractor saw our company on the list of JSEBs and reached out to us. And when they reached out to us, we were the best provider. We have the lowest prices. So, they gave us an opportunity, and it turned out to be very successful for them and for us.*

---

This same business owner reported provided kudos to the JSEB, JTA, and JEA offices:

*The JSEB office is great. I was able to come to them, and they helped me. Another department I would have to say is JTA. They are great and very supportive. Any questions or any concerns that I had they helped guide me in the right direction. And JEA, they are a small office with great and very supportive people as well.*

---

A Caucasian female owner of an architecture and engineering firm had the following positive comments to share about COJ and other agencies:

*We've continued to be successful working with the programs. We've got a great relationship with Public Works. We do a lot of work for them. We continue to do a lot of work for JEA. And we do a lot as a subcontractor on JTA projects.*

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## ***XVII. RECOMMENDATIONS TO INCREASE M/WBE PARTICIPATION ON AGENCY CONTRACTS***

A representative for a minority-owned professional services firm suggested that in addition to minority participation goals, a method needs to be employed to achieve the goals:

*There's a goal but no methodology for achieving the JSEB goal. If you've got a goal, you have to determine how minorities will be represented in subcontracts.*

---

This same representative also suggested that the JSEB office be given more power:

*It is the only way that it will work for us. There are ways to help small and minority-owned businesses to give the minority enterprise divisions power to actually do something. They do not have power.*



*They have jobs, but their hands are tied as far as being able to implement City policy.*

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A minority female owner of a goods and services firm suggested that the Agencies offer more opportunities for business owners to get to know department heads and purchasing staff:

*Some department heads and purchasing staff are not accustomed to doing business with minority companies. Well, it's time to come into the 21<sup>st</sup> century and offer diversity training to encourage communication.*

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A Caucasian female owner of a professional services company recommended that the COJ utilize an e-mail system to disseminate information on upcoming contracts:

*It would be good if the City had a system where they sent bids automatically via email. I think our City is backwards in that they expect every company to go to the City of Jacksonville's [web]site. I also think we need to at least know who are the decision-makers.*

---

A Caucasian female owner of an architecture and engineering firm recommended that COJ's prequalification requirements be based on federal guidelines:

*Base the JSEB program size standards on the 8(a) federal program. They have size standards for small businesses that are based on the industry that you're in and not an arbitrary number.*

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## ***XVIII. SUMMARY***

Mason Tillman completed 65 anecdotal interviews with business owners that were domiciled in the four-county market area. The interviewees were identified from the business outreach campaign, agency bidder lists, and trade and professional business organizations' membership rosters.

The interviewees' anecdotes revealed their experiences working with or seeking work from the Agencies, other governments, and private organizations in the market area. Interviewees reported on their personal knowledge of barriers they perceive as preventing contractors from successfully competing for public contracts. Exemplary practices of the Agencies in utilizing M/WBEs were described as well. Recommendations to improve access for M/WBEs and other small businesses were also offered.



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# **CHAPTER 9: REGRESSION ANALYSIS**

## **XIX. INTRODUCTION**

Private sector business practices which are not subject to government Minority and Woman-owned Business Enterprise (M/WBE) or Disadvantaged Business Enterprise (DBE) requirements are indicators of marketplace conditions which could affect the formation and growth of M/WBEs. *Concrete Works of Colorado v. City of Denver*<sup>1</sup> (*Concrete Works II*) set forth a framework for considering a passive participant model for an analysis of discrimination in private sector business practices. In accordance with *Concrete Works II*, regression analyses were conducted to examine three outcome variables—business ownership rates, business earnings, and business loan approval. The regression analyses also examined whether any statistically significant disparities observed in the disparity analysis can be explained by race-neutral factors.

Each regression analysis compared minority group members<sup>2</sup> and Caucasian females to Caucasian males by controlling for race and gender-neutral explanatory variables such as age, education, marital status, and access to capital. The impact of the explanatory variables on the outcome variables is described in this chapter.

The U.S. Census Public Use Microdata Sample (PUMS) data was used to compare minority and Caucasian females' probability of owning a business to the probability of Caucasian males owning a business. Logistic regression was used to determine if race and gender have a statistically significant effect on the probability of business ownership. The PUMS data was also used to compare the business earnings of M/WBEs to Caucasian male-owned businesses. Ordinary Least Squares (OLS) analysis was utilized to analyze the PUMS data for disparities in business earnings after controlling for race and gender-neutral factors. The Federal Reserve Board's National Survey of Small Business Finances (NSSBF) dataset was used to compare M/WBEs' business loan approval probabilities to Caucasian male-owned businesses' loan approval probabilities, while controlling for other business explanatory variables.

The applicable limits of the private sector discrimination findings are set forth in *Builders*

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<sup>1</sup> *Concrete Works of Colo., Inc. v. City of Denver*, 86 F. Supp. 2d 1042, 1073 (D. Colo. 2000), rev'd on other grounds, 321 F.3d 950 (10th Cir. 2003), cert. denied, 540 U.S. 1027 (2003).

<sup>2</sup> Minority group members include both males and females.



*Association of Greater Chicago v. City of Chicago*<sup>3</sup> (*City of Chicago*), where the court established that even when there is evidence of private sector discrimination, the findings cannot be used as the factual predicate for a government sponsored, race-conscious M/WBE or DBE program unless there is a nexus between the private sector data and the public agency actions. The private sector findings, however, can be used to develop race-neutral programs to address barriers to the formation and development of M/WBEs. Given the case law, caution must be exercised in the interpretation and application of the regression findings. Case law regarding the application of private sector discrimination is discussed below in detail.

## **XX. LEGAL ANALYSIS**

### **A. Passive Discrimination**

The controlling legal precedent set forth in the 1989 *City of Richmond v. J.A. Croson Co.*<sup>4</sup> decision authorized state and local governments to remedy discrimination in the award of subcontracts by its prime contractors on the grounds that the government cannot be a “passive participant” in such discrimination. In January 2003, *Concrete Works II* and *City of Chicago* extended the private sector analysis to the investigation of discriminatory barriers that M/WBEs encountered in the formation and development of businesses and their consequence for state and local remedial programs. *Concrete Works II* set forth a framework for considering such private sector discrimination as a passive participant model for analysis. The obligation of presenting an appropriate nexus between the government remedy and the private sector discrimination was addressed in *City of Chicago*.

The Tenth Circuit Court decided in *Concrete Works II* that business activities conducted in the private sector, if within the government’s market area, are also appropriate areas to explore the issue of passive participation. However, the appropriateness of the City of Denver’s remedy, given the finding of private sector discrimination, was not at issue before the court. The question before the court was whether sufficient facts existed to determine if the private sector business practices under consideration constituted discrimination. For technical legal reasons,<sup>5</sup> the court did not examine whether a consequent public sector remedy, i.e., one involving a goal requirement on the City of Denver’s contracts, was “narrowly tailored” or otherwise supported by the City’s private sector findings of discrimination.

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<sup>3</sup> *Builders Association of Greater Chicago v. City of Chicago*, 298 F.Supp.2d 725 (N.D. Ill. 2003).

<sup>4</sup> 488 U.S. 469 (1989).

<sup>5</sup> Plaintiff had not preserved the issue on appeal. Therefore, it was no longer part of the case.



## **B. Narrow Tailoring**

The question of whether a particular public sector remedy is narrowly tailored when it is based solely on business practices within the private sector was at issue in *City of Chicago*. *City of Chicago*, decided ten months after *Concrete Works II*, found that certain business practices constituted discrimination against minorities in the Chicago market area. However, the District Court did not find the City of Chicago's M/WBE subcontracting goal to be a remedy "narrowly tailored" to address the documented private discriminatory business practices that had been discovered within the City's market area. The court explicitly stated that certain discriminatory business practices documented by regression analyses constituted private sector discrimination. It is also notable that the documented discriminatory business practices reviewed by the court in the *City of Chicago* were similar to those reviewed in *Concrete Works*. Notwithstanding the fact that discrimination in the City of Chicago's market area was documented, the court determined that the evidence was insufficient to support the City's race-based subcontracting goals. The court ordered an injunction to invalidate the City of Chicago's race-based program.

Note the following statements from that opinion:

Racial preferences are, by their nature, highly suspect, and they cannot be used to benefit one group that, by definition, is not either individually or collectively the present victim of discrimination. There may well also be (and the evidence suggests that there are) minorities and women who do not enter the industry because they perceive barriers to entry. If there is none, and their perception is in error, that false perception cannot be used to provide additional opportunities to M/WBEs already in the market to the detriment of other firms who, again by definition, neither individually nor collectively are engaged in discriminatory practices.<sup>6</sup>

Given these distortions of the market and these barriers, is the City's program narrowly tailored as a remedy? It is here that I believe the program fails. There is no "meaningful individualized review" of M/WBEs, *Gratz v. Bollinger*, 539 U.S. 244, 156 L. Ed. 2d 257, 123 S.Ct. 2411, 2431 (2003) (Justice O'Connor concurring). Chicago's program is more expansive and more rigid than plans that have been sustained by the courts. It has no termination date, nor has it any means for determining a termination date. The 'graduation' revenue amount is very high, \$27,500,000, and very few have graduated. There is no net worth threshold. A third generation Japanese-American from a wealthy family, and with a graduate degree from MIT, qualifies (and an Iraq immigrant does not). Waivers are rarely or never granted on construction contracts, but "regarding the availability of waivers is of particular importance... a 'rigid numerical quota' particularly disserves the cause of narrow

<sup>6</sup> *Builders Association of Greater Chicago v. City of Chicago*, 298 F.Supp.2d 725 (N.D. Ill. 2003).





tailoring” *Adarand Constructors v. Slater*, *supra*, at 1177. The City’s program is “rigid numerical quota,” a quota not related to the number of available, willing and able firms but to concepts of how many of those firms there should be. Formalistic points did not survive strict scrutiny in *Gratz v. Bollinger*, *supra*, and formalistic percentages cannot survive scrutiny.<sup>7</sup>

The federal circuit appellant decision in *Rothe Development Corp. v. U.S. Department of Defense*<sup>8</sup> (*Rothe*) involved the issue of capacity. There were two earlier appeals prior to the appellant court’s holding in November 2008 that the Department of Defense’s (DOD) small disadvantaged business program was unconstitutional on its face.

One of the arguments proffered by *Rothe* on appeal was that the district court erred by relying on six disparity studies which failed to establish that DOD played any role in the discriminatory exclusion of minority-owned contractors.

The court acknowledged that two of the studies relied on by congress attempted to deal with capacity. The New York City study limited prime contracts to those valued at \$1 million and under and the firms in the Dallas study had a “demonstrated capacity to win large competitively bid contracts.” Thus, the court concluded that several studies that were relied upon demonstrated the firms had the capacity to perform a contract. The court expressed an additional concern as to whether the firms could do *more than one contract a time* and deduced that a regression analysis was recommended as the corrective for going forward.<sup>9</sup>

Caution should also be exercised when determining which minority or gender group is appropriate for race-conscious or gender-conscious remedies. For an M/WBE program to be narrowly tailored, there must be a statistical finding of underutilization of minority subcontractors. Where the underutilization of a minority group is not found to be statistically significant, the minority group should not be included in race-conscious remedies.<sup>10</sup>

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<sup>7</sup> *Id.*

<sup>8</sup> 545 F.3d 1023 (Fed. Cir. 2008).

<sup>9</sup> *Id.*

<sup>10</sup> *H.B. Rowe Company v. Tippet*, 615 F.3d 233, Court of Appeals, Fourth Circuit (N.C.), July 22, 2010 (NO. 09-1050). The *Rowe* Court also ruled that statistical evidence of overutilization of women business enterprises that is not statistically significant is sufficient factual predicate for gender-based remedies.



## **C. Conclusion**

As established in *City of Chicago*, private sector discrimination cannot be used as the factual basis for a government-sponsored, race-based M/WBE program without a nexus to the government's actions. Therefore, the disparity findings that might be revealed in the regression analyses are not sufficient factual predicate for a race-based M/WBE Program by the City of Jacksonville, Jacksonville Transportation Authority, Jacksonville Port Authority, JEA (formerly known as Jacksonville Electric Authority), and Duval County Public Schools (Participating Agencies) since a nexus cannot be established between the Participating Agencies and the private sector data. These economic indicators documented in the regression analyses, albeit not a measure of passive discrimination, are illustrative of private sector discrimination and can support the Participating Agencies-sponsored, race-neutral programs.

## **XXI. REGRESSION ANALYSIS METHODOLOGY**

Regression analysis is the methodology employed to ascertain whether there are private sector economic indicators of discrimination in the Participating Agencies' market area that could impact the formation and development of M/WBEs. The industries of focus for the three regression analyses are construction, professional services, and goods and other services. Due to sample size issues, the professional services industry includes architecture and engineering businesses. These three industries most closely represent the four industries studied in the Jacksonville Multi-Jurisdictional Disparity Study (Study) while allowing for inconsistencies between the PUMS and NSSBF datasets.

As noted, three separate regression analyses are used. They are the Business Ownership Analysis, the Earnings Disparity Analysis, and the Business Loan Approval Analysis. All analyses takes into consideration race and gender-neutral factors such as age, education, and creditworthiness in assessing whether the explanatory factors examined are disproportionately affecting minorities and females when compared to similarly situated Caucasian males.

## **XXII. DATASETS ANALYZED**

The 2005 through 2009 PUMS datasets produced by the United States Census Bureau were compiled and used to analyze business ownership and earnings disparities within the Study's market area. The market area consists of Duval, St. Johns, Clay, and Nassau Counties. The county data were identified using Public Use Microdata Areas (PUMA), a variable within the PUMS dataset that reports data for counties within states. The dataset includes information on personal profile, industry, work characteristics, and family structure. The PUMS data allowed for an analysis by an individual's race and gender.



The 2003 NSSBF was utilized to examine business loan approval rates in the Business Loan Approval Analysis. The NSSBF dataset contains observations for business and owner characteristics including the business owner's credit and resources, and the business's credit and financial health. The NSSBF records the geographic location of the business by Census Division, instead of city, county, or state. While the NSSBF data is available by Census Division, the subdivision containing the State of Florida or the South Atlantic Division<sup>11</sup> lacked sufficient data to perform an accurate regression analysis by minority status, gender, and industry. Therefore, the sampling was expanded to the entire United States.

The 2003 NSSBF contains the most recent available data on access to credit for the South Atlantic Region. The dataset allowed for an analysis of all minority groups combined by industry.

## ***XXIII. REGRESSION MODELS DEFINED***

### ***A. Business Ownership Analysis***

The Business Ownership Analysis examines the relationship between the probability of being a business owner and independent socio-economic variables. Business ownership, the dependent variable, includes business owners of incorporated and non-incorporated businesses. The business ownership variable only utilizes two values. A value of "1" indicates that a person is a business owner, whereas a value of "0" indicates that a person is not a business owner. When the dependent variable is defined this way, it is called a binary variable.<sup>12</sup> In this case, a logistic regression model is utilized to predict the probability of business ownership using independent socio-economic variables. Three logistic models are run to predict the probability of business ownership in the construction, professional services, and goods and other services industries. Categories of the independent variables analyzed include educational level, citizenship status, personal characteristics, and race/gender.

In the tables below, a finding of disparity is denoted by an asterisk (\*) when the independent variable has a p-value at or below .05. A finding of disparity indicates that there is a non-random relationship between the probability of owning a business and the independent variable. Tables of regression results indicate the sign of each variable's coefficient from the regression output. If the coefficient sign is positive, it indicates that there is a positive relationship between the dependent variable and the independent variable. For example, having an advanced degree is positively related to the probability of being a business owner, holding all other variables constant. If the coefficient sign for

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<sup>11</sup> The South Atlantic Division, a subset of the South Region, includes Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, and West Virginia.

<sup>12</sup> In this case, the standard Ordinary Least Squares (OLS) Regression model cannot be employed and a logistic model is utilized to predict the probability of business ownership.



the independent variable is negative, this implies an inverse relationship between the dependent variable and the independent variable. For instance, a female has a lower probability of owning a business, holding all other variables constant.

For each of the three industries, the logistic regression is used to identify the probability that an individual owns a business given his or her background including race, gender, and race and gender-neutral factors. The dependent variables in all regressions are binary variables coded as “1” for individuals who are self-employed and “0” for individuals who are not self-employed.<sup>13</sup> Table 9.01 presents the independent variables used for the Business Ownership Analysis.

**Table 9.01: Independent Variables used in the Business Ownership Analysis**

Personal Characteristics	Educational Attainment	Race	Gender
Age	Bachelor’s Degree	African American	Female
Citizenship	Advanced Degree	Asian American	
Speaking English at Home		Hispanic American	
Number of Children in the Household		Native American	
Marital Status		Other Minority Group <sup>14</sup>	

## **B. Earnings Disparity Analysis**

The Earnings Disparity Analysis examines the relationship between annual self-employment income and independent socio-economic variables. Wages are defined as the individual’s total dollar income earned in the previous twelve months. Categories of independent socio-economic variables analyzed include educational level, citizenship status, personal characteristics, business characteristics, and race/gender.

All of the independent variables are regressed against wages in an Ordinary Least Squares (OLS) regression model. The OLS model estimates a linear relationship between the independent variables and the dependent variable. This multivariate regression model estimates a line similar to the standard  $y = mx + b$  format but with additional independent variables. The mathematical purpose of a regression analysis is to estimate a best fit line for the model and assess which findings are statistically significant.

In the tables below, a finding of disparity is denoted by an asterisk (\*) when the independent variable has a p-value at or below .05. A finding of disparity indicates that there is a non-random relationship between wages and the independent variable. Tables

<sup>13</sup> Note: The terms “business owner” and “self-employed” are used interchangeably throughout the chapter.

<sup>14</sup> Other Minority includes individuals who belong to two or more racial groups.



of regression results indicate the sign of each variable's coefficient from the regression output. If the coefficient sign is positive, it means there is a positive relationship between the dependent variable and the independent variable. For example, if age is positively related to wages, this implies that older business owners tend to have higher business earnings, holding all other variables constant. If the coefficient sign for the independent variable is negative, this implies an inverse relationship between the dependent variable and the independent variable. For example, if being female is negatively related to wages, this implies that business owners who are female tend to have lower business earnings.

An OLS regression analysis is used to assess the presence of business earning disparities. OLS regressions have been conducted separately for each industry. Table 9.02 presents the independent variables used for the Earnings Disparity Analysis.<sup>15</sup>

**Table 9.02: Independent Variables Used for Earnings Disparity Analysis**

Personal Characteristics	Educational Attainment	Race	Gender
Age	Bachelor's Degree	African American	Female
Incorporated Business	Advanced Degree	Asian American	
Marital Status		Native American	
Citizenship		Hispanic American	
Not Speaking English at Home		Other Minority Groups	
Number of Children in the Household			

### **C. Business Loan Approval Analysis**

The Business Loan Approval Analysis examines the relationship between the probability of obtaining a business loan and variables related to socio-economic factors and business characteristics. The model is an ordered logistic model where the dependent variable is the reported probability of obtaining a business loan.

The NSSBF data was collected by the U.S. Federal Reserve. The NSSBF collects information on small businesses (fewer than 500 employees) in the United States such as owner characteristics, business size, use of financial services, and the income and balance sheets of the firm. The 2003 NSSBF dataset is the most recently released dataset.

In the tables below, a finding of disparity is denoted by an asterisk (\*) when the independent variable has a p-value at or below .05. A finding of disparity indicates that there is a non-random relationship between obtaining a business loan and each

<sup>15</sup> If an independent variable is a binary variable, it will be coded as "1" if the individual has that variable present and "0" if otherwise (i.e., for the Hispanic American variable, it is coded as "0" if the individual is Hispanic American and "0" if otherwise). If an independent variable is a continuous variable, a value will be used (i.e., one's age can be labeled as 35).



independent variable. The tables containing the regression results also indicate the sign of each variable's coefficient from the regression output. If the coefficient sign is positive, it means there is a positive relationship between the independent and dependent variables. For example, if having a bachelor's degree has a positive coefficient, then business owners with a bachelor's degree are more probable to obtain a business loan, holding all other variables constant. If the sign of the coefficient for the independent variable is negative, this implies an inverse relationship between the independent and dependent variables. For instance, if a business with a female owner has a negative coefficient, this implies an indirect relationship between a female owner and obtaining a business loan. Therefore, a business whose owner is female has a decreased probability of obtaining a business loan (or a higher probability of being denied a business loan).

An ordered logistic regression is used to examine the factors that might explain loan approvals for the business owners. The dependent variable is a categorical variable where "2" denotes never being denied a business loan, "1" denotes sometimes being denied a business loan, and "0" denotes always being denied a business loan.<sup>16</sup> The independent variables describe three sets of factors:

- Business owner's minority and gender group classification
- Business owner's credit and resources
- Business' credit and financial health

Table 9.03 presents the independent variables used for the Business Loan Approval Analysis.<sup>17</sup>

**Table 9.03: Independent Variables Used for Business Loan Approval Analysis**

Business Owner's Characteristics	Business's Credit and Financial Health	Race	Gender
Age of Owner	Age of Business	Minority	Female
Bachelor's Degree	Savings Account		
Advanced Degree	Capital Leases		
Use of Personal Credit Card for Business	Vehicle Loans		
	Equipment Loans		
	Stockholder Loans		
	Other Loans		
	Location		

<sup>16</sup> An ordered logistic model could be used differently for this model by assessing the numbers: 1= always denied a loan, 2= sometimes denied a loan, and 3= never denied a loan.

<sup>17</sup> If an independent variable is a binary variable, it will be coded as "1" if the individual has that variable present and "0" if otherwise (i.e. for the Hispanic American variable, it is coded as "1" if the individual is Hispanic American and "0" if otherwise). If an independent variable is a continuous variable, a value will be used (i.e. one's age can be labeled as 35).



Business Owner's Characteristics	Business's Credit and Financial Health	Race	Gender
	Credit Score		
	Organization Type		
	Total Mortgage Principal Owned		

## **XXIV. FINDINGS**

### **A. Business Ownership Analysis**

The business ownership variable is defined by the number of self-employed individuals aged 16 and over in each of the three industries. The analysis considered incorporated and non-incorporated businesses. The data in this section comes from Duval, St. Johns, Clay, and Nassau Counties. The counties were specified using PUMA, a variable within the PUMS dataset that can specify the different counties within states.<sup>18</sup>

Previous studies have shown that many non-discriminatory factors such as education, age, and marital status are associated with self-employment. In this analysis, race and gender-neutral factors are combined with race and gender-specific factors in a logistic regression model to determine whether observed race or gender disparities are independent of the race and gender-neutral factors known to be associated with self-employment. It must be noted that many of these variables, such as having an advanced degree, while seeming to be race and gender-neutral, may in fact be correlated with race and gender. For example, if females are less probable to have advanced degrees, and the regression results show that individuals with advanced degrees are significantly more probable to own a business, females may be disadvantaged in multiple ways. First, females may have statistically significant lower business ownership rates; therefore, they face a direct disadvantage as a group. Second, they are indirectly disadvantaged as they tend to have less advanced degrees, which significantly increase one's chances of owning a business.

The findings for all industries combined are presented first to provide a general sense of business ownership in the studied counties. An analysis of each industry is presented thereafter.



<sup>18</sup> The PUMS data were collected by the U.S. Census Bureau from a five percent sample of U.S. households. The observations were weighted to preserve the representative nature of the sample in relation to the population as a whole.

## 1. Logistic Model Results for All Studied Industries Business Ownership Probabilities

Table 9.04 presents the logistic regression results for the probability of owning a business in all industries based on the 13 variables analyzed in this model.

**Table 9.04: All Industries Logistic Model**

Business Ownership	Coefficient	Significance	Standard Error	Wald Statistic	p-value
Age of Owner	0.034	*	0.001	631.584	0.000
Number of Children	0.138	*	0.019	51.448	0.000
Is a Citizen	-0.108		0.099	1.193	0.275
English is Spoken at Home	-0.135		0.072	3.461	0.063
Is Married	0.210	*	0.040	27.883	0.000
Has a Bachelor's Degree	0.000		0.045	0.000	0.998
Has an Advanced Degree	0.288	*	0.053	29.874	0.000
Is African American	-0.746	*	0.061	147.587	0.000
Is Asian American	-0.332	*	0.110	9.210	0.002
Is Hispanic American	-0.245	*	0.100	5.965	0.015
Is Native American	-0.234		0.336	0.486	0.486
Is Other Minority	0.132		0.116	1.305	0.253
Is Female	-0.450	*	0.035	161.696	0.000
Constant	5.117	*	0.406	158.834	0.000

Note: p-values of less than 0.05 denote findings of statistical significance.





The “all industries” logistic regression results indicate:<sup>19</sup>

- The probability of business ownership is positively associated with increased age; older individuals are significantly<sup>20</sup> more probable to be business owners in all industries.
- Having an advanced degree significantly increases the probability of being a business owner in all industries.
- Females are significantly less probable to be business owners in all industries than Caucasian males.
- African Americans, Asian Americans, and Hispanic Americans are significantly less probable to be business owners in all industries than Caucasian males.
- Native Americans and Other Minority groups are less probable than Caucasian males to be business owners in all industries, but not at a significant level.



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<sup>19</sup> For the Business Ownership Analysis, the results are presented for age, education, race, and gender variables only.

<sup>20</sup> Throughout this chapter, significance refers to statistical significance.

## 2. Logistic Model Results for Construction Business Ownership Probabilities

Table 9.05 presents the logistic regression results for the probability of owning a business in the construction industry, based on the 13 variables analyzed in this model.

**Table 9.05: Construction Industry Logistic Model**

Business Ownership	Coefficient	Significance	Standard Error	Wald Statistic	p-value
Age of Owner	0.019	*	0.003	46.284	0.000
Number of Children	0.177	*	0.036	24.043	0.000
Is a Citizen	-0.260		0.197	1.745	0.186
English is Spoken at Home	-0.165		0.149	1.214	0.271
Is Married	0.167	*	0.083	4.060	0.044
Has a Bachelor's Degree	-0.970	*	0.116	70.387	0.000
Has an Advanced Degree	-1.411	*	0.186	57.444	0.000
Is African American	-0.893	*	0.130	47.232	0.000
Is Asian American	-1.533	*	0.374	16.839	0.000
Is Hispanic American	-0.221		0.192	1.335	0.248
Is Native American	-1.280		1.009	1.611	0.204
Is Other Minority	0.025		0.223	0.012	0.912
Is Female	-2.139	*	0.112	366.896	0.000
Constant	12.159	*	1.165	108.973	0.000

Note: p values of less than 0.05 denote statistical significance



The “construction industry” logistic regression results indicate:<sup>21</sup>

- The probability of construction business ownership is positively associated with increased age; older individuals are significantly more probable to be business owners in the construction industry.
- Having a bachelor’s or an advanced degree significantly lowers the probability of being a business owner in the construction industry.
- Females are significantly less probable to be business owners in the construction industry than Caucasian males.
- African Americans and Asian Americans are significantly less probable to be business owners in the construction industry than Caucasian males.
- Hispanic Americans, Native Americans, and Other Minority groups are less probable than Caucasian males to be business owners in the construction industry, but not at a significant level.



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<sup>21</sup> For the Business Ownership Analysis, the results are presented for age, education, race, and gender variables only.

### 3. Logistic Model Results for Professional Services Business Ownership Probabilities

Table 9.06 presents the logistic regression results for the probability of owning a business in the professional services industry using the 13 variables analyzed in this model.

**Table 9.06: Professional Services Logistic Model**

Business Ownership	Coefficient	Significance	Standard Error	Wald Statistic	p-value
Age of Owner	0.031	*	0.003	113.767	0.000
Number of Children	0.162	*	0.039	17.028	0.000
Is a Citizen	0.197		0.266	0.550	0.458
English is Spoken at Home	0.326		0.172	3.588	0.058
Is Married	0.108		0.084	1.635	0.201
Has a Bachelor's Degree	0.603	*	0.087	47.627	0.000
Has an Advanced Degree	1.038	*	0.095	119.770	0.000
Is African American	-0.428	*	0.123	12.205	0.000
Is Asian American	-1.102	*	0.357	9.526	0.002
Is Hispanic American	0.150		0.211	0.503	0.478
Is Native American	-0.104		0.717	0.021	0.885
Is Other Minority	0.102		0.253	0.164	0.685
Is Female	-0.294	*	0.074	15.687	0.000
Constant	5.457	*	0.901	36.640	0.000

Note: p-values of less than 0.05 denote findings of statistical significance.



The “professional services industry” logistic regression results indicate:

- The probability of business ownership is positively associated with an increase in age; older individuals are significantly more probable to be business owners in the professional services industry.
- Having a bachelor’s or an advanced degree significantly increases the probability of being a business owner in the professional services industry.
- Females are significantly less probable to be business owners in the professional services industry than Caucasian males.
- African Americans and Asian Americans are significantly less probable to be business owners in the professional services industry than Caucasian males.
- Native Americans are less probable to be business owners in the professional services industry, but not at a significant level.



#### 4. Logistic Model Results for Goods and Other Services Business Ownership Probabilities

Table 9.07 presents the logistic regression results for the probability of owning a business in the goods and other services industry using the 13 variables analyzed in this model.

**Table 9.07: Goods and Other Services Logistic Model**

Business Ownership	Coefficient	Significance	Standard Error	Wald Statistic	p-value
Age of Owner	0.038	*	0.002	358.828	0.000
Number of Children	0.100	*	0.029	11.895	0.001
Is a Citizen	-0.098		0.137	0.515	0.473
English is Spoken at Home	-0.344	*	0.100	11.729	0.001
Is Married	0.363	*	0.059	38.219	0.000
Has a Bachelor's Degree	-0.011		0.063	0.031	0.861
Has an Advanced Degree	-0.373	*	0.091	16.900	0.000
Is African American	-0.704	*	0.091	59.967	0.000
Is Asian American	0.003		0.139	0.000	0.983
Is Hispanic American	-0.517	*	0.157	10.871	0.001
Is Native American	-0.089		0.462	0.037	0.848
Is Other Minority	-0.057		0.186	0.094	0.759
Is Female	-0.254	*	0.051	24.856	0.000
Constant	6.562	*	0.574	130.628	0.000

Note: p-values of less than 0.05 denote findings of statistical significance.



The “goods and other services industry” logistic regression results indicate:

- The probability of business ownership is positively associated with an increase in age; older individuals are significantly more probable to be business owners in the goods and other services industry.
- Having an advanced degree significantly lowers the probability of being a business owner in the goods and other services industry.
- Females are significantly less probable to be business owners in the goods and other services industry than Caucasian males.
- African Americans and Hispanic Americans are significantly less probable to be business owners in the goods and other services industry than Caucasian males.
- Asian Americans, Native Americans, and Other Minority groups are less probable than Caucasian males to be business owners in the goods and other services industry, but not at a significant level.



## **B. Business Earnings Analysis**

The business earnings variable is identified by self-employment income<sup>22</sup> from the years 2005 through 2009 for the three industries: construction, professional services, and other goods and services. The analysis considered incorporated and non-incorporated businesses.

Previous studies have shown that many non-discriminatory factors such as education, age, and marital status are associated with self-employment income. In this analysis, race and gender-neutral factors are combined with race and gender groups in an OLS regression model to determine whether observed race or gender disparities were independent of the race and gender-neutral factors known to be associated with self-employment income.

The findings for all industries combined are presented first to provide a general sense of business earnings in the studied counties. An analysis of each industry is presented thereafter.



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<sup>22</sup> The terms “business earnings” and “self-employment income” are used interchangeably.



## 1. OLS Regression Results for Business Earnings in All Industries

Table 9.08 depicts the results of the OLS regression for business earnings in all industries based on the 15 variables analyzed in this model.

**Table 9.08: All Industries OLS Regression**

Business Ownership	Unstandardized Coefficient	Significance	Standard Error	t	p-value
Age of Owner	30.121		62.599	0.481	0.630
Is U.S. Citizen	3716.797		4494.652	0.827	0.408
Is Foreign-Born Citizen	416.323		3699.057	0.113	0.910
English is Spoken at Home	-2581.675		3359.823	-0.768	0.442
Number of Children in Household	-55.381		845.381	-0.066	0.948
Is Married	3881.697	*	1716.484	2.261	0.024
Has a Bachelor's Degree	4631.978	*	1884.515	2.458	0.014
Has an Advanced Degree	16627.599	*	2178.798	7.632	0.000
Is African American	-5298.607	*	2701.605	-1.961	0.050
Is Asian American	-4704.834		4723.673	-0.996	0.319
Is Hispanic American	-2264.089		4366.403	-0.519	0.604
Is Native American	-8487.377		14367.493	-0.591	0.555
Is Other Minority	-16.771		5124.885	-0.003	0.997
Is Female	-10903.110	*	1524.086	-7.154	0.000
Is Incorporated	-24845.254	*	1519.246	-16.354	0.000
Constant	25954.550	*	5390.931	4.814	0.000

Note: p-values of less than 0.05 denote findings of statistical significance.



The OLS regression results for business earnings in all industries indicate the following:<sup>23</sup>

- Older business owners are more probable to have higher business earnings in all industries, but not at a significant level.
- Female business owners are significantly more probable to have lower business earnings in all industries than Caucasian males.
- African American business owners are significantly more probable to have lower business earnings in all industries than Caucasian males.
- Asian American, Hispanic American, Native American, and Other Minority business owners are more probable to have lower business earnings in all industries than Caucasian males, but not at a significant level.



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<sup>23</sup> For the Earnings Disparity Model, the results are presented for age, education, race, and gender variables only.

## 2. OLS Regression Results for Business Earnings in the Construction Industry

Table 9.09 depicts the results of the OLS regression for business earnings in the construction industry based on the 15 variables analyzed in this model.

**Table 9.09: Construction Industry OLS Regression**

Business Ownership	Unstandardized Coefficient	Significance	Standard Error	t	p-value
Age of Owner	60.452		93.920	0.644	0.520
Is U.S. Citizen	7452.055		6872.323	1.084	0.279
Is Foreign-Born Citizen	-7748.778		6745.176	-1.149	0.251
English is Spoken at Home	-9388.525		5367.387	-1.749	0.081
Number of Children in Household	2020.672		1120.690	1.803	0.072
Is Married	4450.130		2560.547	1.738	0.083
Has a Bachelor's Degree	1117.305		3619.426	0.309	0.758
Has an Advanced Degree	-3911.993		5877.139	-0.666	0.506
Is African American	-6891.035		4098.075	-1.682	0.093
Is Asian American	-11677.462		11504.785	-1.015	0.310
Is Hispanic American	-8394.371		5987.077	-1.402	0.161
Is Native American	-5222.505		31601.785	-0.165	0.869
Is Other Minority	4354.319		7173.912	0.607	0.544
Is Female	-1670.987		3526.001	-0.474	0.636
Is Incorporated	-19566.565	*	2293.495	-8.531	0.000
Constant	18346.041	*	7400.754	2.479	0.013

Note: p-values of less than 0.05 denote findings of statistical significance.



The OLS regression results for business earnings in the construction industry indicate the following:

- Older business owners are more probable to have higher business earnings in the construction industry, but not at a significant level.
- Female business owners are more probable to have lower business earnings in the construction industry than Caucasian males, but not at a significant level.
- African American, Asian American, Native American, and Hispanic American business owners are more probable to have lower business earnings in the construction industry than Caucasian males, but not at a significant level.



### 3. OLS Regression Results for Business Earnings in the Professional Services Industry

Table 9.10 depicts the results of the OLS regression for business earnings in the professional services industry based on the 15 variables analyzed in this model.

**Table 9.10: Professional Services OLS Regression**

Business Ownership	Unstandardized Coefficient	Significance	Standard Error	t	p-value
Age of Owner	-13.718		146.768	-0.093	0.926
Is U.S. Citizen	-20837.578		12222.325	-1.705	0.089
Is Foreign-Born Citizen	-14881.463		9789.604	-1.520	0.129
English is Spoken at Home	-5730.701		7544.287	-0.760	0.448
Number of Children in Household	1210.601		1851.943	0.654	0.514
Is Married	7103.585		3872.869	1.834	0.067
Has a Bachelor's Degree	8120.366	*	4048.956	2.006	0.045
Has an Advanced Degree	27544.084	*	4332.170	6.358	0.000
Is African American	-7155.262		5711.253	-1.253	0.211
Is Asian American	28759.489		16752.432	1.717	0.086
Is Hispanic American	4566.791		10082.672	0.453	0.651
Is Native American	-22784.820		32643.797	-0.698	0.485
Is Other Minority	3918.891		12744.218	0.308	0.759
Is Female	-15154.953	*	3394.160	-4.465	0.000
Is Incorporated	-33061.568	*	3422.246	-9.661	0.000
Constant	54481.797	*	14746.824	3.694	0.000

Note: p-values of less than 0.05 denote findings of statistical significance.



The OLS regression results for business earnings in the professional services industry indicate the following:

- Older business owners are more probable to have lower business earnings in the professional services industry, but not at a significant level.
- Business owners with a bachelor's or an advanced degree are significantly more probable to have higher business earnings in the professional services industry.
- Female business owners are significantly more probable to have lower business earnings in the professional services industry than Caucasian males.
- African American, Asian American, and Native American business owners are more probable to have lower business earnings in the professional services industry than Caucasian males, but not at a significant level.
- Asian American, Hispanic American, and Other Minority business owners are more probable to have higher business earnings in the professional services industry than Caucasian males, but not at a statistically significant level.



#### 4. OLS Regression Results for Business Earnings in the Goods and Other Services Industry

Table 9.11 depicts the results of the OLS regression for business earnings in the goods and other services industry based on the 15 variables analyzed in this model.

**Table 9.11: Goods and Other Services OLS Regression**

Business Ownership	Unstandardized Coefficient	Significance	Standard Error	t	p-value
Age of Owner	-13.186		95.984	-0.137	0.891
Is U.S. Citizen	1680.396		6597.380	0.255	0.799
Is Foreign-Born Citizen	4112.335		5240.735	0.785	0.433
English is Spoken at Home	1500.715		5160.308	0.291	0.771
Number of Children in Household	-2010.922		1367.699	-1.470	0.142
Is Married	4124.563		2682.134	1.538	0.124
Has a Bachelor's Degree	4605.847		2774.970	1.660	0.097
Has an Advanced Degree	7801.531		4032.967	1.934	0.053
Is African American	-7226.660		4151.799	-1.741	0.082
Is Asian American	-10525.063		6258.060	-1.682	0.093
Is Hispanic American	1483.678		7027.055	0.211	0.833
Is Native American	-8331.609		20565.316	-0.405	0.685
Is Other Minority	-3457.206		8404.587	-0.411	0.681
Is Female	-11737.920	*	2270.401	-5.170	0.000
Is Incorporated	-25760.571	*	2293.457	-11.232	0.000
Constant	31231.117	*	8418.381	3.710	0.000

Note: p-values of less than 0.05 denote findings of statistical significance.



The OLS regression results for business earnings in the goods and other services industry indicate the following:

- Older business owners are more probable to have lower business earnings in the goods and other services industry, but not at a statistically significant level.
- Female business owners are significantly more probable to have lower business earnings in the goods and other services industry than Caucasian males.
- African American, Asian American, Native American, and Other Minority business owners are more probable to have lower business earnings in the goods and other services industry than Caucasian males, but not at a statistically significant level.
- Hispanic American business owners are more probable to have higher business earnings in the goods and other services industry than Caucasian males, but not at a statistically significant level.





### ***C. Business Loan Approval Analysis***

Access to business capital in the form of loans is measured by the Business Loan Approval Analysis. The probability of business loan approval variable is a score that reflects the reported probability of experiencing loan approval. The data in this section comes from the 2003 NSSBF dataset. Previous studies have shown that many non-discriminatory factors such as education, experience of the business owner, and firm characteristics could lead to differences in a business owner's loan approval rate. In this analysis, race and gender-neutral factors are combined with race and gender groups in an ordered logistic regression model to determine whether observed race or gender disparities were independent of the race and gender-neutral factors known to be associated with business loan approval.

Access to business capital in the form of loans is measured by the probability of obtaining a business loan among the 4,240 business owners in the three industries. It should be noted that the dataset does not contain sufficient information on all ethnic groups to allow for a separate examination of each group. Therefore, results are provided for all minorities and all females, referred to as Minority Business Enterprises (MBEs) and Woman-owned Business Enterprises (WBEs) or collectively as M/WBEs. The NSSBF records the geographic location of the firm by Census Division instead of city, county, or state. Due to insufficient data in the construction, professional services, and other goods and services industries, the sampling region was expanded to include the entire United States, with an indicator variable indicating the effect on a business's loan approval when located in the South Atlantic Division.

The results of the ordered logistic regression for each set of factors are presented in the tables below. The findings for all industries combined are presented first to provide a general sense of loan approval. An analysis of each industry is presented thereafter.



## 1. Ordered Logistic Regression Results for Business Loan Approval in All Industries

The ordered logistic regression results for business loan approval in all industries based on the 18 variables analyzed in this model are depicted in Table 9.12.

**Table 9.12: Ordered Logistic Model for the Business Loan Approval Analysis in All Industries**

Loan Denial Model	Coefficient	Significance	Standard Error	Wald Statistic	p-value
<b>Business Owner's Minority Group</b>					
Female	-0.324		0.209	2.400	0.121
Minority	-1.228	*	0.253	27.389	0.000
<b>Business Owner's Characteristics</b>					
Bachelor's Degree	0.120		0.201	0.356	0.551
Advanced Degree	0.662	*	0.273	5.885	0.015
Age of Owner	0.019		0.010	3.694	0.055
<b>Business' Credit and Financial Health</b>					
Age of Business	0.009		0.010	0.781	0.377
Savings	0.699	*	0.223	9.818	0.002
Business has Existing Capital Leases	-0.218		0.222	0.965	0.326
Business has Vehicle Loans	0.186		0.183	1.027	0.311
Business has Equipment Loans	0.715	*	0.215	11.063	0.001
Business has Other Loans	-0.546	*	0.203	7.248	0.007
Business has Stockholder Loans	-0.578	*	0.203	8.092	0.004
Located in MSA	-0.311		0.232	1.809	0.179
D&B Credit Score	0.358	*	0.063	32.569	0.000
Family Owned	-0.236		0.254	0.860	0.354
Corporation	0.276		0.209	1.745	0.187
Total Mortgage Principal Owned	0.000		0.000	0.777	0.378
Located in South Atlantic Division	0.028		0.223	0.016	0.900

Note: p-values of less than 0.05 denote findings of statistical significance.



Statistically significant ordered logistic regression results Business Loan Approval Analysis for all industries indicate the following:

**a. Business Owner's Minority Group and Gender Classification**

- Females have a lower probability of obtaining a business loan in all studied industries than Caucasian males, but not at a significant level.
- Minority groups have a significantly lower probability of obtaining a business loan in all studied industries than Caucasian males.

**b. Business Owner's Characteristics**

- Business owners with a bachelor's degree have a higher probability of obtaining a business loan in all studied industries, but not at a significant level.
- Business owners with an advanced degree have a significantly higher probability of obtaining a business loan in all studied industries.

**c. Business' Credit and Financial Health**

- Businesses with a savings account have a significantly higher probability of obtaining a business loan in all studied industries.
- Businesses with equipment loans have a significantly higher probability of obtaining a business loan in all studied industries.
- Businesses with other loans have a significantly lower probability of obtaining a business loan in all studied industries.
- Businesses with stockholder loans have a significantly lower probability of obtaining a business loan in all studied industries.
- Businesses with a high Dun and Bradstreet credit score have a significantly higher probability of obtaining a business loan in all studied industries.



## 2. Ordered Logistic Regression Results for Business Loan Approval in the Construction Industry

The ordered logistic regression results for business loan approval in the construction industry based on the 18 variables analyzed in this model are depicted in Table 9.13.

**Table 9.13: Ordered Logistic Model for the Business Loan Approval Analysis in the Construction Industry**

Loan Denial Model	Coefficient	Significance	Standard Error	Wald Statistic	p-value
<b>Business Owner's Minority Group</b>					
Female	-0.456		1.103	0.171	0.679
Minority	0.253		1.267	0.040	0.842
<b>Business Owner's Characteristics</b>					
Bachelor's Degree	1.144		1.033	1.226	0.268
Advanced Degree (Omitted)	--	--	--	--	--
Age of Owner	-0.003		0.036	0.008	0.929
<b>Business' Credit and Financial Health</b>					
Age of Business	0.046		0.040	1.308	0.253
Savings	-0.559		0.783	0.509	0.475
Business has Existing Capital Leases	1.374		1.066	1.660	0.198
Business has Vehicle Loans	-0.572		0.708	0.654	0.419
Business has Equipment Loans	2.229	*	0.894	6.209	0.013
Business has Other Loans	-0.227		1.053	0.047	0.829
Business has Stockholder Loans	-0.511		0.851	0.360	0.548
Located in MSA	-1.451		1.250	1.346	0.246
D&B Credit Score	0.692	*	0.260	7.100	0.008
Family Owned	-0.113		1.344	0.007	0.933
Corporation	0.274	*	0.790	0.121	0.728
Total Mortgage Principal Owned	0.000		0.000	0.363	0.547
Located in South Atlantic Division	1.664		1.073	2.403	0.121

Note: p-values of less than 0.05 denote findings of statistical significance.



Statistically significant ordered logistic regression results for the construction industry Business Loan Approval Analysis indicate the following:

**a. Business Owner's Minority Group and Gender Classification**

- Females have a lower probability of obtaining a business loan in the construction industry than Caucasian males, but not at a significant level.
- Minority groups have a higher probability of obtaining a business loan in the construction industry than Caucasian males, but not at a significant level.

**b. Business Owner's Characteristics**

- Business owners with a bachelor's degree have a higher probability of obtaining a business loan in the construction industry, but not at a significant level.

**c. Business' Credit and Financial Health**

- Businesses with equipment loans have a significantly higher probability of obtaining a business loan in the construction industry.
- Businesses with a high Dun and Bradstreet credit score have a significantly higher probability of obtaining a business loan in the construction industry.



### 3. Ordered Logistic Regression Results for Business Loan Approval in the Professional Services Industry

The ordered logistic regression results for business loan approval in the professional services industry based on the 18 variables analyzed in this model are depicted in Table 9.14.

**Table 9.14: Ordered Logistic Model for the Business Loan Approval Analysis in the Professional Services Industry**

Loan Denial Model	Coefficient	Significance	Standard Error	Wald Statistic	p-value
<b>Business Owner's Minority Group</b>					
Female	0.066		0.735	0.008	0.929
Minority	-1.605	*	0.790	4.126	0.042
<b>Business Owner's Characteristics</b>					
Bachelor's Degree	-0.263		0.793	0.110	0.740
Advanced Degree	0.250		0.826	0.091	0.762
Age of Owner	-0.007		0.033	0.047	0.828
<b>Business' Credit and Financial Health</b>					
Age of Business	-0.027		0.031	0.748	0.387
Savings	2.482	*	1.065	5.428	0.020
Business has Existing Capital Leases	-0.289		0.664	0.189	0.664
Business has Vehicle Loans	0.407		0.610	0.447	0.504
Business has Equipment Loans	0.795		0.731	1.185	0.276
Business has Other Loans	0.793		0.810	0.961	0.327
Business has Stockholder Loans	0.433		0.695	0.388	0.533
Located in MSA	-1.687		1.250	1.821	0.177
D&B Credit Score	0.716	*	0.220	10.601	0.001
Family Owned	-0.849		0.864	0.966	0.326
Corporation	-0.454		0.745	0.372	0.542
Total Mortgage Principal Owned	0.000		0.000	1.318	0.251
Located in South Atlantic Division	0.063		0.706	0.008	0.928

Note: p-values of less than 0.05 denote findings of statistical significance.



Statistically significant ordered logistic regression results for the professional services industry Business Loan Approval Analysis indicate the following:

**a. Business Owner's Minority Group and Gender Classification**

- Females have a higher probability of obtaining a business loan in the professional services industry than Caucasian males, but not at a significant level.
- Minority groups have a significantly lower probability of obtaining a business loan in the professional services industry than Caucasian males.

**b. Business Owner's Characteristics**

- Business owners with a bachelor's degree have a lower probability of obtaining a business loan in the professional services industry, but not at a significant level.
- Business owners with an advanced degree have a higher probability of obtaining a business loan in the professional services industry, but not at a significant level.

**c. Business' Credit and Financial Health**

- Businesses with saving accounts have a significantly higher probability of obtaining a business loan in the professional services industry.
- Businesses with a higher Dun and Bradstreet credit score have a significantly higher probability of obtaining a business loan in the professional services industry.
- Businesses established as a corporation have a lower probability of obtaining a business loan in the professional services industry, but not at a significant level.



#### 4. Ordered Logistic Regression Results for Business Loan Approval in the Goods and Other Services Industry

The ordered logistic regression results for business loan approval in the goods and other services industry based on the 18 variables analyzed in this model are depicted in Table 9.15.

**Table 9.15: Ordered Logistic Model for the Business Loan Approval Analysis in the Goods and Other Services Industry**

Loan Denial Model	Coefficient	Significance	Standard Error	Wald Statistic	p-value
<b>Business Owner's Minority Group</b>					
Female	-0.452		0.270	2.795	0.095
Minority	-1.237	*	0.308	16.086	0.000
<b>Business Owner's Characteristics</b>					
Bachelor's Degree	0.252		0.258	0.956	0.328
Advanced Degree	0.620		0.367	2.852	0.091
Age of Owner	0.022		0.012	3.158	0.076
<b>Business' Credit and Financial Health</b>					
Age of Business	0.015		0.013	1.400	0.237
Savings	0.775	*	0.280	7.669	0.006
Business has Existing Capital Leases	-0.183		0.272	0.453	0.501
Business has Vehicle Loans	0.086		0.229	0.141	0.708
Business has Equipment Loans	0.642	*	0.255	6.314	0.012
Business has Other Loans	-7.010	*	0.242	8.416	0.004
Business has Stockholder Loans	-0.647	*	0.253	6.555	0.010
Located in MSA	-0.054		0.268	0.040	0.841
D&B Credit Score	0.223	*	0.077	8.462	0.004
Family Owned	0.044		0.306	0.021	0.885
Corporation	0.400		0.269	2.211	0.137
Total Mortgage Principal Owned	0.000		0.000	0.055	0.815
Located in South Atlantic Division	-0.126		0.284	0.196	0.658

Note: p-values of less than 0.05 denote findings of statistical significance.





Statistically significant ordered logistic regression results for the goods and other services industry Business Loan Approval Analysis indicate the following:

**a. Business Owner's Minority Group and Gender Classification**

- Females have a lower probability of obtaining a business loan in the goods and other services industry than Caucasian males, but not at a significant level.
- Minority groups have a significantly lower probability of obtaining a business loan in the goods and other services industry than Caucasian males.

**b. Business Owner's Characteristics**

- Business owners with a bachelor's or an advanced degree have a higher probability of obtaining a business loan in the goods and other services industry, but not at a statistically significant level.

**c. Business' Credit and Financial Health**

- Businesses with a savings account have a significantly higher probability of obtaining a business loan in the goods and other services industry.
- Businesses with equipment loans have a significantly higher probability of obtaining a business loan in the goods and other services industry.
- Businesses with other loans have a significantly lower probability of obtaining a business loan in the goods and other services industry.
- Businesses with stockholder loans have a significantly lower probability of obtaining a business loan in the goods and other services industry.
- Businesses with a high Dun and Bradstreet credit score have a significantly higher probability of obtaining a business loan in the goods and other services industry.



## **XXV. CONCLUSION**

Three regression analyses were conducted to determine whether there were factors in the private sector which might help explain any statistical disparities between M/WBE availability and utilization identified in the Disparity Study. The three analyses examined the following outcome variables—business ownership, business earnings, and business loan approval.

These analyses were performed for three industries—construction, professional services, and goods and other services. The regression analyses examined the effect of race and gender on the three outcome variables. The Business Ownership Analysis and the Earnings Disparity Analysis used data from the 2005 through 2009 PUMS datasets for Duval, St. Johns, Clay, and Nassau Counties and compared business ownership rates and earnings for M/WBEs to those of similarly situated Caucasian males. The Business Loan Approval Analysis used the 2003 NSSBF dataset and compared business loan approval rates for M/WBEs to those of similarly situated Caucasian males.

### **A. Business Ownership Analysis**

The Business Ownership Analysis examined the impact of different explanatory variables on an individual's probability of owning a business. Controlling for race and gender-neutral factors, the Business Ownership Analysis results show statistically significant disparities in the probability of owning a business for minorities and females when compared to similarly situated Caucasian males. Females and African Americans experience the greatest disparity as they are significantly less probable to own a business in all industry specifications. Asian Americans are significantly less probable to own a business in the construction and professional services industries, and Hispanic Americans are significantly less probable to own a business in the goods and other services industry. For the combined industry specification, Females, African Americans, Asian Americans, and Hispanic Americans are significantly less likely to own a business.

Native Americans are generally less probable to be business owners than Caucasian males, but not at a significant level. In contrast, Other Minorities are generally more probable to be business owners than Caucasian males, but also not at a significant level.



Table 9.16 depicts the Business Ownership regression analysis results by race, gender, and industry.

**Table 9.16: Statistically Significant Business Ownership Disparities**

<b>Race / Gender</b>	<b>All Industries</b>	<b>Construction</b>	<b>Professional Services</b>	<b>Goods and Other Services</b>
Female	Yes	Yes	Yes	Yes
African American	Yes	Yes	Yes	Yes
Asian American	Yes	Yes	Yes	
Hispanic American	Yes			Yes
Native American				
Other Minority				

Cells shaded gray denote no statistically significant disparity present.

## ***B. Business Earnings Analysis***

Controlling for race and gender-neutral factors, the Business Earnings Analysis documented statistically significant disparities in business earnings for minorities and females when compared to similarly situated Caucasian males. Females and African Americans have lower business earnings at a statistically significant level for the all industries model specification. Females also have significantly lower business earnings in the professional services and goods and other services industries. While Native Americans have lower business earnings in all model specifications, these disparities are not statistically significant.

Hispanic Americans have lower business earnings in two of the four model specifications—all industries and construction—when compared to similarly situated Caucasian males, but not at a significant level. However, they are more probable to have higher business earnings in the professional services and goods and other services industries, but not at a statistically significant level. Asian Americans have lower business earnings disparities in all industries, construction, and goods and other services, but not at a significant level. Furthermore, they have higher earnings in the professional services industry, but not at a significant level. Native Americans have lower business earnings for all industry specifications, but not at a significant level. Lastly, Other Minority groups have lower



earnings in all industries and goods and other services, and higher business earnings in construction and professional services, but not at significant levels.

Table 9.17 depicts the Earnings Disparity regression results by race, gender, and industry.

**Table 9.17: Statistically Significant Business Earnings Disparities**

Race / Gender	All Industries	Construction	Professional Services	Goods and Other Services
Female	Yes		Yes	Yes
African American	Yes			
Asian American				
Hispanic American				
Native American				
Other Minority				

Cells shaded gray denote no statistically significant disparity present.

### ***C. Business Loan Approval Analysis***

Controlling for race and gender-neutral factors, the Business Loan Approval Analysis reveals statistically significant disparities for M/WBEs when compared to similarly situated Caucasian males. While Females did not have any statistically significant disparities, they did have lower rates of obtaining a business loan in all industries, construction, and goods and other services. However, Females had a higher rate of obtaining a business loan in the professional services industry, but not at a significant level. Minority groups have a significantly lower probability of obtaining a business loan in the all industries specification, professional services and goods and other services industries. However, Minority groups had a higher rate of obtaining a business loan in the construction industry, but not at a significant level.

The statistically significant disparity documented for MBEs when compared to similarly situated Caucasian males points to the presence of race disparity as a factor in access to business capital. Access to business capital in the private sector constitutes a major factor in business development, continuity, and growth. The documented disparity in MBEs' access to business capital may have adversely impacted the number of these businesses in the construction, professional services, and goods and other services industries available to perform the Participating Agencies' contracts during the Study period.



Table 9.18 depicts the Business Loan Approval Analysis regression results by race, gender, and industry.

**Table 9.18: Statistically Significant Business Loan Approval Disparities**

Race / Gender	All Industries	Construction	Professional Services	Goods and Other Services
Female				
Minority	Yes		Yes	Yes

Cells shaded gray denote no statistically significant disparity present.

#### ***D. Regression Findings***

The analyses of the three outcome variables document disparities that could adversely affect the formation and growth of M/WBEs within the construction, professional services, and goods and other services industries. The regression findings point to racial and gender discrimination that leads to depressed business ownership, business earnings, and business loan approval rates, as well as some seemingly race and gender-neutral factors that could be impacting observed statistically significant disparities. Such discrimination creates economic conditions in the private sector that impede minorities and females' efforts to create and grow businesses. An impact of these private sector conditions is manifested in M/WBEs' lower business formation rates.

It is important to note there are limitations to the application of the regression findings. No matter how discriminatory the private sector may be, the findings cannot be used as the factual basis for a government-sponsored, race-conscious M/WBE or DBE program. Therefore, caution must be exercised in the interpretation and application of the regression findings. Nevertheless, the findings can be a formula for developing race-neutral programs to eliminate identified barriers to the formation and development of M/WBEs.



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# **CHAPTER 10: RECOMMENDATIONS**

## **I. INTRODUCTION**

A compilation of program enhancement strategies recommended to improve the efficiency of the City of Jacksonville's (COJ) Small Emerging Business (JSEB) Program are contained in this chapter. The recommendations have four goals: (1) to increase the pool of available businesses interested in working on COJ contracts; (2) to increase the participation of JSEBs and M/WBEs on COJ contracts; (3) to promote positive public perceptions of COJ and its procurement process; and (4) to standardize the business processes to make contracting easier for all businesses in the Study's market area.

Standardizing the procurement process across all Participating Agencies would increase access to public contracting for all businesses in the Study's market area. COJ, JEA, and JAXPORT should be commended for utilizing the JSEB program, which has a comprehensive set of components to increase the participation of small businesses. However, the JSEB program is only effective if implemented properly and allotted the necessary resources. Therefore, each agency should fully commit to the JSEB program, allot the necessary resources, and implement each of its components. Additionally, this chapter makes a number of recommendations to further enhance the JSEB program.

This chapter is organized into four sections. The introduction is the first section. Race and gender-specific recommendations based on the findings of the disparity analysis are presented in Section Two. A review of the JSEB Program is contained in Section Three. Section Four describes the race and gender-neutral recommendations.



## **II. RACE AND GENDER-SPECIFIC RECOMMENDATIONS**

Several race and gender-conscious remedies are recommended to address the statistically significant findings of disparity for M/WBEs at the prime contract and the subcontract levels. The formal level of \$500,000 for the prime contract analysis was selected to ensure that within the pool of available businesses there was capacity to perform the prime contracts analyzed. Remedial options to address disparity at the prime contract level are limited by the fact that COJ Procurement Code Sec. 126.102(f)<sup>1</sup> requires that construction and goods and services contracts be awarded to the lowest responsible, responsive bidder at the formal level.

At the prime contract level a disparity was not found for formal or informal construction contracts. A disparity analysis could not be performed for architecture and engineering or professional services because there were too few prime contracts provided by COJ for the analysis to be meaningful. A disparity was found for African American, Asian American, and Hispanic American goods and other services prime contractors at the formal contract level. Disparity was found for African American, MBE, and M/WBEs at the informal contract level. These findings are especially notable since the decisions to award prime contracts are made by COJ, in contrast to the selection of subcontractors, which are made by the prime contractors.

### **A. Prime Contract Remedies**

#### **1. Ongoing Analysis of Prime Expenditures**

Given the state of the data provided for analysis, COJ should track and monitor comprehensive prime contract awards and payments in order to conduct an ongoing analysis of expenditures by ethnicity, gender, and industry. Since the data COJ provided for the Study was insufficient to perform a statistical analysis for architecture and engineering and professional services, this process would enable COJ to determine the current use patterns by ethnicity and gender for these industries. It would also allow for a comprehensive examination of current utilization patterns on construction and goods and services contracts.

#### **2. Small Contracts Rotation Program**

A Small Contracts Rotation Program could be employed for goods at the informal level. The groups with statistically significant underutilization for goods would be eligible to participate in the Program. It should be noted that a small contracts rotation program can be costly as it requires additional resources and time to administer properly.

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<sup>1</sup> Formal purchases are: (i) supplies, professional services, or contractual services valued at \$50,000 or more, professional design services valued at \$250,000 or more, basic project construction cost valued at \$25,000 or more, and capital improvements valued at \$200,000 or more.



Pursuant to COJ Procurement Code, Sec. 126.102(f) prime contracts valued at \$50,000 or less for goods and other services can be solicited without competitive bidding. Therefore these contracts should be set aside in a Small Contracts Rotation Program for award to the groups with a statistically significant disparity. This Program would allow M/WBEs and small businesses to build capacity by working as prime contractors.

The Small Contracts Rotation Program would ensure that quotations for contracts are solicited from a diverse pool of certified and prequalified M/WBEs on a rotating basis. Work orders would be assigned on a rotating basis, and no business in the rotation would be eligible to receive a second assignment until all other businesses on the list had been offered at least one assignment. Every third solicitation would be limited to businesses from the statistically significant underutilized groups.

The existence of a Small Contracts Rotation Program should be widely advertised to the businesses in the ethnic and gender groups with a statistically significant disparity. The list of certified vendors for the program would be posted for public view on COJ's website. This will improve the access of small businesses to small prime contracts which do not require advertisement.

Managers and executives from the Participating Agencies were surveyed regarding their interpretation and implementation of procurement policies. As reported in *Chapter 8: Anecdotal Analysis*, there was not a standard practice in soliciting small contracts that do not require advertisement.

- Some managers indicated that they use a fair, uniform process for all small contracts, and some make an effort to include D/M/WBE businesses:

*Informal solicitations on as needed based on history and we try and get a list one DBE vendor if there is one for pricing less than \$25,000.*

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#### *Responsible Bidders List*

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*We use the bidders list. We try to include a minimum of one DBE in the solicitation process if more than one is required.*

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#### *Qualified Proposers List*

---

Other managers rely on personal knowledge of the local industry, or some other unspecified criteria:





*Past experience, recommendations, or local vendors*

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*Personal knowledge of current A/E consultants in the area*

---

*Varies due to scope*

---

*Utilizing information sent to us by vendors, knowledge of previously used vendors, internet search*

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The Rotation Program will standardize the process for procurement of small contracts which do not require advertisement, and will increase the participation of small businesses.

## **B. Subcontract Remedies**

### **1. Set Overall Subcontracting Goal**

A disparity was found for African American, Hispanic American, and MBE construction subcontractors. A disparity was found for Asian American and WBE architecture and engineering subcontractors. An overall subcontracting goal should be established to remedy the documented disparity in construction and architecture and engineering. The goal should only include the groups where there was a finding of statistically significant underutilization. The overall subcontracting goal should reflect the availability of the specific ethnic and gender groups as set forth in Table 10.01 and 10.02.

**Table 10.01: Construction Subcontractor Availability**

Underutilized Groups	Availability Percentage
African Americans	17.72%
Hispanic Americans	5.46%

**Table 10.02: Architecture and Engineering Subcontractor Availability**

Underutilized Groups	Availability Percentage
Asian Americans	2.48%



Underutilized Groups	Availability Percentage
Women Business Enterprises	15.91%

## 2. Set Contract-Specific MBE Construction Subcontracting Goal

A subcontracting goal should be set on all construction prime contracts over \$100,000 for each ethnic and gender group that had statistically significant underutilization. The prime contractor should be required to meet the subcontracting goal at the time of bid opening. The goal must be met with one or more certified businesses providing a commercially useful function or the prime must document a good faith effort.

## 3. Set Contract-Specific M/WBE Architecture and Engineering Subcontracting Goal

A subcontracting goal should be set on all architecture and engineering prime contracts over \$100,000 for each ethnic and gender group that had statistically significant underutilization. The prime contractor should be required to meet the subcontracting goal at the time of bid opening. The goal must be met with one or more certified businesses providing a commercially useful function or the prime must document a good faith effort.

## 4. Conduct M/WBE Subcontracting Goal Attainment Reviews

Goal attainment reviews should be conducted for all prime bid submittals prior to the recommendation for award to ascertain whether or not the bidder has met the M/WBE subcontracting goal(s). COJ should review the stated participation of certified M/WBEs, in each bid submittal and assess whether or not the bidder has met the M/WBE subcontracting goal. If the bidder does not meet the M/WBE subcontracting goal, the bidder must submit a Good Faith Effort (GFE) or be deemed unresponsive.

## 5. Quantify Good Faith Effort Criteria

In order to implement a race-conscious program, there must be a good-faith waiver provision if the goal cannot be met. Therefore, quantified good faith effort criteria should be implemented in order to objectively assess the bidders Good Faith Effort statement. COJ's current good faith effort documentation requirements are not quantified. With quantified good faith effort criteria, contractors would submit documentation of good faith efforts to contract with M/WBE subcontractors, subconsultants, truckers, or suppliers within **48 hours** of the bid opening. If the apparent low bidder fails to meet specified M/WBE goals, COJ must determine if the low bidder has made a good faith effort to obtain M/WBE participation, in accordance with the standards in the solicitation,



prior to making a recommendation for award. COJ should consider the additional administrative costs when implementing this recommendation

The following information should be required to demonstrate compliance with COJ's Good Faith Efforts. A minimum score of 80 points would be necessary to demonstrate a good faith effort:

**a. Advertising (5 points)**

**Effort:** The bidder shall advertise in the general circulation media, minority focused media, or trade related publications at least twice, 10 days prior to bid opening date, unless COJ waives this requirement due to time constraints.

**Documentation:** Copies of the advertisement or an affidavit from the periodical, including the name and location of the project, the location where plans and specifications can be viewed, the subcontractor bid due date, and the items of work or specialties being solicited.

**b. Bidder Outreach to Identify M/WBEs (15 points)**

**Effort:** The bidder shall attempt to outreach to M/WBEs by utilizing pre-bid meetings, directories of certified M/WBEs, chambers of commerce, trade organizations, and local, state, or federal business assistance offices.

**Documentation:** Copies of the letters, faxes, telephone logs, etc. used to contact organizations.

List the name of the organizations, persons contacted, and date of contact. Include copies of correspondence received from any organization or firm responding to the bidder's solicitation or initiating contact for the purpose of seeking subcontracting work. The bidder must contact at least three firms/organizations or an amount sufficient to reasonably result in a viable subcontract.

**c. Attend the Pre-Bid Meeting (5 points)**

**Effort:** Attendance is mandatory to comply with the good faith effort requirement. However, attendance may be optional if the M/WBE participation goal is met.

**Documentation:** The bidder's name on the pre-bid meeting sign-in sheet and representative presence at the pre-bid meeting.

**d. Providing Written Notification (20 points)**

**Effort:** The bidder will solicit subcontract bids and material quotes from relevant individual M/WBEs in writing. Solicitations should be made in a timely manner in order



to reasonably result in the M/WBE goal being met. Relevant M/WBEs are firms that could feasibly provide commercially useful functions required for completing the scope of services provided in the bid document. In soliciting sub-bids, quotes, and proposals, the bidder will furnish the following information:

- Sub-bidder's name, address, and telephone number;
- Project location and description;
- Solicited items of work or services to be subcontracted or materials purchased including a specific description of the work involved;
- Place where bid documents, plans, and specifications can be reviewed;
- Contractor representative to contact; and
- Date, time, and location when sub-bids/quotes must be received by the bidder.

**Documentation:** Copies of the written correspondence with the name, address, contact person of the subcontractor, and the date of the written notice.

Written notification must be dated as transmitted at least 10 business days prior to the bid opening date and include verification of transmission date. Such verification may include copies of certified mail-return receipts and automated fax journals. An adequate number of M/WBEs must be contacted in each work category as listed in table 10.03.

**Table 10.03: Number of M/WBEs to be Notified in Writing**

Number of M/WBEs in Relevant Work Category	Minimum Number of M/WBEs to be Contacted for Relevant Work
Five or less	All M/WBEs
Six to 10	At least five M/WBEs
11-50	At least 50 percent of the M/WBEs
51 or more	At least 25 M/WBEs

**e. Initial Contact Follow-up (15 points)**

**Effort:** The bidder shall follow-up on initial solicitations by contacting the M/WBE contractors prior to the bid opening to determine with certainty whether the subcontractors were interested in performing specific items of work on the project, and to provide clarification on the scope or any other issues the prospective subcontractor may have. Such contact shall be within a reasonable amount of time to allow the prospective M/WBE subcontractor an opportunity to submit a competitive sub-bid.

**Documentation:** The list of subcontractors who were contacted by telephone, results of that contact, documented with a telephone log, e-mail print-out, and automated fax transmission journal/stamp or fax transmittal documents. Include names of the M/WBEs, telephone numbers, the persons contacted, and dates of contact.



**f. Identifying Items of Work (15 points)**

**Effort:** The bidder shall identify specific items of work to be performed by subcontractors, subconsultants, truckers, or suppliers. Smaller portions of work or other assistance that could reasonably be expected to produce a level of M/WBE participation sufficient to meet the goals should be offered to prospective M/WBE subcontractors.

**Documentation:** The list of the specific items of work solicited.

**g. Negotiating in Good Faith (15 points)**

**Effort:** The bidder shall negotiate in good faith with the M/WBE, and not unjustifiably reject as unsatisfactory bids, quotes, and proposals prepared by M/WBEs.

**Documentation:** Written statements of the names, addresses and telephone numbers of subcontractors contacted by the contractor/bidder to negotiate price or services.

Include dates of the negotiations and the results. Document all quotes/proposals received from M/WBEs. Lack of qualifications or significant price difference of five (5) percent or more will be considered just cause for rejecting M/WBEs. Proof of price differential must be made available.

**h. Offer Assistance in Financing, Bonding or Insurance (10 points)**

**Effort:** Where applicable, the bidder shall advise and make efforts to assist interested M/WBEs in obtaining supplier relationships, bonds, lines of credit, or insurance required by COJ.

**Documentation:** Written statements of the type of assistance offered to M/WBEs. The bidder shall provide the name, contact person, and telephone number of the bonding company or financial institution offering assistance.

### **III. REVIEW OF THE JACKSONVILLE SMALL EMERGING BUSINESS PROGRAM**

COJ's JSEB Program is the primary race and gender-neutral measure used to increase M/WBE participation on COJ contracts. COJ should be commended for having such an extensive small business program. This section reviews the precursors to the JSEB Program, summarizes the current program and its components, reviews the business community's perception of the JSEB Program based upon anecdotal accounts, and provides a statistical analysis of the effectiveness of the Program in contracting with JSEBs.



## **A. Precursors to the JSEB Program**

The legislative history of the current JSEB Program includes three ordinances: the original Minority Business Enterprise Participation Ordinance (1984), the African-American and Women's Business Enterprise Participation Program (1992), and the Small Business Enterprise and Small Disadvantaged Business Enterprise (SBE/SBDE) Program (1993).

### **1. Minority Business Enterprise Participation Ordinance**

The Minority Business Enterprise Participation Ordinance, enacted in 1984, required that ten percent of the amount spent on COJ contracts be set aside each fiscal year for Minority Business Enterprises (MBEs).<sup>2</sup>

#### **a. MBE Definition**

An MBE was defined as a business whose ownership was at least 51 percent minority or female.<sup>3</sup> A "minority" was defined as a person who is or considers himself to be Black, Spanish-speaking, Asian, Indian, Eskimo, Aleut, or handicapped.<sup>4</sup>

#### **b. Set-Asides**

Once projects were earmarked for MBE bidding by COJ's chief purchasing officer they were "deemed reserved for minority business enterprises only."<sup>5</sup> Under the 1984 ordinance, "mathematical certainty was not required in determining the amount of the set aside," but the chief purchasing officer was required to "make every attempt to come as close as possible to the ten percent figure."<sup>6</sup> The Ordinance also provided for waiver or reduction of the ten percent set-aside under certain circumstances.<sup>7</sup>

### **2. African American and Women's Business Enterprise Participation Program**

The African American and Women's Business Enterprise Participation Program replaced the Minority Business Participation Program on October 27, 1992. The new program differed from the MBE Program in three major ways that are enumerated with the passage of the following Purchasing Codes.

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<sup>2</sup> City of Jacksonville Purchasing Code 126.604(a) and 126.605(a).

<sup>3</sup> Purchasing Code 126.603(a).

<sup>4</sup> Purchasing Code 26.603(b).

<sup>5</sup> Purchasing Code 126.604(c), 126.605(c).

<sup>6</sup> Purchasing Code 126.604(a)(4), 126.605(a)(4).

<sup>7</sup> Purchasing Code 126.608.



### **a. Application**

The program was streamlined so that it applied to only African Americans and woman-owned businesses.<sup>8</sup>

### **b. Participation Goals**

The program established participation goals ranging from five to 16 percent, depending on the type of contract, ownership of the business, and the fiscal year in which the contract was awarded. This range of goals replaced the ten percent set-aside of the 1984 program.<sup>9</sup>

### **c. Alternative Methods for Participation Goals**

- Five alternative methods for achieving participation goals were established. COJ made the decision regarding the method used on a project-by-project basis.<sup>10</sup>
- Sheltered Market Plan: Certain contracts were reserved for the exclusive competition of certified African American and Woman-owned Businesses.<sup>11</sup>
- Participation Percentage Plan: Prime contractors were required to subcontract with African American or Woman-owned Businesses.<sup>12</sup>
- Direct Negotiation Plan: COJ engaged in direct negotiations with African American or Woman-owned Businesses.<sup>13</sup>
- Bid Preference Plan: The plan provided for the award of a contract to the African American or Woman-owned Businesses whose bid was within a certain percentage or dollar amount of the lowest bid.<sup>14</sup>
- Impact Plan: The plan used point values awarded to 1) African American and Woman-owned Businesses; 2) businesses that used African American and Woman-owned subcontractors or suppliers and 3) businesses with a specified employment program for African American and female employees.

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<sup>8</sup> Purchasing Code 126.601(b).

<sup>9</sup> Purchase Code 126.604.

<sup>10</sup> Purchasing Codes 126.605, 126.618.

<sup>11</sup> Purchasing Code 126.605(b).

<sup>12</sup> Purchasing Code 126.605(a), 126.612.

<sup>13</sup> Purchasing Code 126.605(c).

<sup>14</sup> Purchasing Code 126.605(d).



### **3. Small Business Enterprise and Small Disadvantaged Business Enterprise Program**

In 1990 COJ performed a disparity study that documented the underutilization of minority and woman-owned businesses in COJ contracts. In response to these findings, COJ created the Small Business Enterprise and Small Disadvantaged Business Enterprise Program in 1993, which replaced the African American and Women's Business Enterprise Participation Program.

#### **a. Application**

The SBE/SDBE Program was open to any MBE, regardless of business location or business owner's residency.

### ***B. Summary of the Current JSEB Program***

A summary of COJ's current JSEB Program, including its history, purpose and elements, components, and current public perception are detailed below.

#### **1. Enabling Legislation**

##### **a. Executive Order 04-02**

In response to two disparity studies conducted in 1990 and 2002, Mayor John Peyton created the Commission on Small and Disadvantaged Business in 2004 to review the SBE/SDBE Program and other financial programs offered by COJ. The Commission submitted for review and legislative action a report with various recommendations to the Mayor and the City Council's Special Council Committee on Small and Disadvantaged Business.

##### **b. City Ordinance 2004-602-E, Chapter 126, Parts 6A and 6B**

On August 10, 2004, the majority of the Commission's recommendations were codified into this Ordinance. The Ordinance established the Jacksonville Small and Emerging Business (JSEB) Program.

##### **c. City Ordinance 2005-944**

This Ordinance amended the JSEB Program's eligibility standard to only include MBEs certified by an approved certification agency for the program. It also implemented several programs and services to assist JSEBs.





## 2. Purpose and Elements

### a. Purpose

The goal of Mayor Peyton and the City Council was to ensure that the JSEB Program, unlike COJ's previous equity programs, would include elements sufficient to "remove any and all structural barriers to success." The Committee's report cited as a central failing of the past programs an inadequate focus on building capacity in small and disadvantaged businesses. The programs set participation goals but did not address structural barriers to JSEB success. Most notably, the Committee concluded a lack of available financial and surety credit impeded the growth of JSEBs.

### b. Elements of the JSEB Program<sup>15</sup>

- i. **Creation of Bond Enhancement Program:** COJ's established bond enhancement program for the benefit of JSEBs provides support services to assist vendors in their efforts to secure performance and payment bonds for public and private contracts.<sup>16</sup>
- ii. **Access to Capital:** The Access to Capital Program assists MBEs and JSEBs with obtaining access to capital, and provides a City ombudsperson to ensure that certified JSEBs receive recommended assistance.<sup>17</sup>
- iii. **Continuing Education and Mentoring Programs:** The first COJ-sponsored education program was designed to assess and train small and minority businesses in their particular area of need.<sup>18</sup>
- iv. **Accounting Grant Program:** COJ established the Accounting Grant Program to provide up to one \$500 reimbursement in matching funds for each certified JSEB and MBE to procure accounting services or to provide all but \$25 of the fee charged by the UNF/SBDC program.<sup>19</sup>
- v. **Semi-Monthly Payments:** COJ is to have a semi-monthly payment plan for JSEBs. Proper payment application to the applicable COJ Department is required to be reviewed within four days, and payments are to be made within three business days thereafter. **Prime** contractors

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<sup>15</sup> Ordinance 2004-602-E.

<sup>16</sup> Sec. 126.601.

<sup>17</sup> Sec. 126.602.

<sup>18</sup> Sec. 126.603.

<sup>19</sup> Sec. 126.604.



are also required to pay their subcontractors within three days after receiving payment from COJ.<sup>20</sup>

**vi. Insurance Program Reviews:** The Risk Manager for COJ shall prepare a report on available insurance programs for Florida small businesses and make recommendations regarding methods or programs to assist certified JSEBS in obtaining insurance.<sup>21</sup>

**vii. Collecting Data to Evaluate the Program:** COJ shall engage a consultant to develop measures to quantify and categorize contracts being awarded to all contractors, including JSEBs. The consultant shall prepare quarterly reports, including data on prime contractors and subcontractors bidding on and awarded COJ projects. The JSEB Monitoring Committee reviews the status and goals of the Program and meets with the Director quarterly.<sup>22</sup>

**viii. Percentage of Work to be Accomplished by JSEBs:**<sup>23</sup>

- COJ shall identify at least 20 percent of work for JSEBs in its Capital Improvement Plan (CIP) Program. COJ shall also commit the award of at least 20 percent of its contracts for services and non-construction contracts to JSEBs.
- The Director shall first provide opportunities for prime contracting by breaking procurement packages into smaller components, and bidding separately work that requires licenses from that which does not.
- Subcontracting opportunities should be provided to the maximum extent possible on vertical construction projects, with horizontal construction opportunities.
- COJ may issue joint checks upon the request of the JSEB in order to facilitate bonding, financing, or other requirements.



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<sup>20</sup> Sec. 126.605.

<sup>21</sup> Sec. 126.606.

<sup>22</sup> Sec. 126.607.

<sup>23</sup> Sec. 126.608.

**ix. Definition of a Jacksonville Small and Emerging Business:<sup>24</sup>**

- Certifications are valid for one year, but a certification once granted can be extended for up to four one-year terms.
- To be certified as a JSEB, an individual owner must meet the following criteria:
  - Reside in Duval County for a minimum of one year prior to the application; or have an established business headquartered for a minimum of three years in Jacksonville, and reside in Duval, St. Johns, Nassau, Baker, or Clay County for one year total within the five-County area.
  - Have a personal net worth of less than \$605,000, excluding personal residence, including but not limited to business value and assets (measured as book value), ownership in other businesses and all other assets personally owned, held in trust for the individual owner's benefit, or held by a spouse; provided, however, that, notwithstanding personal net worth, certification hereunder shall require that annual gross receipts, averaged over the immediately preceding three-year period, not exceed \$6,000,000.
  - Have not been in the program for a total of more than 13 years, except participation may be increased by two one-year periods for good cause.
  - Own and control more than 51 percent of the business entity being certified.
  - Own any license required by local, state, or federal law.
  - Possess expertise normally required by the industry for the field for which certification is sought.
  - Be a for-profit small business concern.
  - Not be a front, a broker, or a pass-through.
  - Perform a commercially useful function typical of the field for which certification is granted.



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<sup>24</sup> Sec.126.609.

- Not be controlled or operate as a front by non-JSEB family, former or present employers.
- The JSEB owner(s) contributions of capital or expertise to acquire the ownership interest must be real and substantial.
- Be a business, including a sole proprietorship, partnership, corporation, limited liability company, or any other business or professional entity: (i) Which is at least 51 percent owned by one or more of the individuals identified herein in paragraph (c)(1) the ownership of any such business that has been in existence for a year or over must have maintained such 51 percent ownership for at least one year; (ii) in the case of a publicly owned business, at least 51 percent of all classes of the stock of which is owned by one or more of such persons each of whom meets the personal net worth criteria set forth above; and (iii) be a citizen or lawfully admitted permanent resident of the United States and be compliant with the residency requirements of this Program.
- Only a firm that is managed and controlled by a JSEB or MBE person(s) may be certified under this Program.
- Only an independent firm may be certified as a JSEB.
- To be certified as an MBE, an individual must meet the following criteria:
- Own a business certified as a JSEB;

Be an individual who is a member of one of the following categories:

- Blacks/African-Americans, which includes persons having origins in any of the Black racial groups of Africa;
- Hispanic-Americans, which includes persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture or origin, regardless of race;
- Native-Americans, which includes persons who are American Indians, Eskimos, Aleuts, or Native Hawaiians;
- Asian-Americans (persons whose origins are in any of the original peoples of the Far East, Southeast



Asia, the islands of the Pacific or the Northern Marianas, or the Indian Subcontinent); or

- Women.

x. **JSEB Program Administration:** The Director shall manage the JSEB Program. The Director's responsibilities are described in detail in this section. Each City Department shall identify a person with the responsibility of ensuring JSEB and MBE participation.<sup>25</sup>

xi. **Numerical Goals:**<sup>26</sup>

- The percentages set forth below for MBEs and JSEBs are annual goals and are considered to be targets, not quotas, set to achieve participation levels commensurate with available businesses. The following goals shall pertain to all of the following subsections as applicable: Construction (19 percent), Construction-Related Professional Services (17 percent), Contractual Services (19 percent) and Commodities Contracts (19 percent).
- Specific race and gender-specific goals are enumerated according to year.
- This Section shall sunset on September 30, 2009. If by this date, COJ has not achieved goals outlined in this section, COJ shall conduct a disparity study and complete an analysis of the Program.

xii. **Jacksonville Small Emerging Business Goals:** The overall small business goal is at least 20 percent of total COJ contracts to JSEBs. The Director shall award at least 50 percent of the JSEB contracts through direct contracting. It is expected that the provisions of the race and gender-neutral program will be sufficient to provide the remaining contracts to achieve the goal for the race and gender-specific contract goal set forth above.<sup>27</sup>

xiii. **Contract Pre-Award Compliance Procedures:** This section details pre-award procedures, including the submission of a Schedule of Participation detailing all JSEB, MBE, and non-JSEB subcontractors. Any agreement between a bidder/proposer that prevents a JSEB or MBE from providing quotations to other bidders/proposers is prohibited. Joint ventures shall only be allowed under this Program in cases that

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<sup>25</sup> Sec. 126.610.

<sup>26</sup> Sec. 126.611.

<sup>27</sup> Sec. 126.612.



demonstrate legitimate, detailed JSEB partnerships with non-JSEBs, proof of which shall be provided to the Director. Where the bidder/proposer cannot achieve the Project Specific Goal(s), the Director will determine whether Good Faith Efforts have been made.<sup>28</sup>

- xiv. Good Faith Efforts in Lieu of Meeting Program Goals:** For a contract with MBE or JSEB subcontracting goals, a contractor must comply by either meeting the goal or demonstrating a Good Faith Effort. If the Director finds that a bidder/proposer did not make sufficient Good Faith Efforts, the Director shall communicate this finding to the User Department and recommend that the bid/proposal be rejected.<sup>29</sup>
- xv. Continuing Obligations of JSEBs, MBEs and Graduation:** The certification status of all JSEBs and MBEs shall be reviewed annually by the Director through re-certification application. Failure of the firm to seek re-certification by filing the necessary documentation with the Department within 90 days from the date of receipt of written notification from Department may result in de-certification.<sup>30</sup>
- xvi. De-Certification, Denial, and Appeal Procedures:** The Director may move to decertify a JSEB or MBE that repeatedly fails to honor quotations in good faith, or otherwise comply with Program requirements. A firm that has been denied certification or re-certification or been decertified may protest the denial or de-certification. A third party may challenge the eligibility of an applicant for certification or a certified firm.<sup>31</sup>
- xvii. Project Goals:** The Director shall establish Project-Specific Goals based on availability of African American, Hispanic, Asian, Native American or an aggregation of groups. Project-Specific Goals shall not be set on emergency contracts.<sup>32</sup>

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<sup>28</sup> Sec. 126.613.

<sup>29</sup> Sec.126.614.

<sup>30</sup> Sec. 126.615.

<sup>31</sup> Sec. 126.616.

<sup>32</sup> Sec. 126.617.



- xviii. Pre-Award Review of Compliance with Numerical Goals, Including Good Faith Efforts:** The Director shall timely review the Schedule of Participation prior to award, including the scope of work and the letters of intent from JSEBs or MBEs. If the Director determines that the Schedule of Participation demonstrates that the Project Specific Goal(s) have been achieved or Good Faith Efforts made, and the User Department concurs, the Director shall recommend award to the General Awards Committee.<sup>33</sup>
- xix. Contract Performance and Compliance Procedures:** Compliance procedures for subcontractors are detailed in this section.<sup>34</sup>
- xx. JSEB and Program Eligibility:** Only businesses that meet the criteria of JSEBs and MBEs may be certified for participation in the Program. Only an independent firm may be certified as a JSEB. The certification status of all JSEBs and MBEs shall be reviewed annually by the Department. It is the responsibility of the JSEBs and MBEs to notify the Department of any change in its circumstances affecting its continued eligibility for the Program. A JSEB or MBE may receive no more than five prime contracts set aside per year or aggregate total prime contracts set aside per year in the amount of \$4,000,000, whichever is greater. Joint ventures between JSEBs and non-JSEBs are not eligible for the Program, unless they provide structured, detailed, mentoring opportunities, proof of which shall be provided to the Director.<sup>35</sup>
- xxi. Counting Subcontracting Participation of JSEBS and MBEs:** This section describes in detail how JSEB and MBE subcontracting participation are to be counted.<sup>36</sup>
- xxii. Acts which May Result in Expulsion from the JSEB Program; Fines, and Criminal Offenses:** This section details violations of the chapter that are unlawful and may be prosecuted. It also describes instances where payments may be withheld.<sup>37</sup>
- xxiii. Annual Budget Appropriation:** The JSEB and MBE programs, as provided for in this Chapter, shall be funded at a minimum of \$500,000 or greater, excluding staff.

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<sup>33</sup> Sec. 126.618.

<sup>34</sup> Sec.126.619.

<sup>35</sup> Sec.126.621.

<sup>36</sup> Sec.126.622.

<sup>37</sup> Sec. 126.623.



### **3. Components of the JSEB Program**

#### **a. Mission and Vision**

The stated mission of the JSEB Program is to maximize procurement opportunities with COJ registered certified JSEBs as suppliers, prime contractors, and subcontractors of superior products and services. The JSEB Program also encourages the private sector and local government to aggressively engage with JSEBs to develop productive business relationships leading to economic growth for COJ.

The JSEB Program seeks to successfully create a contracting environment in which everyone has the opportunity to flourish. The program goals are to:

- Ensure compliance on COJ projects.
- Promote economic development by offering technical and educational assistance.
- Encourage cooperative communication amongst various local agencies.
- Assist with financial needs by providing short-term lending programs.
- Establish a strong JSEB support presence in minority communities and with JSEB organizations.

#### **b. Management**

The Equal Business Opportunity (EBO)/Contract Compliance Division was established to manage the JSEB Program. The responsibility for JSEB Program implementation is delegated to the Director of the EBO Division. The JSEB Program Coordinator is responsible for monitoring and enforcing the compliance of JSEB participation requirements.

#### **c. JSEB Educational Program**

The JSEB Educational Program provides certified businesses with training, counseling, and mentoring opportunities required for growth. According to City Ordinance 2004-602, section 126.609(b), all certified JSEBs are required to participate in some form of education/training offered and approved by the Equal Business Opportunity/Contract Compliance (EBO) Division.

The following requirements must be met by all certified vendors:

- i. New JSEB Vendor Orientation:** All JSEB applicants are now required to attend a two-hour orientation on doing business with the COJ. This orientation completes the certification process and prepares companies to do business with COJ and other local entities.





- ii. **Recertification Term:** Vendors are required to obtain continuing education equivalent to 20 points or greater during each year of their certification period.
- iii. **Determination of Business-Related Training:** Each company will be assessed based on business type and required expertise. The EBO Division will be providing guidance to the vendors concerning the applicability of various training activities and submitting the recertification application.
- iv. **Training Providers:** Vendors can receive training through trade or professional associations or organizations, online classes or from a variety of educational sources offering business training. Additional training can be obtained through COJ and its business partners.
- v. **JSEB Responsibilities:** All vendors are responsible for keeping track of their training. A certificate of completion or receipt can be used as proof and submitted with the JSEB Continuing Education Completion Form.
- vi. **Continuing Education Options:** Any vendor involved in a formal mentor/protégé program for the benefit of enhancing his/her company will be considered for continuing education credits. Such vendor will be required to submit proper documentation which will be reviewed and approved by the EBO Division.
- vii. **JSEB CEU Completion Form:** In an effort to effectively track the recertification credits, the EBO Division has designed a completion form. Information on workshops, seminars, or other professional continuing education should be listed on the completion form. This form needs to be completed and submitted along with the recertification application annually.

#### 4. Current Public Perceptions

The following quotes about the JSEB Program from businesses within the geographic market area were culled from *Chapter 8: Anecdotal Analysis*. The opinions range from criticisms about the lack of monitoring by JSEB Program staff to laudatory comments about the Program's efficacy.

##### a. Negative Comments

##### i. Lack of Monitoring

A minority female owner of a professional services business reported that the JSEB Program is not adequately monitored:



*The other side [of the issue] is enforcement. Sometimes the prime contractors are directed to make the JSEB goals. But for the most part [the] prime contractors do not comply with their JSEB contract goals. I think that happens because they don't have enough staff support.*

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A minority female owner of a professional services firm explained why she believes the JSEB Program is not beneficial for small and minority businesses:

*I am 100 percent of the opinion that the JSEB Program is not valuable for many reasons. The biggest reason is that the City of Jacksonville does not enforce it. Even if they put out a bid that has a certain percentage requirement that JSEBs be used, there is no one who enforces that once a contract has been awarded. I'm also pretty sure they are not tracking the dollar amounts that are awarded against the dollar amounts actually paid out. For example, I had a contract two years ago in 2009, where my business was contracted to receive one dollar amount, and by the time we finished the task 18 months later, I had barely received  $\frac{3}{4}$  of the money. This was because the prime contractor put limitations on my firm as to how many hours we could bill every week knowing full well that we would never be able to collect the full amount of the contract.*

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## **ii. Inadequate Qualification Requirements**

A minority female owner of a professional services firm stated that she believes that the JSEB's financial requirements allow large businesses into the Program. This same business owner further elaborated:

*Also, the financial qualifications are too high, which allows big businesses into the program. JSEB is supposed to be a small business program; however, the ridiculous part for the financials is that as long as any local small business earns three-year average gross receipts of less than \$6 million and a personal net worth of less than \$605,000, then they can qualify to get JSEB status. In my opinion this is very unfair.*

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### iii. Prime Contractors Subverting JSEB Program Requirements

A Caucasian female owner of a goods and services business reported that she received several notifications that her company had been listed as a subcontractor without her knowledge:

*When I [was] first certified [as] JSEB, I would receive letters in the mail stating that this company was awarded the project and we were listed as a subcontractor. I would go down to the City and pull that bid and see that they named me as a JSEB vendor.*

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### iv. Difficulty Obtaining Bonding

A Caucasian male owner of a goods and other services firm reported that he has had difficulty obtaining bonding even with the JSEB Program's training and other assistance.

*I've been in business for 15 years before I entered the JSEB Program. Some of the training to get bonded was just a waste of time because the issue is getting bonding from these insurance companies. You've got to put your baby up for disposal to get bonded. And these insurance companies would knock you down, after providing them 500 pages of financials. These people still say, "Well, we can get you bonded." I think those classes are a waste of money on the City's part. We seek mowing contracts that if you want a small business to do it they need to reduce the work into smaller quantities.*

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### v. Change Program Size Standards

A Caucasian female owner of an architecture and engineering firm recommended that COJ's pre-qualification requirements be based on federal guidelines:

*Base the JSEB program size standards on the 8(a) federal program. They have size standards for small businesses that are based on the industry that you're in and not an arbitrary number.*

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### vi. Positive Comments

A Caucasian female owner of an architecture and engineering firm reported receiving good service from the JSEB certification staff:

*I had really good experiences with the people that did the JSEB certifications. They were all very good and very professional. I have nothing but good things to say about them.*

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A minority female owner of a construction firm reported that the JSEB Program has greatly aided her business:

*We wouldn't have had 90 percent of our work if it wasn't for JSEB. They use us because they need us.*

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A Caucasian male owner of a goods and services firm stated that the JSEB Program has greatly benefited his company for the past seven years:

*I can't tell you enough of positive things. It was a positive experience working with the City. I think we've got ways to improve our system. But overall, it's been great for seven years. I really do appreciate everything the City has done for my company.*

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### **C. Effectiveness of the JSEB Program**

The JSEB Program elements are quite comprehensive. An objective measure of the Program's effectiveness is an examination of the dollars awarded to JSEBs by COJ during the study period. The Program requires awarding at least 20 percent of work for JSEBs in the Capital Improvement Plan. It also sets numeric goals by industry which average 18.5 percent. Tables 10.03 and 10.04 present the JSEB participation as percentages of COJ's total expenditures for each fiscal year during the study period. The JSEB participation calculation includes all dollars paid to certified JSEBs as a prime contractor or subcontractor. Two separate analyses were conducted. Table 10.04 calculates JSEB participation for all COJ contracts awarded during the study period. Table 10.05 calculates JSEB participation for all COJ contracts under \$500,000.

Table 10.04 below details COJ's JSEB participation on all contracts. Approximately 5.76 percent of all dollars awarded during the study period, representing \$56,095,639.53, were awarded to JSEBs. Fiscal year 2007 had the highest JSEB participation with 10.9 percent of all dollars awarded during the fiscal year, representing \$23,194,018.47, were awarded to JSEBs.

**Table 10.04: JSEB Participation on all COJ Contracts**

Fiscal Year	Total JSEB Amount	Total Dollars	Percent of JSEB Dollars
2006	\$4,739,239.93	\$110,082,222.24	4.31%
2007	\$23,194,018.47	\$212,718,085.28	10.90%
2008	\$14,924,647.13	\$357,719,735.52	4.17%
2009	\$7,712,922.87	\$156,490,889.79	4.93%
2010	\$5,524,851.13	\$137,158,888.84	4.03%
<b>Total</b>	<b>\$56,095,679.53</b>	<b>\$974,169,821.67</b>	<b>5.76%</b>



Table 10.05 below details COJ's JSEB participation on contracts under \$500,000. Just 8.69 percent of all dollars awarded on contracts \$500,000 and under during the study period, representing \$8,183,679.43, were awarded to JSEBs. Even when the analysis of JSEB awards was limited to smaller contracts, the numerical goal was not achieved. Fiscal year 2006 had the highest JSEB participation with 19.4 percent of dollars awarded on contracts \$500,000 and under during the fiscal year, representing \$1,367,339.05, were awarded to JSEBs.

**Table 10.05: JSEB Participation on COJ Contracts less than \$500,000**

<b>Fiscal Year</b>	<b>Total JSEB Amount</b>	<b>Total Dollars</b>	<b>Percent of JSEB Dollars</b>
2006	\$1,367,339.05	\$7,047,909.99	19.40%
2007	\$1,504,195.28	\$11,132,862.08	13.51%
2008	\$2,494,870.08	\$39,089,447.02	6.38%
2009	\$1,670,227.40	\$19,185,386.01	8.71%
2010	\$1,147,047.62	\$17,702,044.99	6.48%
<b>Total</b>	<b>\$8,183,679.43</b>	<b>\$94,157,650.09</b>	<b>8.69%</b>

While there is higher JSEB participation on COJ contracts less than \$500,000, JSEB participation on these contracts has decreased from a high of 19.4 percent in fiscal year 2006 to 6.48 percent in 2010. It is evident that the annual JSEB goal was not attained; therefore, COJ should make every reasonable effort to increase JSEB participation and increase the program's effectiveness. The next section provides recommendations to increase JSEB participation in general, and on smaller contracts in particular.

#### ***IV. RACE AND GENDER-NEUTRAL RECOMMENDATIONS***

The following section provides race and gender-neutral recommendations designed to increase the pool of available businesses interested in working on COJ contracts, and to increase the participation of JSEBs and M/WBEs.

##### ***A. JSEB Program Enhancements***

The JSEB Program outcomes indicate a need for enhancements to the existing program elements, implementation of program elements in the Ordinance, and the addition and implementation of new elements and implementation.



## 1. Review Size Standards

COJ's current size standard is 30 percent of the business sizes defined by the U.S. Small Business Administration (SBA). This level is still much higher than the size of 80 percent of the market area businesses. The objective of the size standards is to include COJ businesses that are indeed small and can benefit the most from participation in the JSEB Program. Recently, SBA size standards have increased. Mason Tillman recommends that COJ periodically review its size standards and tailor them to correspond with the sizes of its businesses. The size profile of the COJ's businesses can be derived from the business license data. Such a review would allow COJ to base its size standards on conditions in its own environment, rather than the United States as a whole.

## 2. Create a Very Small Business Enterprise Category

A Very Small Local Business Enterprise category should be added with eligibility criteria that would limit competition to Very Small Business Enterprise. It is recommended that the Very Small Business Size should be limited to companies with a three-year average gross sales of \$750,000 or less. The residency requirements would be the same as the current JSEB eligibility standards. It is important to note that the majority of businesses in Duval County are small, with the U.S. Census finding that 72.88 percent of Duval County businesses have fewer than ten employees, and 55.42 percent have five or fewer employees.

## 3. Penalties for Not Achieving the Project Goal

*"JEA does not really enforce their program, nor does the City of Jacksonville."*

*"In most cases the goals are not enforced."*

To address a prime contractor's failure to meet the goal at the end of its contract, COJ should use monetary penalties. The option of imposing penalties on prime contractors that do not maintain JSEB participation on the total contract dollars should be included in the Program. The penalty should equal to the shortfall of the JSEB award amount. Any penalty would be deducted from the prime contractor's final

payment. A process should be established to afford both the prime and the subcontractor due process. Circumstances when the prime is permitted to reduce the subcontractor's award should be set forth in the Program and correspond with the criteria that govern the substitution provision.



#### 4. Unbundle Large Procurements into Smaller Contracts

*Some of these contracts need to be broken down into pieces, so small businesses might be able to apply*

Bundling occurs when small purchases are consolidated into one contract, or when goods or services previously purchased individually are grouped together into a single solicitation. Bundling also occurs when projects that are on separate sites—or on discrete areas of the same site—are included in one solicitation.

The bundling of contracts prevents small firms from bidding on the parts for which they are qualified because the contract includes items they cannot perform. A Manager's Survey was conducted with twenty key procurement managers at COJ, the Jacksonville Transportation Authority, JAXPORT, JEA, and the Duval County Public Schools. Fourteen of the 20 procurement managers reported that they do not unbundle contracts and the majority of the other managers reported that they only unbundle contracts targeted for JSEBs, but not for small businesses in general.

Given the geographic market area's ever-increasing small business population, attention to the size of solicitations is simply good business. Unbundling will bring more opportunities within reach of the majority of the local businesses.

Multi-year price agreements and blanket purchases are examples of procurement processes which effectively combine small purchases into one large contract. These agreements are routinely used to make small purchases or issue small task orders. Purchases made under these agreements are examples of the type of procurement that could be unbundled. COJ should therefore review multi-year price agreements and task orders to see if they can be unbundled. Unbundling large procurements would increase the opportunities for JSEBs to compete for COJ contracts.

In determining whether projects should be unbundled, the following criteria should be reviewed:

- Whether or not the project takes place in more than one location
- Size and complexity of the procurement
- Similarity of the goods and services procured
- Sequencing and delivery of the work
- Public safety issues and convenience
- Procurement division options
- Size of the task orders issued against the procurement



## 5. Amend Current Certification Requirements for Race Conscious Program

*“Another reason why JSEB is not valuable is [that] it is a well-known fact that some non-minorities, in other words White males, create “front” companies and put their wives or girlfriends or daughters as the owners, since White female-owned businesses are considered a minority business.”*

COJ should amend its current JSEB certification requirements so that applicants requesting MBE certification must provide proof of minority status. Proof of minority status can include a picture identification card of the owner, or the owner’s birth certificate. The current JSEB application is extensive, and does include an affidavit asserting that all contents in the application are true. However, a number of businesses certified as MBE were found to not be minorities under the JSEB criteria. Additionally, there were minority businesses that shared office space with a non-M/WBE. Therefore, COJ should also consider implementing periodical field and office reviews to

verify that the information provided in an application is true. Certification criteria may need to be revised to ensure they are comprehensive and incorporate standards that will discern bogus companies and fronts.

### **B. Recommended Procurement Strategies**

Remedies that apply to various stages in the procurement process which would increase JSEB participation in COJ’s contracts through race and gender-neutral means are outlined below.

#### **1. Pre-Bid Recommendations**

This section contains recommendations for COJ to implement prior to advertising a solicitation.

##### **a. Networking Opportunities**

COJ sponsors a seminar on the JSEB Education Program as well as New Vendor Orientation. COJ should also sponsor marketing forums to allow JSEBs to deliver technical presentations to COJ departments and management staff. The forums should be topical and held on at least a quarterly basis. For example, the topic for one quarter could be school renovations, and another forum could target professional service firms. COJ personnel should notify JSEBs of the opportunity to make a presentation. Businesses should be required to register on line on a first-come, first-served basis. Each COJ department that procures the goods or service which is the topic of the forum should be required to have a representative in attendance at the forum. The forums should be advertised in trade associations, agency publications, and the website to target JSEBs. The outreach material should provide detail sufficient to inform interested businesses of the opportunity to make a presentation at the forum. The forums would allow JSEBs to





become more familiar with procurement and department managers, as well as increase the COJ staff's knowledge of the goods and services offered by JSEBs.

**b. Use Direct Contracting to Award Small Prime Contracts**

Direct contracting occurs when separate contracts are awarded for specialty or non-license services which might otherwise be included as an item of work in a construction contract or within the scope of an architecture and engineering contract. Direct contracting would increase the opportunities for, and build the capacity of small firms by allowing them to work as prime contractors on a greater variety of contracts.

In the construction industry trucking, demolition, surveying and landscaping could be awarded as direct contracts and not as items of work in the general construction contract, when feasible. Design services, which are not required to be performed by a licensed engineer, architect, or registered surveyor, could be awarded as direct contracts. These services include planning, environmental assessments, ecological services, cultural resource services, and testing services.

**c. Establish a Direct Purchase Program for Construction Contracts**

Under a direct purchase program, the general contractor includes the cost of construction materials and supplies in the bid. The supplier's name, quantities, and quote are included in the bid. COJ could issue a purchase order to pay the supplier directly, and the supplier would deliver the materials to the job site according to the contractor's schedule.

A direct purchase program would reduce the amount of the prime and subcontractors' bid subject to a bond. For the purpose of bonding a job, the cost of supplies could be subtracted from the bid price, thereby reducing the amount of the contractor's bond.

This program can be beneficial to construction subcontractors and small primes that may have cash flow challenges in funding their jobs. It would be especially helpful for the JSEB because the cost of the contract—and in turn the amount that has to be bonded—is reduced by the material costs included in the direct purchase. The cash flow required to pay suppliers in advance of receiving reimbursement for the materials from the prime contractor is also eliminated. Additionally, the supplier, knowing that it would receive direct payment from the COJ, could give the business a more competitive price, thereby reducing the overall bid price.



#### d. Revise Insurance Requirements

*‘Some of the insurance obligations of the City are crazy, and I don’t think it gives the small contractor a fair chance to participate regardless of race or gender.’*

Insurance requirements should be evaluated to ensure that smaller contracts do not carry a disproportionately high level of coverage. As a general practice, COJ should implement standard insurance provisions applicable to all COJ departments. A JSEB/DBE Survey was conducted with certified JSEBs and DBEs, 54 percent of the respondents recommend insurance and bonding assistance for JSEBs and other small businesses. Insurance requirements on small contracts should be eliminated. For all other contracts, the coverage should be set in relation to the actual contract liability. Prohibitive insurance requirements can be a disincentive to bidders, constitute a barrier to JSEBs, and increase COJ’s costs to procure construction and professional services.

Bonding and insurance should be eliminated for informal contracts, and COJ should consider establishing an Owner-Controlled Insurance Program to consolidate risk management costs and reduce the burden of insurance premiums for all vendors.

#### e. Phase Retainage Requirements

Retainage—as the percentage of the contract value withheld from each payment until the successful completion of a project—should be eliminated for small prime contracts and reduced for JSEB prime contractors. The subcontractors’ retainage should be released on an item-by-item basis as the contractors’ work, supplies or equipment is accepted. This practice would reduce the cash flow burden experienced by small construction prime contractors and subcontractors. Increased cash flow would allow small businesses to build capacity.

#### f. Maintain Virtual Plan Room

*‘I’ve been in contact with Construction Bulletin and they advised me that the City has stopped them from providing the plans online due to costs.’*

*“You can’t view them on COJ.net. Everybody else is making them accessible except for the City of Jacksonville.”*

COJ should consider purchasing software that would allow bidders to obtain digitized plans and specifications on its website at no cost. Online access to plans and specifications could reduce the cost for COJ to produce the documents and the contractor to acquire them. Plan rooms located in trade and business associations’ headquarters and at COJ should be established.

The plan rooms should be outfitted with computers for electronic access to the plans and specifications. Hard copies of the documents should also be made available.



## 2. Post-Award Recommendations

Post-award remedies are applicable to the procurement process after a contract has been awarded.

### a. Pay Mobilization to Subcontractors

*‘One of the serious problems with doing business is that we can get a contract but [not] funding. They had funding available for contractors, but I don’t know any Blacks that got any money to sustain them until they were able to get a draw off of their jobs.’*

Under circumstances where mobilization payments are approved for the prime contractor the subcontractor should be paid an amount equal to their participation percentage no later than five (5) business days before they are required to mobilize to perform their work. To ensure transparency, subcontractors should be notified when prime contractors receive mobilization payments from COJ. Notification should be provided through facsimile, or e-mail. The information should also be posted on the COJ website. For subcontractors, project start-up costs can also be significant. A subcontractor that has limited resources and access to credit may find that expenses inhibit its ability to bid on COJ contracts.

### b. Give Five-day Notice of Invoice Disputes

Within five (5) days of receiving a disputed invoice, the contractor should receive a notice from COJ detailing any item in dispute. Undisputed invoice amounts should be paid promptly, and disputed items should be resolved in a timely manner. The prime contract should have the same obligation to notice the subcontractor within five (5) days of any disputed invoice or item of work on an invoice. Any undisputed item of work should be processed and paid in accordance with Expedited Payment Program. By using this system, JSEBs would be better able to maintain positive cash flow while providing services to COJ.

### c. Implement Formal Dispute Resolution Standards

*‘Canceling contracts and giving them out to his friends and buddies.’*

Dispute resolution standards should be established to allow businesses to resolve issues relating to work performance after contract award. The dispute resolution standards should apply to disputes between prime contractors and COJ as well as disputes between subcontractors and prime contractors. The dispute resolutions should include provisions for an ombudsperson to handle mediation and arbitration. Mediation should be mandatory in the event of a dispute.



The first step in the mediation process would be the aggrieved party submitting its complaint in writing to the ombudsperson, who would then aid the parties in resolving the dispute by investigating the claim and making initial contact with COJ, prime contractor, or subcontractor. If the dispute is not resolved through these means, the ombudsperson will assist the aggrieved party in filing a request for mediation. A dispute must be taken to the ombudsperson before it can proceed to mediation.

Mediation is the second step in the resolution process. The mediator contacts both parties involved in the dispute and assists the parties in arriving at an agreed upon resolution. Neither party may involve legal representation during the mediation process. If the parties are not able to reach a mutually agreed upon resolution through mediation, the dispute may proceed to arbitration. A dispute must be taken to mediation before it can proceed to arbitration.

Arbitration is the final step to resolving a dispute, and the decision reached by the arbitrator is final and binding. The parties may retain legal representation during the arbitration process.

#### **d. Implement a Commercially Useful Function Requirement**

COJ should require evidence that all certified subcontractors, suppliers and truckers listed on a bid or proposal are performing a Commercially Useful Function (CUF). The responsibility for listing businesses to perform a CUF is the sole responsibility of the prime contractor.

The purpose of the CUF requirement is to prevent businesses from acting as a “pass through” or “front” when identified as a subcontractor, especially to meet a contract goal. Participation that is artificial or incidental in order to meet a contract goal or other solicitation requirements does not meet the commercially useful standard. When CUF is not verified, there is a potential for obtaining unwarranted COJ preference advantages. The CUF requirement should apply to all procurement activity including change orders, substitutions, and task orders.

Minimally, a business performing a CUF does all of the following:

- Is responsible for the execution of a distinct element of the work of the contract
- Carries out its obligation by actually performing, managing, or supervising the work involved and in the case of a supplier warehousing its materials, supplies, and equipment
- Performs work that is normal business practice for its industry, service, and function
- Is not subcontracting portion of the work that is greater than that expected to be subcontracted by normal industry practices
- Maintains an inventory and a business establishment



In contrast, a subcontractor, trucker, or supplier is not considered performing a CUF if its role is limited to that of an extra participant in a transaction, contract or project through which funds are passed in order to obtain the appearance of JSEB participation or to meet other solicitation requirements. COJ should implement a CUF review that includes site and office visits for any complaint or suspicion that a business is not providing a CUF.

**e. Provide Debriefing Sessions for Unsuccessful Bidders**

*‘It was for the City of Jacksonville’s IT bid. We were the lowest bidder, but they disqualified our bid and gave it to another firm.’*

Debriefing sessions should be made available to unsuccessful bidders. This option should be published on COJ’s website and included in the Notice of Intent to Award that is sent to unsuccessful bidders. The proposal, statement of qualifications or bid of the business recommended for award should be available upon written request.

**f. Institute a Payment Verification Program**

COJ should use the Equal Business Opportunity Program Consultant and Contractor’s Monthly Report Form to verify payments made to subcontractors, subconsultants, truckers, and suppliers. Each subcontractor listed as paid for the previous billing cycle should be contacted electronically to verify that payment was received. If a subcontractor reports a discrepancy in the amount actually received from the prime contractor the discrepancy should be resolved before any additional payments are made to the prime contractor. The simplest resolution would be to have the prime contractor submit to COJ the front and back of the cancelled check written to the subcontractor. This payment verification program should be advertised on COJ’s website, in solicitation documents, and in contract documents.

**g. Conduct Routine Post-Award Contract Compliance Monitoring**

*‘I would go down to the City and pull that bid and see that they named me as a JSEB vendor.’*

Monthly contract compliance monitoring should be conducted to ensure that the subcontractor participation listed in bids, proposals, and statements of qualification is achieved for the contract duration. After the contract is awarded regular compliance monitoring should verify the prime contractor’s post

award subcontracting levels. Consistent contract compliance monitoring could minimize the hardships experienced by all subcontractors due to unauthorized substitutions and late payments.



The following contract compliance monitoring methods are recommended:

- Track and report subcontractor utilization in an electronic database utilizing Equal Business Opportunity Program Consultant and Contractor's Monthly Report Form.
- Impose penalties for failure to pay a listed subcontractor for work performed or for unauthorized substitution.

### 3. Additional Administrative Recommendations

The following recommendations apply to COJ's procurement process as a whole and are intended to increase its efficacy and efficiency.

#### a. Develop a JSEB Program Manual and Training Program

*"Some department heads and purchasing staff are not accustomed to doing business with minority companies. Well, it's time to come into the 21st century and offer diversity training to encourage communication."*

A successful JSEB Program requires collaboration from all departments. Collaboration derives from a uniform understanding and application of the Program. A *JSEB Program and Training Manual* should be developed to standardize the delivery of the JSEB Program requirements. A manual could ensure that all department managers and their staff have the knowledge and skills to fulfill their duties within the Program. The procedures set forth in the manual should become standard operating procedures in each department. The *JSEB Program and Training Manual* would also provide staff with clear guidance on its responsibilities to track and report the participation of JSEBs, and to fulfill other Program requirements.

Furthermore, a *JSEB Program and Training Manual* should be developed and incorporated in COJ's new employee orientation. City-wide training could be web-based. Staff compliance should be evaluated through both department-level reports of JSEB utilization and managers' performance reviews.

#### b. Fully Staff the JSEB Office

*"But for the most part [the] prime contractors do not comply with their JSEB contract goals. I think that happens because they don't have enough staff support."*

The JSEB Office should be staffed with an adequate number of experienced professionals capable of fulfilling the responsibilities attendant to an enhanced and expanded JSEB Program. Adequate staffing is necessary to implement and enhance the JSEB Program. The number of staff currently assigned to handle the JSEB Program is not adequate to fulfill the expanded responsibility of the office. The staff should be augmented to include an ombudsperson who would handle disputes and address the



concerns of businesses that contract with COJ, or are interested in doing so. The staff should have knowledge about procurement standards, Florida contracting law, regulations and affirmative action programs. The personnel should have professional knowledge of the construction and construction related industries. The education levels and professional experience should include business administration and business processes. In order to service the enhanced JSEB Program, computer and database knowledge should be requisite skills for new hires.

#### **c. Evaluate Staff Compliance with the JSEB Program**

Staff compliance should be evaluated through both department-level reports of JSEB utilization, in conjunction with managers' performance reviews. Program monitoring reports should describe the level of JSEB contracting by department. The performance evaluation of all managers should include criteria to measure the department's JSEB utilization and compliance with the JSEB program requirements. Staff members who comply with program requirements to utilize JSEB on informal contracts should be recognized. Such acknowledgment could be in the form of a letter from supervisory staff and recognition in the quarterly utilization report. Formal recognition would provide staff with an additional incentive to meet program requirements and reward those who consistently demonstrate a commitment to diversity. Compliance of staff with the Program should be included as part of managers' performance evaluation, as well.

#### **d. Implement a Veterans Business Enterprise Program**

COJ should consider implementing a Veteran Business Enterprise (VBE) Program to assist VBEs to compete more successfully on COJ's contracts. COJ could set a small VBE participation goal of at least three (3) percent to the overall dollar amount expended each year by each department. The business should be at least 51 percent owned by one or more veterans. The daily operations should also be managed and controlled by one or more veterans.

#### **e. Create a Business Advisory Council**

COJ, in conjunction with all participating agencies, should create a Business Advisory Council (BAC) to advocate for small business owners to have increased access to the COJ's procurement process. The objective of the BAC is to advise and make recommendations to COJ in the areas of:

- Increasing access to procurement and contracting opportunities for woman-owned, minority-owned and other small businesses;
- Reviewing participating agencies' initiatives, staff recommendations, and policies that impact small businesses participation; and
- Better informing small business communities of prospective procurement and contract opportunities.



The BAC would be devoted to promote, improve and increase the development of business capacity and economic opportunities, to enhance accessibility to potential procurement and contracting opportunities, and to facilitate business and professional networking to all small businesses.

The BAC should consist of representatives from professional or business organizations which have many business members, and advocates for small business development, and for promoting public contracting opportunities for small businesses. Additionally, each BAC member must support the BAC's mission, objectives, and goals, and should be domiciled within the market area.

The BAC should hold monthly meetings on a regular basis at a place and time designated by the BAC for the transaction of such business as may come before the committee. Additionally, special meetings may be called as needed by the participating agencies officials or BAC members. The BAC should be a business organization representative. To be eligible for BAC election, candidates must be in good standing, and have been a member for not less than six months prior to the election.

### ***C. Tracking and Monitoring Systems Assessment and Recommendations***

Recommendations in this section are presented as strategies to enhance COJ's management of the financial and procurement data necessary to ensure accuracy of its utilization reports. An assessment of COJ's data management process revealed the need for an improved system.

#### **1. COJ Data Assessment**

***Electronic Data:*** This assessment is based on a review of the prime contractor data, subcontractor data, and vendor data in an electronic format. The prime, subcontractor and vendor records for the five-year study period were requested in a computer-readable format, either Microsoft Excel or Access. Mason Tillman's request included the definition of the data fields to be included in the prime, subcontractor, and vendor records. The initial file COJ submitted was incomplete. The review identified conditions that required COJ to clean the provided prime contract data and to undertake further research to identify the prime's subcontractor records. The data issues and questions identified in the review were delineated in a Data Verification Report (DVR) which was submitted to COJ. The DVR contained Excel files with the problematic records and a supporting memorandum describing the problems.

The types of issues identified in the review of the provided data suggested deficiencies in COJ's financial and procurement systems or issues with the transfer of data across the two platforms. For example: prime contract records that duplicate contract or PO numbers; records with duplicate prime contractors and award amounts had different contract or purchase order numbers; different prime contractors had the same contact





information; there were conflicting ethnicity and gender information; and prime contract records had no prime contractor name, contract number or purchase order number. The subcontractor records provided by COJ were not linked to their corresponding prime contractors, and were therefore rendered useless. The vendors list had businesses without complete contact information, and the list also had different vendors with the same contact information.

**Contract Files:** Extensive coordination and communication with COJ's project manager and information technology staff about the conditions of the electronic data indicated that significant research was needed to clean the data and to complete the subcontractors. Hard-copy files were identified as a key source to reconstruct the missing subcontractor records. Unfortunately, the project files for the contracts awarded within the study period were in disarray, disorganized, and housed in multiple locations, making it extremely onerous to reconstruct the data. These conditions increased the time and effort necessary to find the correct contract files, located in numerous boxes housed in multiple locations. Further complicating the data collection effort was the lack of an easily navigable archiving system. Nonetheless, through a significant effort on the part of Mason Tillman and its team of subcontractors, and Mason Tillman's prime and subcontractor expenditure surveys, a significant portion of the subcontract records, and all the vendors data was reconstructed.

The following recommendations suggest modifications to the electronic data and hard-copy contract files with the purpose of producing verifiable reports on actual expenditures, and reducing costs on future data collection and audit efforts.

## **2. Use a Unique Identifier for All Contracts Regardless of Procurement Type**

The same numbering scheme should be utilized for all purchase types in order to eliminate duplicate contract numbers. For example, the contract numbers for purchase orders should be assigned from the same set of contract numbers that prime contracts or blanket purchase orders are assigned. Additionally, purchase orders against blanket purchases or task order agreements should carry the unique identifier for the blanket purchase order or contract, as well as a unique identifier for each purchase order.

## **3. Reassess Current Archiving System and Utilize a Professional Archiving System**

Based upon Mason Tillman's review of COJ's hard-copy records, it would appear that COJ archives were not in professional order. Therefore, COJ should reassess its current archiving system and utilize a professional archive system for records in storage. A professional archiving system would allow for quicker access and easier reference when reviewing contract files. It could also potentially be a cost-saving mechanism by reducing the time needed to archive or to locate past files for review.



#### 4. Implement Uniform Standards for Data Capture

All procurement data should be captured in a uniform standard. During the study period, COJ used different formats to enter dates, ethnicity and gender, and contract numbers. Uniform standards should be developed for recording all procurement data, and it should be mandatory that all data is entered and reported in a uniform standard. Uniformity should be a standard COJ applies to all data collection.

#### 5. Create a System to Report, Track, and Collect all Subcontractor Information

COJ's Equal Business Opportunity Program Consultant and Contractor's Monthly Report Form is structured to capture *all* JSEB and non-JSEB subcontractors, subconsultants, truckers, and suppliers' payments. Currently, a hard-copy version of the Form is used to track this information, but the Form should be digitized and submitted electronically by all primes when requesting payment. The reported data should be verified by the listed businesses. This system would enable COJ ability to report reliable awards and payments to all subcontractors, subconsultants, suppliers and truckers. Additionally, solicitation documents and prime contracts should be modified to require subcontractors', subconsultants', suppliers', and truckers' contract information to be submitted with every bid, proposal and statement of qualifications.

#### 6. Track Type of Work Performed

COJ should utilize the North American Industry Classification System (NAICS) commodity codes, to describe the specific nature of work performed in each contract. All COJ expenditures should be assigned an appropriate NAICS code based on the goods or services provided by the contract. In addition, all expenditures to government agencies and not-for-profit organizations should be coded appropriately.

#### 7. Publication of Business Processes

*"I think that if you bid on a job, the award information should automatically be sent out, so we will know who won and what their numbers were."*

COJ should consider making the procurement process more transparent by publishing their procurement data on-line in a standardized, downloadable, and readable format. Providing an open source of procurement data will engender the public's trust in the procurement process, and make procurement decisions more transparent. Businesses would have

the information needed to make informed judgments about doing business with COJ. Information regarding past, future, and current opportunities could be gleaned directly from the open source. Also, reducing the time a business must commit to locating information relating to contract opportunities would be beneficial. It would also be a cost savings to not have staff responding to a myriad of requests from businesses for



information. An open source would also maximize staff time, resources, and goodwill with the COJ's constituents.

## **1. Implement a Unified Procurement Solution**

*"The first problem that I have with the City of Jacksonville is that their procurement opportunities cannot be found in one specific area."*

COJ currently has a citywide bidding opportunities portal that has links to the other participating partners' websites for information on current solicitations. The citywide bidding opportunity portal should be expanded into a unified procurement solution. A unified procurement solution could be developed wherein businesses would only have to go to one place to access all the critical procurement elements for each agency, including communication, registration, certification, training, solicitations, awards, contract funding and access to capital, and networking. Businesses should be able to apply for certifications and submit bids to all participating agencies in this unified procurement solution. The information should also be housed on each Agency's business webpage. If implemented correctly, a unified procurement solution would increase access to public contracting, and in turn increase participation of minority and woman-owned businesses.

### **B. Website Enhancements**

The COJ web page was evaluated to assess its functionality, informational value, and accessibility for contractors inquiring about business with COJ. COJ's website is aesthetically pleasing and user-friendly for visitors wishing to obtain information about COJ's services. For businesses seeking contracting opportunities, the website does provide useful information and features. However, there are some modifications which could enhance its functionality and content to provide improved user-friendly access to contracting and procurement information. The following enhancements are offered.

#### **1. Part 1: Structural Enhancements**

Three aspects of a website that facilitate its usability are outlined in the sections below: 1) consideration for the needs of users with disabilities, 2) consideration for the needs of users with language barriers and 3) mobile optimization. The following sections provide recommendations to improve the usability of the COJ website in these three areas.

##### **a. Consider the Needs of Visitors with Disabilities**

While the web is still a largely visual medium, it is important to take into consideration users who cannot access it in the standard way. Many design decisions affect not only a website's appearance but its accessibility to users dependent upon alternative technologies to access the Internet. Good design practices to maximize accessibility are

technologies to access the Internet. Good design practices to maximize accessibility are almost always good design practices in general. A well-designed site will often be an accessible site.

The use of a small font is a potential barrier for visually challenged users, since small fonts greatly reduce readability. COJ's site presents a challenge to those without 20/20 vision. Having the option to change the font size on the page, which is the standard on JAXPORT's website, would solve the problem for visually challenged users.

#### **b. Consider the Needs of Visitors with English as a Second Language**

English is not the primary language for all users. One method to accommodate English Second Language (ESL) users is to offer the site in multiple languages. A language selection bar, like the one on the bottom of DCPS's webpage, would allow users to choose a preferred language. Upon selecting a language option, the entire COJ site would appear in the alternative language. Offering this option would increase the efficiency and dissemination of information to business users for whom English is a second language.

#### **c. Develop a Mobile-optimized Website**

The popularity of handheld devices has increased the need for mobile-optimized websites. Mobile-optimized sites provide a faster and more efficient experience for handheld device users. There are two types of mobile-optimized websites. One is responsive web designs and the other is dedicated mobile sites.

***Responsive web designs*** keep website content consistent across devices such as desktops, laptops, tablets, and smart phones. A responsive web design is a full site option that is mobile optimized. It should provide the best viewing experience with easy navigation and minimal scrolling and resizing of windows.

***Dedicated mobile sites*** are customized for browsing with a handheld device. They reduce the amount of content on the homepage, thus providing a faster page loading speed. A dedicated mobile site provides handheld users with an option to view the site through either a dedicated mobile site or full site option. COJ should offer a dedicated mobile site to tailor pertinent content to its business users and others who browse its website on a handheld device.

### **2. Part II: Content Enhancements**

There are two aspects of COJ's website that facilitate the efficient dissemination of its business content: 1) a Doing Business tab on the homepage and 2) a Twitter™ feed. The following sections provide recommendations to improve the content on the COJ website in these two areas.



#### **a. Set-Up a Twitter™ Feed**

A Twitter™ feed can be an informative tool providing hints and tips for responding to COJ solicitations. The object is to have rotating, pertinent information for the site's target user. Its purpose is not to amass Twitter™ followers. COJ's website should incorporate a Twitter™ feed, located on the homepage. COJ has Twitter™, Facebook™, and Flickr™ accounts; however, the accounts are not specifically targeted to businesses seeking contracting opportunities. A second Twitter™ account under the proposed "Contracting with COJ" tab could house hints, tips, and questions pertaining to contracting.



# APPENDIX A:

## UTILIZATION BY FISCAL YEAR

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**City of Jacksonville**

**Construction Prime Contractor Utilization  
All Contracts**

**Fiscal Year 2005**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	7	17.50%	\$801,879	2.52%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	5	12.50%	\$648,398	2.04%
Non-Minority Males	28	70.00%	\$30,338,152	95.44%
<b>TOTAL</b>	<b>40</b>	<b>100.00%</b>	<b>\$31,788,429</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	7	17.50%	\$801,879	2.52%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	5	12.50%	\$648,398	2.04%
Non-Minority Males	28	70.00%	\$30,338,152	95.44%
<b>TOTAL</b>	<b>40</b>	<b>100.00%</b>	<b>\$31,788,429</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	7	17.50%	\$801,879	2.52%
Caucasian Females	5	12.50%	\$648,398	2.04%
Non-Minority Males	28	70.00%	\$30,338,152	95.44%
<b>TOTAL</b>	<b>40</b>	<b>100.00%</b>	<b>\$31,788,429</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	7	17.50%	\$801,879	2.52%
Women Business Enterprises	5	12.50%	\$648,398	2.04%
<b>Minority and Women Business Enterprises</b>	<b>12</b>	<b>30.00%</b>	<b>\$1,450,277</b>	<b>4.56%</b>
Non-Minority Male Business Enterprises	28	70.00%	\$30,338,152	95.44%
<b>TOTAL</b>	<b>40</b>	<b>100.00%</b>	<b>\$31,788,429</b>	<b>100.00%</b>

**City of Jacksonville**

**Architecture and Engineering Prime Contractor Utilization  
All Contracts**

**Fiscal Year 2005**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	1	25.00%	\$132,841	1.76%
Non-Minority Males	3	75.00%	\$7,420,510	98.24%
<b>TOTAL</b>	<b>4</b>	<b>100.00%</b>	<b>\$7,553,351</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	1	25.00%	\$132,841	1.76%
Non-Minority Males	3	75.00%	\$7,420,510	98.24%
<b>TOTAL</b>	<b>4</b>	<b>100.00%</b>	<b>\$7,553,351</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	1	25.00%	\$132,841	1.76%
Non-Minority Males	3	75.00%	\$7,420,510	98.24%
<b>TOTAL</b>	<b>4</b>	<b>100.00%</b>	<b>\$7,553,351</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	1	25.00%	\$132,841	1.76%
<b>Minority and Women Business Enterprises</b>	<b>1</b>	<b>25.00%</b>	<b>\$132,841</b>	<b>1.76%</b>
Non-Minority Male Business Enterprises	3	75.00%	\$7,420,510	98.24%
<b>TOTAL</b>	<b>4</b>	<b>100.00%</b>	<b>\$7,553,351</b>	<b>100.00%</b>

City of Jacksonville

Professional Services Prime Contractor Utilization  
All Contracts  
Fiscal Year 2005

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$220,731	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$220,731</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$220,731	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$220,731</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$220,731	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$220,731</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
Non-Minority Male Business Enterprises	1	100.00%	\$220,731	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$220,731</b>	<b>100.00%</b>

City of Jacksonville

Goods and Other Services Prime Contractor Utilization  
All Contracts

Fiscal Year 2005

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	2	28.57%	\$142,363	2.92%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	5	71.43%	\$4,737,851	97.08%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$4,880,215</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	1	14.29%	\$26,315	0.54%
African American Males	1	14.29%	\$116,048	2.38%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	5	71.43%	\$4,737,851	97.08%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$4,880,215</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	1	14.29%	\$26,315	0.54%
Minority Males	1	14.29%	\$116,048	2.38%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	5	71.43%	\$4,737,851	97.08%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$4,880,215</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	2	28.57%	\$142,363	2.92%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>2</b>	<b>28.57%</b>	<b>\$142,363</b>	<b>2.92%</b>
Non-Minority Male Business Enterprises	5	71.43%	\$4,737,851	97.08%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$4,880,215</b>	<b>100.00%</b>

City of Jacksonville

Construction Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2005

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	7	21.21%	\$801,879	15.59%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	5	15.15%	\$648,398	12.61%
Non-Minority Males	21	63.64%	\$3,692,670	71.80%
<b>TOTAL</b>	<b>33</b>	<b>100.00%</b>	<b>\$5,142,947</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	7	21.21%	\$801,879	15.59%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	5	15.15%	\$648,398	12.61%
Non-Minority Males	21	63.64%	\$3,692,670	71.80%
<b>TOTAL</b>	<b>33</b>	<b>100.00%</b>	<b>\$5,142,947</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	7	21.21%	\$801,879	15.59%
Caucasian Females	5	15.15%	\$648,398	12.61%
Non-Minority Males	21	63.64%	\$3,692,670	71.80%
<b>TOTAL</b>	<b>33</b>	<b>100.00%</b>	<b>\$5,142,947</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	7	21.21%	\$801,879	15.59%
Women Business Enterprises	5	15.15%	\$648,398	12.61%
<b>Minority and Women Business Enterprises</b>	<b>12</b>	<b>36.36%</b>	<b>\$1,450,277</b>	<b>28.20%</b>
Non-Minority Male Business Enterprises	21	63.64%	\$3,692,670	71.80%
<b>TOTAL</b>	<b>33</b>	<b>100.00%</b>	<b>\$5,142,947</b>	<b>100.00%</b>

City of Jacksonville

Architecture and Engineering Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2005

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	1	33.33%	\$132,841	29.07%
Non-Minority Males	2	66.67%	\$324,126	70.93%
<b>TOTAL</b>	<b>3</b>	<b>100.00%</b>	<b>\$456,967</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	1	33.33%	\$132,841	29.07%
Non-Minority Males	2	66.67%	\$324,126	70.93%
<b>TOTAL</b>	<b>3</b>	<b>100.00%</b>	<b>\$456,967</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	1	33.33%	\$132,841	29.07%
Non-Minority Males	2	66.67%	\$324,126	70.93%
<b>TOTAL</b>	<b>3</b>	<b>100.00%</b>	<b>\$456,967</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	1	33.33%	\$132,841	29.07%
<b>Minority and Women Business Enterprises</b>	<b>1</b>	<b>33.33%</b>	<b>\$132,841</b>	<b>29.07%</b>
Non-Minority Male Business Enterprises	2	66.67%	\$324,126	70.93%
<b>TOTAL</b>	<b>3</b>	<b>100.00%</b>	<b>\$456,967</b>	<b>100.00%</b>



City of Jacksonville

Professional Services Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2005

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$220,731	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$220,731</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$220,731	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$220,731</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$220,731	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$220,731</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
Non-Minority Male Business Enterprises	1	100.00%	\$220,731	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$220,731</b>	<b>100.00%</b>

City of Jacksonville

Goods and Other Services Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2005

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	2	40.00%	\$142,363	37.44%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	3	60.00%	\$237,851	62.56%
<b>TOTAL</b>	<b>5</b>	<b>100.00%</b>	<b>\$380,215</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	1	20.00%	\$26,315	6.92%
African American Males	1	20.00%	\$116,048	30.52%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	3	60.00%	\$237,851	62.56%
<b>TOTAL</b>	<b>5</b>	<b>100.00%</b>	<b>\$380,215</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	1	20.00%	\$26,315	6.92%
Minority Males	1	20.00%	\$116,048	30.52%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	3	60.00%	\$237,851	62.56%
<b>TOTAL</b>	<b>5</b>	<b>100.00%</b>	<b>\$380,215</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	2	40.00%	\$142,363	37.44%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>2</b>	<b>40.00%</b>	<b>\$142,363</b>	<b>37.44%</b>
Non-Minority Male Business Enterprises	3	60.00%	\$237,851	62.56%
<b>TOTAL</b>	<b>5</b>	<b>100.00%</b>	<b>\$380,215</b>	<b>100.00%</b>

City of Jacksonville

Informal  
Construction Prime Contractor Utilization  
Contracts \$50,000 and Under

Fiscal Year 2005

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	5	21.74%	\$220,421	10.92%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	4	17.39%	\$379,289	18.79%
Non-Minority Males	14	60.87%	\$1,418,748	70.29%
<b>TOTAL</b>	<b>23</b>	<b>100.00%</b>	<b>\$2,018,458</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	5	21.74%	\$220,421	10.92%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	4	17.39%	\$379,289	18.79%
Non-Minority Males	14	60.87%	\$1,418,748	70.29%
<b>TOTAL</b>	<b>23</b>	<b>100.00%</b>	<b>\$2,018,458</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	5	21.74%	\$220,421	10.92%
Caucasian Females	4	17.39%	\$379,289	18.79%
Non-Minority Males	14	60.87%	\$1,418,748	70.29%
<b>TOTAL</b>	<b>23</b>	<b>100.00%</b>	<b>\$2,018,458</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	5	21.74%	\$220,421	10.92%
Women Business Enterprises	4	17.39%	\$379,289	18.79%
<b>Minority and Women Business Enterprises</b>	<b>9</b>	<b>39.13%</b>	<b>\$599,710</b>	<b>29.71%</b>
Non-Minority Male Business	14	60.87%	\$1,418,748	70.29%
<b>TOTAL</b>	<b>23</b>	<b>100.00%</b>	<b>\$2,018,458</b>	<b>100.00%</b>

City of Jacksonville

Informal

Goods and Other Services Prime Contractor Utilization  
Contracts \$50,000 and Under

Fiscal Year 2005

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	1	50.00%	\$26,315	48.90%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	50.00%	\$27,500	51.10%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$53,815</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	1	50.00%	\$26,315	48.90%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	50.00%	\$27,500	51.10%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$53,815</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	1	50.00%	\$26,315	48.90%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	50.00%	\$27,500	51.10%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$53,815</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	1	50.00%	\$26,315	48.90%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>1</b>	<b>50.00%</b>	<b>\$26,315</b>	<b>48.90%</b>
Non-Minority Male Business	1	50.00%	\$27,500	51.10%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$53,815</b>	<b>100.00%</b>

**City of Jacksonville**

**Construction Prime Contractor Utilization  
All Contracts**

**Fiscal Year 2006**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	9	20.45%	\$1,153,760	2.41%
Asian Americans	2	4.55%	\$1,255,986	2.63%
Hispanic Americans	1	2.27%	\$326,570	0.68%
Native Americans	1	2.27%	\$24,050	0.05%
Caucasian Females	5	11.36%	\$1,743,870	3.65%
Non-Minority Males	26	59.09%	\$43,327,207	90.58%
<b>TOTAL</b>	<b>44</b>	<b>100.00%</b>	<b>\$47,831,443</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	9	20.45%	\$1,153,760	2.41%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	2	4.55%	\$1,255,986	2.63%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	2.27%	\$326,570	0.68%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	1	2.27%	\$24,050	0.05%
Caucasian Females	5	11.36%	\$1,743,870	3.65%
Non-Minority Males	26	59.09%	\$43,327,207	90.58%
<b>TOTAL</b>	<b>44</b>	<b>100.00%</b>	<b>\$47,831,443</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	13	29.55%	\$2,760,366	5.77%
Caucasian Females	5	11.36%	\$1,743,870	3.65%
Non-Minority Males	26	59.09%	\$43,327,207	90.58%
<b>TOTAL</b>	<b>44</b>	<b>100.00%</b>	<b>\$47,831,443</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	13	29.55%	\$2,760,366	5.77%
Women Business Enterprises	5	11.36%	\$1,743,870	3.65%
<b>Minority and Women Business Enterprises</b>	<b>18</b>	<b>40.91%</b>	<b>\$4,504,236</b>	<b>9.42%</b>
Non-Minority Male Business Enterprises	26	59.09%	\$43,327,207	90.58%
<b>TOTAL</b>	<b>44</b>	<b>100.00%</b>	<b>\$47,831,443</b>	<b>100.00%</b>

**City of Jacksonville**

**Architecture and Engineering Prime Contractor Utilization  
All Contracts**

**Fiscal Year 2006**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	1	5.88%	\$500,000	0.86%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	5	29.41%	\$7,377,223	12.69%
Non-Minority Males	11	64.71%	\$50,266,562	86.45%
<b>TOTAL</b>	<b>17</b>	<b>100.00%</b>	<b>\$58,143,785</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	5.88%	\$500,000	0.86%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	5	29.41%	\$7,377,223	12.69%
Non-Minority Males	11	64.71%	\$50,266,562	86.45%
<b>TOTAL</b>	<b>17</b>	<b>100.00%</b>	<b>\$58,143,785</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	1	5.88%	\$500,000	0.86%
Caucasian Females	5	29.41%	\$7,377,223	12.69%
Non-Minority Males	11	64.71%	\$50,266,562	86.45%
<b>TOTAL</b>	<b>17</b>	<b>100.00%</b>	<b>\$58,143,785</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	1	5.88%	\$500,000	0.86%
Women Business Enterprises	5	29.41%	\$7,377,223	12.69%
<b>Minority and Women Business Enterprises</b>	<b>6</b>	<b>35.29%</b>	<b>\$7,877,223</b>	<b>13.55%</b>
Non-Minority Male Business Enterprises	11	64.71%	\$50,266,562	86.45%
<b>TOTAL</b>	<b>17</b>	<b>100.00%</b>	<b>\$58,143,785</b>	<b>100.00%</b>

**City of Jacksonville**

**Professional Services Prime Contractor Utilization  
All Contracts  
Fiscal Year 2006**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$3,045,897	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$3,045,897</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$3,045,897	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$3,045,897</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$3,045,897	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$3,045,897</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
Non-Minority Male Business Enterprises	1	100.00%	\$3,045,897	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$3,045,897</b>	<b>100.00%</b>

City of Jacksonville

Goods and Other Services Prime Contractor Utilization  
All Contracts  
Fiscal Year 2006

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	3	42.86%	\$121,664	11.47%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	4	57.14%	\$939,432	88.53%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$1,061,096</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	2	28.57%	\$22,593	2.13%
Native American Males	1	14.29%	\$99,070	9.34%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	4	57.14%	\$939,432	88.53%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$1,061,096</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	2	28.57%	\$22,593	2.13%
Minority Males	1	14.29%	\$99,070	9.34%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	4	57.14%	\$939,432	88.53%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$1,061,096</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	3	42.86%	\$121,664	11.47%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>3</b>	<b>42.86%</b>	<b>\$121,664</b>	<b>11.47%</b>
Non-Minority Male Business Enterprises	4	57.14%	\$939,432	88.53%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$1,061,096</b>	<b>100.00%</b>



City of Jacksonville

Construction Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2006

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	9	33.33%	\$1,153,760	22.83%
Asian Americans	1	3.70%	\$159,997	3.17%
Hispanic Americans	1	3.70%	\$326,570	6.46%
Native Americans	1	3.70%	\$24,050	0.48%
Caucasian Females	4	14.81%	\$764,994	15.14%
Non-Minority Males	11	40.74%	\$2,624,882	51.93%
<b>TOTAL</b>	<b>27</b>	<b>100.00%</b>	<b>\$5,054,253</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	9	33.33%	\$1,153,760	22.83%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	1	3.70%	\$159,997	3.17%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	3.70%	\$326,570	6.46%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	1	3.70%	\$24,050	0.48%
Caucasian Females	4	14.81%	\$764,994	15.14%
Non-Minority Males	11	40.74%	\$2,624,882	51.93%
<b>TOTAL</b>	<b>27</b>	<b>100.00%</b>	<b>\$5,054,253</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	12	44.44%	\$1,664,377	32.93%
Caucasian Females	4	14.81%	\$764,994	15.14%
Non-Minority Males	11	40.74%	\$2,624,882	51.93%
<b>TOTAL</b>	<b>27</b>	<b>100.00%</b>	<b>\$5,054,253</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	12	44.44%	\$1,664,377	32.93%
Women Business Enterprises	4	14.81%	\$764,994	15.14%
<b>Minority and Women Business Enterprises</b>	<b>16</b>	<b>59.26%</b>	<b>\$2,429,371</b>	<b>48.07%</b>
Non-Minority Male Business Enterprises	11	40.74%	\$2,624,882	51.93%
<b>TOTAL</b>	<b>27</b>	<b>100.00%</b>	<b>\$5,054,253</b>	<b>100.00%</b>

City of Jacksonville

Architecture and Engineering Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2006

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	1	25.00%	\$212,263	22.76%
Non-Minority Males	3	75.00%	\$720,298	77.24%
TOTAL	4	100.00%	\$932,561	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	1	25.00%	\$212,263	22.76%
Non-Minority Males	3	75.00%	\$720,298	77.24%
TOTAL	4	100.00%	\$932,561	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	1	25.00%	\$212,263	22.76%
Non-Minority Males	3	75.00%	\$720,298	77.24%
TOTAL	4	100.00%	\$932,561	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	1	25.00%	\$212,263	22.76%
<b>Minority and Women Business Enterprises</b>	<b>1</b>	<b>25.00%</b>	<b>\$212,263</b>	<b>22.76%</b>
Non-Minority Male Business Enterprises	3	75.00%	\$720,298	77.24%
TOTAL	4	100.00%	\$932,561	100.00%

City of Jacksonville

Goods and Other Services Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2006

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	3	42.86%	\$121,664	11.47%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	4	57.14%	\$939,432	88.53%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$1,061,096</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	2	28.57%	\$22,593	2.13%
Native American Males	1	14.29%	\$99,070	9.34%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	4	57.14%	\$939,432	88.53%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$1,061,096</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	2	28.57%	\$22,593	2.13%
Minority Males	1	14.29%	\$99,070	9.34%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	4	57.14%	\$939,432	88.53%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$1,061,096</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	3	42.86%	\$121,664	11.47%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>3</b>	<b>42.86%</b>	<b>\$121,664</b>	<b>11.47%</b>
Non-Minority Male Business Enterprises	4	57.14%	\$939,432	88.53%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$1,061,096</b>	<b>100.00%</b>

**City of Jacksonville**

**Informal  
Construction Prime Contractor Utilization  
Contracts \$50,000 and Under**

**Fiscal Year 2006**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	9	47.37%	\$1,153,760	55.37%
Asian Americans	1	5.26%	\$159,997	7.68%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	1	5.26%	\$24,050	1.15%
Caucasian Females	3	15.79%	\$364,423	17.49%
Non-Minority Males	5	26.32%	\$381,638	18.31%
<b>TOTAL</b>	<b>19</b>	<b>100.00%</b>	<b>\$2,083,868</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	9	47.37%	\$1,153,760	55.37%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	1	5.26%	\$159,997	7.68%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	1	5.26%	\$24,050	1.15%
Caucasian Females	3	15.79%	\$364,423	17.49%
Non-Minority Males	5	26.32%	\$381,638	18.31%
<b>TOTAL</b>	<b>19</b>	<b>100.00%</b>	<b>\$2,083,868</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	11	57.89%	\$1,337,807	64.20%
Caucasian Females	3	15.79%	\$364,423	17.49%
Non-Minority Males	5	26.32%	\$381,638	18.31%
<b>TOTAL</b>	<b>19</b>	<b>100.00%</b>	<b>\$2,083,868</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	11	57.89%	\$1,337,807	64.20%
Women Business Enterprises	3	15.79%	\$364,423	17.49%
<b>Minority and Women Business Enterprises</b>	<b>14</b>	<b>73.68%</b>	<b>\$1,702,230</b>	<b>81.69%</b>
Non-Minority Male Business	5	26.32%	\$381,638	18.31%
<b>TOTAL</b>	<b>19</b>	<b>100.00%</b>	<b>\$2,083,868</b>	<b>100.00%</b>

City of Jacksonville

Informal

Goods and Other Services Prime Contractor Utilization  
Contracts \$50,000 and Under

Fiscal Year 2006

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	2	100.00%	\$22,593	100.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	0	0.00%	\$0	0.00%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$22,593</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	2	100.00%	\$22,593	100.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	0	0.00%	\$0	0.00%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$22,593</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	2	100.00%	\$22,593	100.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	0	0.00%	\$0	0.00%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$22,593</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	2	100.00%	\$22,593	100.00%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>2</b>	<b>100.00%</b>	<b>\$22,593</b>	<b>100.00%</b>
Non-Minority Male Business	0	0.00%	\$0	0.00%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$22,593</b>	<b>100.00%</b>

City of Jacksonville

Construction Prime Contractor Utilization  
All Contracts  
Fiscal Year 2007

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	13	17.81%	\$5,006,348	2.62%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	3	4.11%	\$1,014,188	0.53%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	14	19.18%	\$5,534,287	2.89%
Non-Minority Males	43	58.90%	\$179,812,812	93.96%
TOTAL	73	100.00%	\$191,367,635	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	0	0.00%	\$0	0.00%
African American Males	13	17.81%	\$5,006,348	2.62%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	1	1.37%	\$445,696	0.23%
Hispanic American Males	2	2.74%	\$568,492	0.30%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	14	19.18%	\$5,534,287	2.89%
Non-Minority Males	43	58.90%	\$179,812,812	93.96%
TOTAL	73	100.00%	\$191,367,635	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	1	1.37%	\$445,696	0.23%
Minority Males	15	20.55%	\$5,574,840	2.91%
Caucasian Females	14	19.18%	\$5,534,287	2.89%
Non-Minority Males	43	58.90%	\$179,812,812	93.96%
TOTAL	73	100.00%	\$191,367,635	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	16	21.92%	\$6,020,536	3.15%
Women Business Enterprises	14	19.18%	\$5,534,287	2.89%
<b>Minority and Women Business Enterprises</b>	<b>30</b>	<b>41.10%</b>	<b>\$11,554,823</b>	<b>6.04%</b>
Non-Minority Male Business Enterprises	43	58.90%	\$179,812,812	93.96%
TOTAL	73	100.00%	\$191,367,635	100.00%

**City of Jacksonville**

**Architecture and Engineering Prime Contractor Utilization  
All Contracts**

**Fiscal Year 2007**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	7	100.00%	\$13,374,717	100.00%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$13,374,717</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	7	100.00%	\$13,374,717	100.00%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$13,374,717</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	7	100.00%	\$13,374,717	100.00%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$13,374,717</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
Non-Minority Male Business Enterprises	7	100.00%	\$13,374,717	100.00%
<b>TOTAL</b>	<b>7</b>	<b>100.00%</b>	<b>\$13,374,717</b>	<b>100.00%</b>

**City of Jacksonville**

**Goods and Other Services Prime Contractor Utilization  
All Contracts**

**Fiscal Year 2007**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	1	2.22%	\$163,695	2.05%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	1	2.22%	\$6,314	0.08%
Native Americans	6	13.33%	\$1,039,456	13.03%
Caucasian Females	8	17.78%	\$975,403	12.23%
Non-Minority Males	29	64.44%	\$5,790,865	72.61%
<b>TOTAL</b>	<b>45</b>	<b>100.00%</b>	<b>\$7,975,733</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	1	2.22%	\$163,695	2.05%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	2.22%	\$6,314	0.08%
Native American Females	4	8.89%	\$886,117	11.11%
Native American Males	2	4.44%	\$153,340	1.92%
Caucasian Females	8	17.78%	\$975,403	12.23%
Non-Minority Males	29	64.44%	\$5,790,865	72.61%
<b>TOTAL</b>	<b>45</b>	<b>100.00%</b>	<b>\$7,975,733</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	5	11.11%	\$1,049,811	13.16%
Minority Males	3	6.67%	\$159,653	2.00%
Caucasian Females	8	17.78%	\$975,403	12.23%
Non-Minority Males	29	64.44%	\$5,790,865	72.61%
<b>TOTAL</b>	<b>45</b>	<b>100.00%</b>	<b>\$7,975,733</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	8	17.78%	\$1,209,465	15.16%
Women Business Enterprises	8	17.78%	\$975,403	12.23%
<b>Minority and Women Business Enterprises</b>	<b>16</b>	<b>35.56%</b>	<b>\$2,184,868</b>	<b>27.39%</b>
Non-Minority Male Business Enterprises	29	64.44%	\$5,790,865	72.61%
<b>TOTAL</b>	<b>45</b>	<b>100.00%</b>	<b>\$7,975,733</b>	<b>100.00%</b>



City of Jacksonville

Construction Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2007

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	9	28.13%	\$1,886,792	25.95%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	3	9.38%	\$1,014,188	13.95%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	11	34.38%	\$2,456,260	33.78%
Non-Minority Males	9	28.13%	\$1,913,979	26.32%
TOTAL	32	100.00%	\$7,271,219	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	0	0.00%	\$0	0.00%
African American Males	9	28.13%	\$1,886,792	25.95%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	1	3.13%	\$445,696	6.13%
Hispanic American Males	2	6.25%	\$568,492	7.82%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	11	34.38%	\$2,456,260	33.78%
Non-Minority Males	9	28.13%	\$1,913,979	26.32%
TOTAL	32	100.00%	\$7,271,219	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	1	3.13%	\$445,696	6.13%
Minority Males	11	34.38%	\$2,455,284	33.77%
Caucasian Females	11	34.38%	\$2,456,260	33.78%
Non-Minority Males	9	28.13%	\$1,913,979	26.32%
TOTAL	32	100.00%	\$7,271,219	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	12	37.50%	\$2,900,980	39.90%
Women Business Enterprises	11	34.38%	\$2,456,260	33.78%
<b>Minority and Women Business Enterprises</b>	<b>23</b>	<b>71.88%</b>	<b>\$5,357,240</b>	<b>73.68%</b>
Non-Minority Male Business Enterprises	9	28.13%	\$1,913,979	26.32%
TOTAL	32	100.00%	\$7,271,219	100.00%

City of Jacksonville

Architecture and Engineering Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2007

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	2	100.00%	\$507,667	100.00%
TOTAL	2	100.00%	\$507,667	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	2	100.00%	\$507,667	100.00%
TOTAL	2	100.00%	\$507,667	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	2	100.00%	\$507,667	100.00%
TOTAL	2	100.00%	\$507,667	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
Non-Minority Male Business Enterprises	2	100.00%	\$507,667	100.00%
TOTAL	2	100.00%	\$507,667	100.00%

City of Jacksonville

Goods and Other Services Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2007

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	1	2.38%	\$163,695	4.88%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	1	2.38%	\$6,314	0.19%
Native Americans	6	14.29%	\$1,039,456	30.99%
Caucasian Females	7	16.67%	\$303,882	9.06%
Non-Minority Males	27	64.29%	\$1,840,629	54.88%
<b>TOTAL</b>	<b>42</b>	<b>100.00%</b>	<b>\$3,353,976</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	1	2.38%	\$163,695	4.88%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	2.38%	\$6,314	0.19%
Native American Females	4	9.52%	\$886,117	26.42%
Native American Males	2	4.76%	\$153,340	4.57%
Caucasian Females	7	16.67%	\$303,882	9.06%
Non-Minority Males	27	64.29%	\$1,840,629	54.88%
<b>TOTAL</b>	<b>42</b>	<b>100.00%</b>	<b>\$3,353,976</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	5	11.90%	\$1,049,811	31.30%
Minority Males	3	7.14%	\$159,653	4.76%
Caucasian Females	7	16.67%	\$303,882	9.06%
Non-Minority Males	27	64.29%	\$1,840,629	54.88%
<b>TOTAL</b>	<b>42</b>	<b>100.00%</b>	<b>\$3,353,976</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	8	19.05%	\$1,209,465	36.06%
Women Business Enterprises	7	16.67%	\$303,882	9.06%
<b>Minority and Women Business Enterprises</b>	<b>15</b>	<b>35.71%</b>	<b>\$1,513,347</b>	<b>45.12%</b>
Non-Minority Male Business Enterprises	27	64.29%	\$1,840,629	54.88%
<b>TOTAL</b>	<b>42</b>	<b>100.00%</b>	<b>\$3,353,976</b>	<b>100.00%</b>

City of Jacksonville

Informal  
Construction Prime Contractor Utilization  
Contracts \$50,000 and Under

Fiscal Year 2007

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	5	31.25%	\$611,836	32.39%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	1	6.25%	\$141,135	7.47%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	5	31.25%	\$682,727	36.15%
Non-Minority Males	5	31.25%	\$453,048	23.99%
<b>TOTAL</b>	<b>16</b>	<b>100.00%</b>	<b>\$1,888,746</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	5	31.25%	\$611,836	32.39%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	6.25%	\$141,135	7.47%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	5	31.25%	\$682,727	36.15%
Non-Minority Males	5	31.25%	\$453,048	23.99%
<b>TOTAL</b>	<b>16</b>	<b>100.00%</b>	<b>\$1,888,746</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	6	37.50%	\$752,971	39.87%
Caucasian Females	5	31.25%	\$682,727	36.15%
Non-Minority Males	5	31.25%	\$453,048	23.99%
<b>TOTAL</b>	<b>16</b>	<b>100.00%</b>	<b>\$1,888,746</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	6	37.50%	\$752,971	39.87%
Women Business Enterprises	5	31.25%	\$682,727	36.15%
<b>Minority and Women Business Enterprises</b>	<b>11</b>	<b>68.75%</b>	<b>\$1,435,698</b>	<b>76.01%</b>
Non-Minority Male Business	5	31.25%	\$453,048	23.99%
<b>TOTAL</b>	<b>16</b>	<b>100.00%</b>	<b>\$1,888,746</b>	<b>100.00%</b>

City of Jacksonville

Informal

Goods and Other Services Prime Contractor Utilization  
Contracts \$50,000 and Under

Fiscal Year 2007

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	1	4.76%	\$6,314	2.00%
Native Americans	2	9.52%	\$30,366	9.63%
Caucasian Females	5	23.81%	\$61,285	19.44%
Non-Minority Males	13	61.90%	\$217,359	68.93%
<b>TOTAL</b>	<b>21</b>	<b>100.00%</b>	<b>\$315,323</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	4.76%	\$6,314	2.00%
Native American Females	1	4.76%	\$699	0.22%
Native American Males	1	4.76%	\$29,667	9.41%
Caucasian Females	5	23.81%	\$61,285	19.44%
Non-Minority Males	13	61.90%	\$217,359	68.93%
<b>TOTAL</b>	<b>21</b>	<b>100.00%</b>	<b>\$315,323</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	1	4.76%	\$699	0.22%
Minority Males	2	9.52%	\$35,981	11.41%
Caucasian Females	5	23.81%	\$61,285	19.44%
Non-Minority Males	13	61.90%	\$217,359	68.93%
<b>TOTAL</b>	<b>21</b>	<b>100.00%</b>	<b>\$315,323</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	3	14.29%	\$36,679	11.63%
Women Business Enterprises	5	23.81%	\$61,285	19.44%
<b>Minority and Women Business Enterprises</b>	<b>8</b>	<b>38.10%</b>	<b>\$97,964</b>	<b>31.07%</b>
Non-Minority Male Business	13	61.90%	\$217,359	68.93%
<b>TOTAL</b>	<b>21</b>	<b>100.00%</b>	<b>\$315,323</b>	<b>100.00%</b>

City of Jacksonville

Construction Prime Contractor Utilization  
All Contracts  
Fiscal Year 2008

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	15	16.13%	\$3,518,901	2.56%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	6	6.45%	\$1,916,338	1.40%
Native Americans	2	2.15%	\$474,669	0.35%
Caucasian Females	15	16.13%	\$3,870,545	2.82%
Non-Minority Males	55	59.14%	\$127,500,494	92.88%
<b>TOTAL</b>	<b>93</b>	<b>100.00%</b>	<b>\$137,280,946</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	15	16.13%	\$3,518,901	2.56%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	2	2.15%	\$913,528	0.67%
Hispanic American Males	4	4.30%	\$1,002,810	0.73%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	2	2.15%	\$474,669	0.35%
Caucasian Females	15	16.13%	\$3,870,545	2.82%
Non-Minority Males	55	59.14%	\$127,500,494	92.88%
<b>TOTAL</b>	<b>93</b>	<b>100.00%</b>	<b>\$137,280,946</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	2	2.15%	\$913,528	0.67%
Minority Males	21	22.58%	\$4,996,379	3.64%
Caucasian Females	15	16.13%	\$3,870,545	2.82%
Non-Minority Males	55	59.14%	\$127,500,494	92.88%
<b>TOTAL</b>	<b>93</b>	<b>100.00%</b>	<b>\$137,280,946</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	23	24.73%	\$5,909,908	4.30%
Women Business Enterprises	15	16.13%	\$3,870,545	2.82%
<b>Minority and Women Business Enterprises</b>	<b>38</b>	<b>40.86%</b>	<b>\$9,780,452</b>	<b>7.12%</b>
Non-Minority Male Business Enterprises	55	59.14%	\$127,500,494	92.88%
<b>TOTAL</b>	<b>93</b>	<b>100.00%</b>	<b>\$137,280,946</b>	<b>100.00%</b>

City of Jacksonville

Architecture and Engineering Prime Contractor Utilization  
All Contracts

Fiscal Year 2008

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	2	22.22%	\$813,580	6.18%
Non-Minority Males	7	77.78%	\$12,359,258	93.82%
<b>TOTAL</b>	<b>9</b>	<b>100.00%</b>	<b>\$13,172,838</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	2	22.22%	\$813,580	6.18%
Non-Minority Males	7	77.78%	\$12,359,258	93.82%
<b>TOTAL</b>	<b>9</b>	<b>100.00%</b>	<b>\$13,172,838</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	2	22.22%	\$813,580	6.18%
Non-Minority Males	7	77.78%	\$12,359,258	93.82%
<b>TOTAL</b>	<b>9</b>	<b>100.00%</b>	<b>\$13,172,838</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	2	22.22%	\$813,580	6.18%
<b>Minority and Women Business Enterprises</b>	<b>2</b>	<b>22.22%</b>	<b>\$813,580</b>	<b>6.18%</b>
Non-Minority Male Business Enterprises	7	77.78%	\$12,359,258	93.82%
<b>TOTAL</b>	<b>9</b>	<b>100.00%</b>	<b>\$13,172,838</b>	<b>100.00%</b>



City of Jacksonville

Professional Services Prime Contractor Utilization  
All Contracts  
Fiscal Year 2008

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	1	9.09%	\$9,000	0.09%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	5	45.45%	\$3,742,000	39.36%
Non-Minority Males	5	45.45%	\$5,756,597	60.55%
TOTAL	11	100.00%	\$9,507,598	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	0	0.00%	\$0	0.00%
African American Males	1	9.09%	\$9,000	0.09%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	5	45.45%	\$3,742,000	39.36%
Non-Minority Males	5	45.45%	\$5,756,597	60.55%
TOTAL	11	100.00%	\$9,507,598	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	0	0.00%	\$0	0.00%
Minority Males	1	9.09%	\$9,000	0.09%
Caucasian Females	5	45.45%	\$3,742,000	39.36%
Non-Minority Males	5	45.45%	\$5,756,597	60.55%
TOTAL	11	100.00%	\$9,507,598	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	1	9.09%	\$9,000	0.09%
Women Business Enterprises	5	45.45%	\$3,742,000	39.36%
<b>Minority and Women Business Enterprises</b>	<b>6</b>	<b>54.55%</b>	<b>\$3,751,000</b>	<b>39.45%</b>
Non-Minority Male Business Enterprises	5	45.45%	\$5,756,597	60.55%
TOTAL	11	100.00%	\$9,507,598	100.00%



City of Jacksonville

Goods and Other Services Prime Contractor Utilization  
All Contracts  
Fiscal Year 2008

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	19	7.95%	\$10,005,370	5.06%
Asian Americans	2	0.84%	\$246,130	0.12%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	5	2.09%	\$3,925,570	1.99%
Caucasian Females	36	15.06%	\$22,580,957	11.42%
Non-Minority Males	177	74.06%	\$161,000,326	81.41%
TOTAL	239	100.00%	\$197,758,354	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	7	2.93%	\$993,891	0.50%
African American Males	12	5.02%	\$9,011,480	4.56%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	2	0.84%	\$246,130	0.12%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	3	1.26%	\$1,313,415	0.66%
Native American Males	2	0.84%	\$2,612,155	1.32%
Caucasian Females	36	15.06%	\$22,580,957	11.42%
Non-Minority Males	177	74.06%	\$161,000,326	81.41%
TOTAL	239	100.00%	\$197,758,354	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	10	4.18%	\$2,307,306	1.17%
Minority Males	16	6.69%	\$11,869,765	6.00%
Caucasian Females	36	15.06%	\$22,580,957	11.42%
Non-Minority Males	177	74.06%	\$161,000,326	81.41%
TOTAL	239	100.00%	\$197,758,354	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	26	10.88%	\$14,177,070	7.17%
Women Business Enterprises	36	15.06%	\$22,580,957	11.42%
<b>Minority and Women Business Enterprises</b>	<b>62</b>	<b>25.94%</b>	<b>\$36,758,028</b>	<b>18.59%</b>
Non-Minority Male Business Enterprises	177	74.06%	\$161,000,326	81.41%
TOTAL	239	100.00%	\$197,758,354	100.00%

City of Jacksonville

Construction Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2008

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	14	23.33%	\$2,868,321	25.77%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	5	8.33%	\$1,103,804	9.92%
Native Americans	2	3.33%	\$474,669	4.26%
Caucasian Females	12	20.00%	\$1,900,907	17.08%
Non-Minority Males	27	45.00%	\$4,784,687	42.98%
<b>TOTAL</b>	<b>60</b>	<b>100.00%</b>	<b>\$11,132,387</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	14	23.33%	\$2,868,321	25.77%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	1	1.67%	\$100,994	0.91%
Hispanic American Males	4	6.67%	\$1,002,810	9.01%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	2	3.33%	\$474,669	4.26%
Caucasian Females	12	20.00%	\$1,900,907	17.08%
Non-Minority Males	27	45.00%	\$4,784,687	42.98%
<b>TOTAL</b>	<b>60</b>	<b>100.00%</b>	<b>\$11,132,387</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	1	1.67%	\$100,994	0.91%
Minority Males	20	33.33%	\$4,345,799	39.04%
Caucasian Females	12	20.00%	\$1,900,907	17.08%
Non-Minority Males	27	45.00%	\$4,784,687	42.98%
<b>TOTAL</b>	<b>60</b>	<b>100.00%</b>	<b>\$11,132,387</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	21	35.00%	\$4,446,793	39.94%
Women Business Enterprises	12	20.00%	\$1,900,907	17.08%
<b>Minority and Women Business Enterprises</b>	<b>33</b>	<b>55.00%</b>	<b>\$6,347,700</b>	<b>57.02%</b>
Non-Minority Male Business Enterprises	27	45.00%	\$4,784,687	42.98%
<b>TOTAL</b>	<b>60</b>	<b>100.00%</b>	<b>\$11,132,387</b>	<b>100.00%</b>

City of Jacksonville

Architecture and Engineering Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2008

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	2	33.33%	\$813,580	40.36%
Non-Minority Males	4	66.67%	\$1,202,243	59.64%
TOTAL	6	100.00%	\$2,015,823	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	2	33.33%	\$813,580	40.36%
Non-Minority Males	4	66.67%	\$1,202,243	59.64%
TOTAL	6	100.00%	\$2,015,823	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	2	33.33%	\$813,580	40.36%
Non-Minority Males	4	66.67%	\$1,202,243	59.64%
TOTAL	6	100.00%	\$2,015,823	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	2	33.33%	\$813,580	40.36%
<b>Minority and Women Business Enterprises</b>	<b>2</b>	<b>33.33%</b>	<b>\$813,580</b>	<b>40.36%</b>
Non-Minority Male Business Enterprises	4	66.67%	\$1,202,243	59.64%
TOTAL	6	100.00%	\$2,015,823	100.00%

City of Jacksonville

Professional Services Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2008

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	1	12.50%	\$9,000	0.82%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	4	50.00%	\$284,044	26.03%
Non-Minority Males	3	37.50%	\$798,259	73.15%
TOTAL	8	100.00%	\$1,091,303	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	0	0.00%	\$0	0.00%
African American Males	1	12.50%	\$9,000	0.82%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	4	50.00%	\$284,044	26.03%
Non-Minority Males	3	37.50%	\$798,259	73.15%
TOTAL	8	100.00%	\$1,091,303	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	0	0.00%	\$0	0.00%
Minority Males	1	12.50%	\$9,000	0.82%
Caucasian Females	4	50.00%	\$284,044	26.03%
Non-Minority Males	3	37.50%	\$798,259	73.15%
TOTAL	8	100.00%	\$1,091,303	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	1	12.50%	\$9,000	0.82%
Women Business Enterprises	4	50.00%	\$284,044	26.03%
<b>Minority and Women Business Enterprises</b>	<b>5</b>	<b>62.50%</b>	<b>\$293,044</b>	<b>26.85%</b>
Non-Minority Male Business Enterprises	3	37.50%	\$798,259	73.15%
TOTAL	8	100.00%	\$1,091,303	100.00%

City of Jacksonville

Goods and Other Services Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2008

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	17	8.95%	\$2,817,828	11.34%
Asian Americans	2	1.05%	\$246,130	0.99%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	3	1.58%	\$745,068	3.00%
Caucasian Females	27	14.21%	\$3,181,897	12.80%
Non-Minority Males	141	74.21%	\$17,859,012	71.87%
<b>TOTAL</b>	<b>190</b>	<b>100.00%</b>	<b>\$24,849,934</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	7	3.68%	\$993,891	4.00%
African American Males	10	5.26%	\$1,823,937	7.34%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	2	1.05%	\$246,130	0.99%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	2	1.05%	\$665,606	2.68%
Native American Males	1	0.53%	\$79,461	0.32%
Caucasian Females	27	14.21%	\$3,181,897	12.80%
Non-Minority Males	141	74.21%	\$17,859,012	71.87%
<b>TOTAL</b>	<b>190</b>	<b>100.00%</b>	<b>\$24,849,934</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	9	4.74%	\$1,659,497	6.68%
Minority Males	13	6.84%	\$2,149,528	8.65%
Caucasian Females	27	14.21%	\$3,181,897	12.80%
Non-Minority Males	141	74.21%	\$17,859,012	71.87%
<b>TOTAL</b>	<b>190</b>	<b>100.00%</b>	<b>\$24,849,934</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	22	11.58%	\$3,809,025	15.33%
Women Business Enterprises	27	14.21%	\$3,181,897	12.80%
<b>Minority and Women Business Enterprises</b>	<b>49</b>	<b>25.79%</b>	<b>\$6,990,923</b>	<b>28.13%</b>
Non-Minority Male Business Enterprises	141	74.21%	\$17,859,012	71.87%
<b>TOTAL</b>	<b>190</b>	<b>100.00%</b>	<b>\$24,849,934</b>	<b>100.00%</b>

City of Jacksonville

Informal  
Construction Prime Contractor Utilization  
Contracts \$50,000 and Under

Fiscal Year 2008

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	6	15.79%	\$415,068	11.97%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	4	10.53%	\$645,126	18.61%
Native Americans	1	2.63%	\$8,770	0.25%
Caucasian Females	10	26.32%	\$1,344,695	38.78%
Non-Minority Males	17	44.74%	\$1,053,490	30.38%
<b>TOTAL</b>	<b>38</b>	<b>100.00%</b>	<b>\$3,467,149</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	6	15.79%	\$415,068	11.97%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	1	2.63%	\$100,994	2.91%
Hispanic American Males	3	7.89%	\$544,132	15.69%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	1	2.63%	\$8,770	0.25%
Caucasian Females	10	26.32%	\$1,344,695	38.78%
Non-Minority Males	17	44.74%	\$1,053,490	30.38%
<b>TOTAL</b>	<b>38</b>	<b>100.00%</b>	<b>\$3,467,149</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	1	2.63%	\$100,994	2.91%
Minority Males	10	26.32%	\$967,970	27.92%
Caucasian Females	10	26.32%	\$1,344,695	38.78%
Non-Minority Males	17	44.74%	\$1,053,490	30.38%
<b>TOTAL</b>	<b>38</b>	<b>100.00%</b>	<b>\$3,467,149</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	11	28.95%	\$1,068,964	30.83%
Women Business Enterprises	10	26.32%	\$1,344,695	38.78%
<b>Minority and Women Business Enterprises</b>	<b>21</b>	<b>55.26%</b>	<b>\$2,413,659</b>	<b>69.62%</b>
Non-Minority Male Business	17	44.74%	\$1,053,490	30.38%
<b>TOTAL</b>	<b>38</b>	<b>100.00%</b>	<b>\$3,467,149</b>	<b>100.00%</b>

City of Jacksonville

Informal

Professional Services Prime Contractor Utilization  
Contracts \$50,000 and Under

Fiscal Year 2008

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	1	33.33%	\$9,000	34.89%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	2	66.67%	\$16,798	65.11%
Non-Minority Males	0	0.00%	\$0	0.00%
<b>TOTAL</b>	<b>3</b>	<b>100.00%</b>	<b>\$25,798</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	1	33.33%	\$9,000	34.89%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	2	66.67%	\$16,798	65.11%
Non-Minority Males	0	0.00%	\$0	0.00%
<b>TOTAL</b>	<b>3</b>	<b>100.00%</b>	<b>\$25,798</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	1	33.33%	\$9,000	34.89%
Caucasian Females	2	66.67%	\$16,798	65.11%
Non-Minority Males	0	0.00%	\$0	0.00%
<b>TOTAL</b>	<b>3</b>	<b>100.00%</b>	<b>\$25,798</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	1	33.33%	\$9,000	34.89%
Women Business Enterprises	2	66.67%	\$16,798	65.11%
<b>Minority and Women Business Enterprises</b>	<b>3</b>	<b>100.00%</b>	<b>\$25,798</b>	<b>100.00%</b>
Non-Minority Male Business	0	0.00%	\$0	0.00%
<b>TOTAL</b>	<b>3</b>	<b>100.00%</b>	<b>\$25,798</b>	<b>100.00%</b>



City of Jacksonville

Informal

Goods and Other Services Prime Contractor Utilization  
Contracts \$50,000 and Under

Fiscal Year 2008

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	5	6.41%	\$96,583	6.78%
Asian Americans	1	1.28%	\$10,216	0.72%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	8	10.26%	\$62,220	4.37%
Non-Minority Males	64	82.05%	\$1,254,628	88.13%
<b>TOTAL</b>	<b>78</b>	<b>100.00%</b>	<b>\$1,423,647</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	2	2.56%	\$31,427	2.21%
African American Males	3	3.85%	\$65,157	4.58%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	1	1.28%	\$10,216	0.72%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	8	10.26%	\$62,220	4.37%
Non-Minority Males	64	82.05%	\$1,254,628	88.13%
<b>TOTAL</b>	<b>78</b>	<b>100.00%</b>	<b>\$1,423,647</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	2	2.56%	\$31,427	2.21%
Minority Males	4	5.13%	\$75,373	5.29%
Caucasian Females	8	10.26%	\$62,220	4.37%
Non-Minority Males	64	82.05%	\$1,254,628	88.13%
<b>TOTAL</b>	<b>78</b>	<b>100.00%</b>	<b>\$1,423,647</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	6	7.69%	\$106,800	7.50%
Women Business Enterprises	8	10.26%	\$62,220	4.37%
<b>Minority and Women Business Enterprises</b>	<b>14</b>	<b>17.95%</b>	<b>\$169,019</b>	<b>11.87%</b>
Non-Minority Male Business	64	82.05%	\$1,254,628	88.13%
<b>TOTAL</b>	<b>78</b>	<b>100.00%</b>	<b>\$1,423,647</b>	<b>100.00%</b>



City of Jacksonville

Construction Prime Contractor Utilization  
All Contracts  
Fiscal Year 2009

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	13	19.40%	\$7,432,559	10.99%
Asian Americans	2	2.99%	\$514,848	0.76%
Hispanic Americans	6	8.96%	\$3,932,171	5.82%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	15	22.39%	\$4,555,451	6.74%
Non-Minority Males	31	46.27%	\$51,175,928	75.69%
<b>TOTAL</b>	<b>67</b>	<b>100.00%</b>	<b>\$67,610,957</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	13	19.40%	\$7,432,559	10.99%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	2	2.99%	\$514,848	0.76%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	6	8.96%	\$3,932,171	5.82%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	15	22.39%	\$4,555,451	6.74%
Non-Minority Males	31	46.27%	\$51,175,928	75.69%
<b>TOTAL</b>	<b>67</b>	<b>100.00%</b>	<b>\$67,610,957</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	21	31.34%	\$11,879,578	17.57%
Caucasian Females	15	22.39%	\$4,555,451	6.74%
Non-Minority Males	31	46.27%	\$51,175,928	75.69%
<b>TOTAL</b>	<b>67</b>	<b>100.00%</b>	<b>\$67,610,957</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	21	31.34%	\$11,879,578	17.57%
Women Business Enterprises	15	22.39%	\$4,555,451	6.74%
<b>Minority and Women Business Enterprises</b>	<b>36</b>	<b>53.73%</b>	<b>\$16,435,029</b>	<b>24.31%</b>
Non-Minority Male Business Enterprises	31	46.27%	\$51,175,928	75.69%
<b>TOTAL</b>	<b>67</b>	<b>100.00%</b>	<b>\$67,610,957</b>	<b>100.00%</b>

City of Jacksonville

Architecture and Engineering Prime Contractor Utilization  
All Contracts

Fiscal Year 2009

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	1	9.09%	\$103,138	0.35%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	1	9.09%	\$200,000	0.69%
Non-Minority Males	9	81.82%	\$28,790,951	98.96%
<b>TOTAL</b>	<b>11</b>	<b>100.00%</b>	<b>\$29,094,089</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	9.09%	\$103,138	0.35%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	1	9.09%	\$200,000	0.69%
Non-Minority Males	9	81.82%	\$28,790,951	98.96%
<b>TOTAL</b>	<b>11</b>	<b>100.00%</b>	<b>\$29,094,089</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	1	9.09%	\$103,138	0.35%
Caucasian Females	1	9.09%	\$200,000	0.69%
Non-Minority Males	9	81.82%	\$28,790,951	98.96%
<b>TOTAL</b>	<b>11</b>	<b>100.00%</b>	<b>\$29,094,089</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	1	9.09%	\$103,138	0.35%
Women Business Enterprises	1	9.09%	\$200,000	0.69%
<b>Minority and Women Business Enterprises</b>	<b>2</b>	<b>18.18%</b>	<b>\$303,138</b>	<b>1.04%</b>
Non-Minority Male Business Enterprises	9	81.82%	\$28,790,951	98.96%
<b>TOTAL</b>	<b>11</b>	<b>100.00%</b>	<b>\$29,094,089</b>	<b>100.00%</b>

City of Jacksonville

Professional Services Prime Contractor Utilization  
All Contracts  
Fiscal Year 2009

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$193,614	100.00%
TOTAL	1	100.00%	\$193,614	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$193,614	100.00%
TOTAL	1	100.00%	\$193,614	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$193,614	100.00%
TOTAL	1	100.00%	\$193,614	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
Non-Minority Male Business Enterprises	1	100.00%	\$193,614	100.00%
TOTAL	1	100.00%	\$193,614	100.00%

City of Jacksonville

Goods and Other Services Prime Contractor Utilization  
All Contracts  
Fiscal Year 2009

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	7	5.69%	\$7,730,326	12.97%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	1	0.81%	\$155,789	0.26%
Native Americans	2	1.63%	\$645,181	1.08%
Caucasian Females	24	19.51%	\$9,819,465	16.48%
Non-Minority Males	89	72.36%	\$41,241,469	69.21%
<b>TOTAL</b>	<b>123</b>	<b>100.00%</b>	<b>\$59,592,230</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	1	0.81%	\$187,683	0.31%
African American Males	6	4.88%	\$7,542,643	12.66%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	0.81%	\$155,789	0.26%
Native American Females	2	1.63%	\$645,181	1.08%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	24	19.51%	\$9,819,465	16.48%
Non-Minority Males	89	72.36%	\$41,241,469	69.21%
<b>TOTAL</b>	<b>123</b>	<b>100.00%</b>	<b>\$59,592,230</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	3	2.44%	\$832,864	1.40%
Minority Males	7	5.69%	\$7,698,432	12.92%
Caucasian Females	24	19.51%	\$9,819,465	16.48%
Non-Minority Males	89	72.36%	\$41,241,469	69.21%
<b>TOTAL</b>	<b>123</b>	<b>100.00%</b>	<b>\$59,592,230</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	10	8.13%	\$8,531,296	14.32%
Women Business Enterprises	24	19.51%	\$9,819,465	16.48%
<b>Minority and Women Business Enterprises</b>	<b>34</b>	<b>27.64%</b>	<b>\$18,350,761</b>	<b>30.79%</b>
Non-Minority Male Business Enterprises	89	72.36%	\$41,241,469	69.21%
<b>TOTAL</b>	<b>123</b>	<b>100.00%</b>	<b>\$59,592,230</b>	<b>100.00%</b>

City of Jacksonville

Construction Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2009

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	8	18.18%	\$1,470,440	22.19%
Asian Americans	2	4.55%	\$514,848	7.77%
Hispanic Americans	5	11.36%	\$460,839	6.95%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	12	27.27%	\$1,607,710	24.26%
Non-Minority Males	17	38.64%	\$2,572,678	38.82%
TOTAL	44	100.00%	\$6,626,516	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	0	0.00%	\$0	0.00%
African American Males	8	18.18%	\$1,470,440	22.19%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	2	4.55%	\$514,848	7.77%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	5	11.36%	\$460,839	6.95%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	12	27.27%	\$1,607,710	24.26%
Non-Minority Males	17	38.64%	\$2,572,678	38.82%
TOTAL	44	100.00%	\$6,626,516	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	0	0.00%	\$0	0.00%
Minority Males	15	34.09%	\$2,446,127	36.91%
Caucasian Females	12	27.27%	\$1,607,710	24.26%
Non-Minority Males	17	38.64%	\$2,572,678	38.82%
TOTAL	44	100.00%	\$6,626,516	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	15	34.09%	\$2,446,127	36.91%
Women Business Enterprises	12	27.27%	\$1,607,710	24.26%
<b>Minority and Women Business Enterprises</b>	<b>27</b>	<b>61.36%</b>	<b>\$4,053,837</b>	<b>61.18%</b>
Non-Minority Male Business Enterprises	17	38.64%	\$2,572,678	38.82%
TOTAL	44	100.00%	\$6,626,516	100.00%

City of Jacksonville

Architecture and Engineering Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2009

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	1	14.29%	\$103,138	6.63%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	1	14.29%	\$200,000	12.86%
Non-Minority Males	5	71.43%	\$1,252,414	80.51%
TOTAL	7	100.00%	\$1,555,552	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	14.29%	\$103,138	6.63%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	1	14.29%	\$200,000	12.86%
Non-Minority Males	5	71.43%	\$1,252,414	80.51%
TOTAL	7	100.00%	\$1,555,552	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	0	0.00%	\$0	0.00%
Minority Males	1	14.29%	\$103,138	6.63%
Caucasian Females	1	14.29%	\$200,000	12.86%
Non-Minority Males	5	71.43%	\$1,252,414	80.51%
TOTAL	7	100.00%	\$1,555,552	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	1	14.29%	\$103,138	6.63%
Women Business Enterprises	1	14.29%	\$200,000	12.86%
<b>Minority and Women Business Enterprises</b>	<b>2</b>	<b>28.57%</b>	<b>\$303,138</b>	<b>19.49%</b>
Non-Minority Male Business Enterprises	5	71.43%	\$1,252,414	80.51%
TOTAL	7	100.00%	\$1,555,552	100.00%

City of Jacksonville

Professional Services Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2009

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$193,614	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$193,614</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$193,614	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$193,614</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$193,614	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$193,614</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
Non-Minority Male Business Enterprises	1	100.00%	\$193,614	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$193,614</b>	<b>100.00%</b>

City of Jacksonville

Goods and Other Services Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2009

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	6	5.77%	\$815,264	7.54%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	1	0.96%	\$155,789	1.44%
Native Americans	2	1.92%	\$645,181	5.97%
Caucasian Females	23	22.12%	\$2,464,260	22.80%
Non-Minority Males	72	69.23%	\$6,729,209	62.25%
<b>TOTAL</b>	<b>104</b>	<b>100.00%</b>	<b>\$10,809,704</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	1	0.96%	\$187,683	1.74%
African American Males	5	4.81%	\$627,581	5.81%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	0.96%	\$155,789	1.44%
Native American Females	2	1.92%	\$645,181	5.97%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	23	22.12%	\$2,464,260	22.80%
Non-Minority Males	72	69.23%	\$6,729,209	62.25%
<b>TOTAL</b>	<b>104</b>	<b>100.00%</b>	<b>\$10,809,704</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	3	2.88%	\$832,864	7.70%
Minority Males	6	5.77%	\$783,370	7.25%
Caucasian Females	23	22.12%	\$2,464,260	22.80%
Non-Minority Males	72	69.23%	\$6,729,209	62.25%
<b>TOTAL</b>	<b>104</b>	<b>100.00%</b>	<b>\$10,809,704</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	9	8.65%	\$1,616,235	14.95%
Women Business Enterprises	23	22.12%	\$2,464,260	22.80%
<b>Minority and Women Business Enterprises</b>	<b>32</b>	<b>30.77%</b>	<b>\$4,080,495</b>	<b>37.75%</b>
Non-Minority Male Business Enterprises	72	69.23%	\$6,729,209	62.25%
<b>TOTAL</b>	<b>104</b>	<b>100.00%</b>	<b>\$10,809,704</b>	<b>100.00%</b>



City of Jacksonville

Informal  
Construction Prime Contractor Utilization  
Contracts \$50,000 and Under

Fiscal Year 2009

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	4	13.33%	\$410,785	15.38%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	5	16.67%	\$460,839	17.25%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	9	30.00%	\$730,605	27.35%
Non-Minority Males	12	40.00%	\$1,069,472	40.03%
<b>TOTAL</b>	<b>30</b>	<b>100.00%</b>	<b>\$2,671,701</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	4	13.33%	\$410,785	15.38%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	5	16.67%	\$460,839	17.25%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	9	30.00%	\$730,605	27.35%
Non-Minority Males	12	40.00%	\$1,069,472	40.03%
<b>TOTAL</b>	<b>30</b>	<b>100.00%</b>	<b>\$2,671,701</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	9	30.00%	\$871,624	32.62%
Caucasian Females	9	30.00%	\$730,605	27.35%
Non-Minority Males	12	40.00%	\$1,069,472	40.03%
<b>TOTAL</b>	<b>30</b>	<b>100.00%</b>	<b>\$2,671,701</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	9	30.00%	\$871,624	32.62%
Women Business Enterprises	9	30.00%	\$730,605	27.35%
<b>Minority and Women Business Enterprises</b>	<b>18</b>	<b>60.00%</b>	<b>\$1,602,229</b>	<b>59.97%</b>
Non-Minority Male Business	12	40.00%	\$1,069,472	40.03%
<b>TOTAL</b>	<b>30</b>	<b>100.00%</b>	<b>\$2,671,701</b>	<b>100.00%</b>

City of Jacksonville

Informal

Goods and Other Services Prime Contractor Utilization  
Contracts \$50,000 and Under

Fiscal Year 2009

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	2	4.17%	\$14,781	1.79%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	11	22.92%	\$132,632	16.09%
Non-Minority Males	35	72.92%	\$677,119	82.12%
TOTAL	48	100.00%	\$824,532	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	0	0.00%	\$0	0.00%
African American Males	2	4.17%	\$14,781	1.79%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	11	22.92%	\$132,632	16.09%
Non-Minority Males	35	72.92%	\$677,119	82.12%
TOTAL	48	100.00%	\$824,532	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	0	0.00%	\$0	0.00%
Minority Males	2	4.17%	\$14,781	1.79%
Caucasian Females	11	22.92%	\$132,632	16.09%
Non-Minority Males	35	72.92%	\$677,119	82.12%
TOTAL	48	100.00%	\$824,532	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	2	4.17%	\$14,781	1.79%
Women Business Enterprises	11	22.92%	\$132,632	16.09%
<b>Minority and Women Business Enterprises</b>	<b>13</b>	<b>27.08%</b>	<b>\$147,413</b>	<b>17.88%</b>
Non-Minority Male Business	35	72.92%	\$677,119	82.12%
TOTAL	48	100.00%	\$824,532	100.00%

**City of Jacksonville**

**Construction Prime Contractor Utilization  
All Contracts**

**Fiscal Year 2010**

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	6	18.75%	\$1,746,598	1.64%
Asian Americans	2	6.25%	\$473,199	0.45%
Hispanic Americans	1	3.13%	\$189,985	0.18%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	4	12.50%	\$2,538,310	2.39%
Non-Minority Males	19	59.38%	\$101,345,818	95.34%
<b>TOTAL</b>	<b>32</b>	<b>100.00%</b>	<b>\$106,293,910</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	6	18.75%	\$1,746,598	1.64%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	2	6.25%	\$473,199	0.45%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	3.13%	\$189,985	0.18%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	4	12.50%	\$2,538,310	2.39%
Non-Minority Males	19	59.38%	\$101,345,818	95.34%
<b>TOTAL</b>	<b>32</b>	<b>100.00%</b>	<b>\$106,293,910</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	9	28.13%	\$2,409,782	2.27%
Caucasian Females	4	12.50%	\$2,538,310	2.39%
Non-Minority Males	19	59.38%	\$101,345,818	95.34%
<b>TOTAL</b>	<b>32</b>	<b>100.00%</b>	<b>\$106,293,910</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	9	28.13%	\$2,409,782	2.27%
Women Business Enterprises	4	12.50%	\$2,538,310	2.39%
<b>Minority and Women Business Enterprises</b>	<b>13</b>	<b>40.63%</b>	<b>\$4,948,092</b>	<b>4.66%</b>
Non-Minority Male Business Enterprises	19	59.38%	\$101,345,818	95.34%
<b>TOTAL</b>	<b>32</b>	<b>100.00%</b>	<b>\$106,293,910</b>	<b>100.00%</b>

City of Jacksonville

Architecture and Engineering Prime Contractor Utilization  
All Contracts

Fiscal Year 2010

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	1	5.26%	\$22,524	0.31%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	5	26.32%	\$2,269,408	31.19%
Non-Minority Males	13	68.42%	\$4,984,416	68.50%
<b>TOTAL</b>	<b>19</b>	<b>100.00%</b>	<b>\$7,276,348</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	1	5.26%	\$22,524	0.31%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	5	26.32%	\$2,269,408	31.19%
Non-Minority Males	13	68.42%	\$4,984,416	68.50%
<b>TOTAL</b>	<b>19</b>	<b>100.00%</b>	<b>\$7,276,348</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	1	5.26%	\$22,524	0.31%
Caucasian Females	5	26.32%	\$2,269,408	31.19%
Non-Minority Males	13	68.42%	\$4,984,416	68.50%
<b>TOTAL</b>	<b>19</b>	<b>100.00%</b>	<b>\$7,276,348</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	1	5.26%	\$22,524	0.31%
Women Business Enterprises	5	26.32%	\$2,269,408	31.19%
<b>Minority and Women Business Enterprises</b>	<b>6</b>	<b>31.58%</b>	<b>\$2,291,932</b>	<b>31.50%</b>
Non-Minority Male Business Enterprises	13	68.42%	\$4,984,416	68.50%
<b>TOTAL</b>	<b>19</b>	<b>100.00%</b>	<b>\$7,276,348</b>	<b>100.00%</b>

City of Jacksonville

Professional Services Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2010

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	2	100.00%	\$498,255	100.00%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$498,255</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	2	100.00%	\$498,255	100.00%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$498,255</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	2	100.00%	\$498,255	100.00%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$498,255</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
Non-Minority Male Business Enterprises	2	100.00%	\$498,255	100.00%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$498,255</b>	<b>100.00%</b>

City of Jacksonville

Goods and Other Services Prime Contractor Utilization  
All Contracts  
Fiscal Year 2010

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	4	3.57%	\$601,989	2.73%
Asian Americans	1	0.89%	\$275,176	1.25%
Hispanic Americans	1	0.89%	\$59,995	0.27%
Native Americans	6	5.36%	\$1,624,868	7.38%
Caucasian Females	30	26.79%	\$4,396,189	19.97%
Non-Minority Males	70	62.50%	\$15,058,397	68.40%
<b>TOTAL</b>	<b>112</b>	<b>100.00%</b>	<b>\$22,016,614</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	1	0.89%	\$4,850	0.02%
African American Males	3	2.68%	\$597,139	2.71%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	1	0.89%	\$275,176	1.25%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	0.89%	\$59,995	0.27%
Native American Females	3	2.68%	\$533,063	2.42%
Native American Males	3	2.68%	\$1,091,806	4.96%
Caucasian Females	30	26.79%	\$4,396,189	19.97%
Non-Minority Males	70	62.50%	\$15,058,397	68.40%
<b>TOTAL</b>	<b>112</b>	<b>100.00%</b>	<b>\$22,016,614</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	4	3.57%	\$537,913	2.44%
Minority Males	8	7.14%	\$2,024,116	9.19%
Caucasian Females	30	26.79%	\$4,396,189	19.97%
Non-Minority Males	70	62.50%	\$15,058,397	68.40%
<b>TOTAL</b>	<b>112</b>	<b>100.00%</b>	<b>\$22,016,614</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	12	10.71%	\$2,562,028	11.64%
Women Business Enterprises	30	26.79%	\$4,396,189	19.97%
<b>Minority and Women Business Enterprises</b>	<b>42</b>	<b>37.50%</b>	<b>\$6,958,218</b>	<b>31.60%</b>
Non-Minority Male Business Enterprises	70	62.50%	\$15,058,397	68.40%
<b>TOTAL</b>	<b>112</b>	<b>100.00%</b>	<b>\$22,016,614</b>	<b>100.00%</b>

City of Jacksonville

Construction Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2010

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	5	25.00%	\$876,946	26.44%
Asian Americans	2	10.00%	\$473,199	14.27%
Hispanic Americans	1	5.00%	\$189,985	5.73%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	3	15.00%	\$140,103	4.22%
Non-Minority Males	9	45.00%	\$1,636,302	49.34%
<b>TOTAL</b>	<b>20</b>	<b>100.00%</b>	<b>\$3,316,536</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	5	25.00%	\$876,946	26.44%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	2	10.00%	\$473,199	14.27%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	5.00%	\$189,985	5.73%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	3	15.00%	\$140,103	4.22%
Non-Minority Males	9	45.00%	\$1,636,302	49.34%
<b>TOTAL</b>	<b>20</b>	<b>100.00%</b>	<b>\$3,316,536</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	8	40.00%	\$1,540,130	46.44%
Caucasian Females	3	15.00%	\$140,103	4.22%
Non-Minority Males	9	45.00%	\$1,636,302	49.34%
<b>TOTAL</b>	<b>20</b>	<b>100.00%</b>	<b>\$3,316,536</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	8	40.00%	\$1,540,130	46.44%
Women Business Enterprises	3	15.00%	\$140,103	4.22%
<b>Minority and Women Business Enterprises</b>	<b>11</b>	<b>55.00%</b>	<b>\$1,680,233</b>	<b>50.66%</b>
Non-Minority Male Business Enterprises	9	45.00%	\$1,636,302	49.34%
<b>TOTAL</b>	<b>20</b>	<b>100.00%</b>	<b>\$3,316,536</b>	<b>100.00%</b>



City of Jacksonville

Architecture and Engineering Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2010

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	0	0.00%	\$0	0.00%
Asian Americans	1	7.14%	\$22,524	1.04%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	4	28.57%	\$769,408	35.44%
Non-Minority Males	9	64.29%	\$1,378,875	63.52%
TOTAL	14	100.00%	\$2,170,806	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	1	7.14%	\$22,524	1.04%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	4	28.57%	\$769,408	35.44%
Non-Minority Males	9	64.29%	\$1,378,875	63.52%
TOTAL	14	100.00%	\$2,170,806	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	0	0.00%	\$0	0.00%
Minority Males	1	7.14%	\$22,524	1.04%
Caucasian Females	4	28.57%	\$769,408	35.44%
Non-Minority Males	9	64.29%	\$1,378,875	63.52%
TOTAL	14	100.00%	\$2,170,806	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	1	7.14%	\$22,524	1.04%
Women Business Enterprises	4	28.57%	\$769,408	35.44%
<b>Minority and Women Business Enterprises</b>	<b>5</b>	<b>35.71%</b>	<b>\$791,932</b>	<b>36.48%</b>
Non-Minority Male Business Enterprises	9	64.29%	\$1,378,875	63.52%
TOTAL	14	100.00%	\$2,170,806	100.00%



City of Jacksonville

Professional Services Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2010

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	2	100.00%	\$498,255	100.00%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$498,255</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	2	100.00%	\$498,255	100.00%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$498,255</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	2	100.00%	\$498,255	100.00%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$498,255</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
Non-Minority Male Business Enterprises	2	100.00%	\$498,255	100.00%
<b>TOTAL</b>	<b>2</b>	<b>100.00%</b>	<b>\$498,255</b>	<b>100.00%</b>

City of Jacksonville

Goods and Other Services Prime Contractor Utilization  
Contracts Under \$500,000

Fiscal Year 2010

Ethnicity	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African Americans	4	3.88%	\$601,989	5.14%
Asian Americans	1	0.97%	\$275,176	2.35%
Hispanic Americans	1	0.97%	\$59,995	0.51%
Native Americans	5	4.85%	\$932,041	7.95%
Caucasian Females	29	28.16%	\$2,898,375	24.74%
Non-Minority Males	63	61.17%	\$6,948,872	59.31%
TOTAL	103	100.00%	\$11,716,448	100.00%
Ethnicity and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
African American Females	1	0.97%	\$4,850	0.04%
African American Males	3	2.91%	\$597,139	5.10%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	1	0.97%	\$275,176	2.35%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	0.97%	\$59,995	0.51%
Native American Females	3	2.91%	\$533,063	4.55%
Native American Males	2	1.94%	\$398,979	3.41%
Caucasian Females	29	28.16%	\$2,898,375	24.74%
Non-Minority Males	63	61.17%	\$6,948,872	59.31%
TOTAL	103	100.00%	\$11,716,448	100.00%
Minority and Gender	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Females	4	3.88%	\$537,913	4.59%
Minority Males	7	6.80%	\$1,331,289	11.36%
Caucasian Females	29	28.16%	\$2,898,375	24.74%
Non-Minority Males	63	61.17%	\$6,948,872	59.31%
TOTAL	103	100.00%	\$11,716,448	100.00%
Minority and Women	Number of Contracts	Percent of Contracts	Amount of Dollars	Percent of Dollars
Minority Business Enterprises	11	10.68%	\$1,869,201	15.95%
Women Business Enterprises	29	28.16%	\$2,898,375	24.74%
<b>Minority and Women Business Enterprises</b>	<b>40</b>	<b>38.83%</b>	<b>\$4,767,576</b>	<b>40.69%</b>
Non-Minority Male Business Enterprises	63	61.17%	\$6,948,872	59.31%
TOTAL	103	100.00%	\$11,716,448	100.00%

City of Jacksonville

Informal  
Construction Prime Contractor Utilization  
Contracts \$50,000 and Under

Fiscal Year 2010

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	3	21.43%	\$370,870	26.66%
Asian Americans	1	7.14%	\$147,440	10.60%
Hispanic Americans	1	7.14%	\$189,985	13.66%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	3	21.43%	\$140,103	10.07%
Non-Minority Males	6	42.86%	\$542,509	39.00%
<b>TOTAL</b>	<b>14</b>	<b>100.00%</b>	<b>\$1,390,907</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	3	21.43%	\$370,870	26.66%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	1	7.14%	\$147,440	10.60%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	1	7.14%	\$189,985	13.66%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	3	21.43%	\$140,103	10.07%
Non-Minority Males	6	42.86%	\$542,509	39.00%
<b>TOTAL</b>	<b>14</b>	<b>100.00%</b>	<b>\$1,390,907</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	5	35.71%	\$708,295	50.92%
Caucasian Females	3	21.43%	\$140,103	10.07%
Non-Minority Males	6	42.86%	\$542,509	39.00%
<b>TOTAL</b>	<b>14</b>	<b>100.00%</b>	<b>\$1,390,907</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	5	35.71%	\$708,295	50.92%
Women Business Enterprises	3	21.43%	\$140,103	10.07%
<b>Minority and Women Business Enterprises</b>	<b>8</b>	<b>57.14%</b>	<b>\$848,398</b>	<b>61.00%</b>
Non-Minority Male Business	6	42.86%	\$542,509	39.00%
<b>TOTAL</b>	<b>14</b>	<b>100.00%</b>	<b>\$1,390,907</b>	<b>100.00%</b>

City of Jacksonville

Informal

Goods and Other Services Prime Contractor Utilization  
Contracts \$50,000 and Under

Fiscal Year 2010

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	2	4.26%	\$38,690	5.51%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	1	2.13%	\$38,323	5.46%
Caucasian Females	15	31.91%	\$204,738	29.16%
Non-Minority Males	29	61.70%	\$420,335	59.87%
<b>TOTAL</b>	<b>47</b>	<b>100.00%</b>	<b>\$702,086</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	1	2.13%	\$4,850	0.69%
African American Males	1	2.13%	\$33,840	4.82%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	1	2.13%	\$38,323	5.46%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	15	31.91%	\$204,738	29.16%
Non-Minority Males	29	61.70%	\$420,335	59.87%
<b>TOTAL</b>	<b>47</b>	<b>100.00%</b>	<b>\$702,086</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	2	4.26%	\$43,173	6.15%
Minority Males	1	2.13%	\$33,840	4.82%
Caucasian Females	15	31.91%	\$204,738	29.16%
Non-Minority Males	29	61.70%	\$420,335	59.87%
<b>TOTAL</b>	<b>47</b>	<b>100.00%</b>	<b>\$702,086</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	3	6.38%	\$77,013	10.97%
Women Business Enterprises	15	31.91%	\$204,738	29.16%
<b>Minority and Women Business Enterprises</b>	<b>18</b>	<b>38.30%</b>	<b>\$281,751</b>	<b>40.13%</b>
Non-Minority Male Business	29	61.70%	\$420,335	59.87%
<b>TOTAL</b>	<b>47</b>	<b>100.00%</b>	<b>\$702,086</b>	<b>100.00%</b>

City of Jacksonville

Construction Prime Contractor Utilization  
All Contracts

Fiscal Year 2011

<b>Ethnicity</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African Americans	0	0.00%	\$0	0.00%
Asian Americans	0	0.00%	\$0	0.00%
Hispanic Americans	0	0.00%	\$0	0.00%
Native Americans	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$1,479,751	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$1,479,751</b>	<b>100.00%</b>
<b>Ethnicity and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
African American Females	0	0.00%	\$0	0.00%
African American Males	0	0.00%	\$0	0.00%
Asian American Females	0	0.00%	\$0	0.00%
Asian American Males	0	0.00%	\$0	0.00%
Hispanic American Females	0	0.00%	\$0	0.00%
Hispanic American Males	0	0.00%	\$0	0.00%
Native American Females	0	0.00%	\$0	0.00%
Native American Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$1,479,751	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$1,479,751</b>	<b>100.00%</b>
<b>Minority and Gender</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Females	0	0.00%	\$0	0.00%
Minority Males	0	0.00%	\$0	0.00%
Caucasian Females	0	0.00%	\$0	0.00%
Non-Minority Males	1	100.00%	\$1,479,751	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$1,479,751</b>	<b>100.00%</b>
<b>Minority and Women</b>	<b>Number of Contracts</b>	<b>Percent of Contracts</b>	<b>Amount of Dollars</b>	<b>Percent of Dollars</b>
Minority Business Enterprises	0	0.00%	\$0	0.00%
Women Business Enterprises	0	0.00%	\$0	0.00%
<b>Minority and Women Business Enterprises</b>	<b>0</b>	<b>0.00%</b>	<b>\$0</b>	<b>0.00%</b>
Non-Minority Male Business Enterprises	1	100.00%	\$1,479,751	100.00%
<b>TOTAL</b>	<b>1</b>	<b>100.00%</b>	<b>\$1,479,751</b>	<b>100.00%</b>



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