

CONTRACTING AND PROCUREMENT EVALUATION DANE COUNTY

Final Report

August 2017

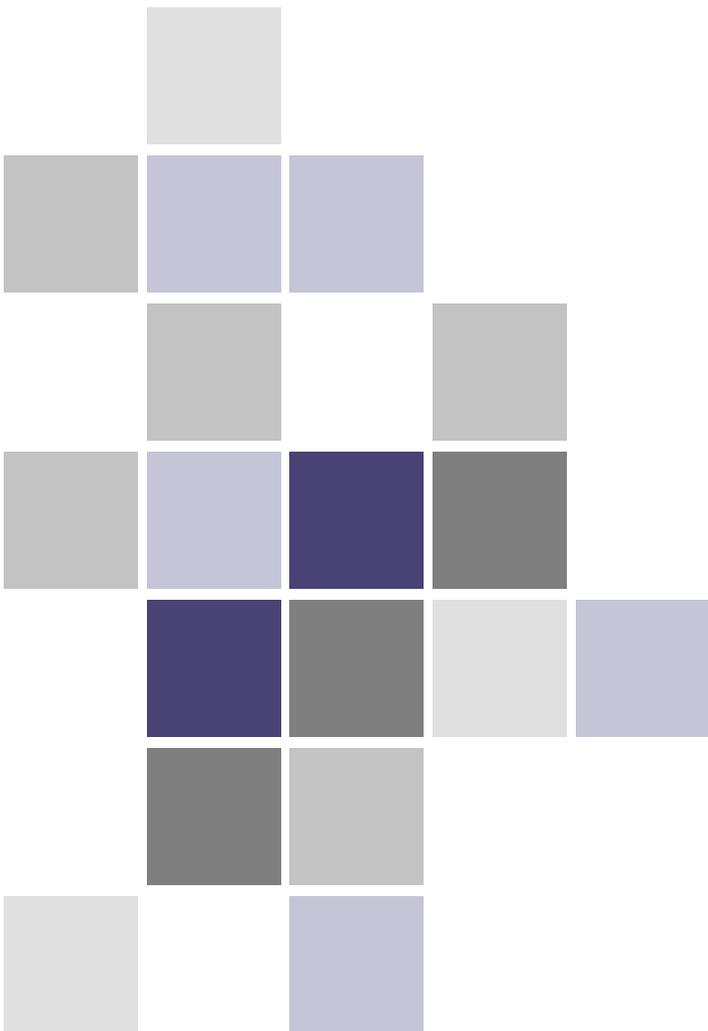


TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION.....1

- 1. INTRODUCTION 1
- 2. STUDY TEAM..... 1
- 3. OVERVIEW OF STUDY APPROACH.....2
- 4. REPORT ORGANIZATION.....3

CHAPTER 2: REVIEW OF POLICIES, PROCEDURES, AND PROGRAMS.....5

- 1. INTRODUCTION 5
- 2. METHODOLOGY 5
- 3. PROCUREMENT ORGANIZATION STRUCTURE AND ENVIRONMENT 8
- 4. DANE COUNTY CONTRACTING AND PROCUREMENT POLICIES..... 11
- 5. CONTRACTING EQUITY 15
- 6. CONCLUSION 18

CHAPTER 3: HISTORICAL EXPENDITURE AND AVAILABILITY ANALYSES.....21

- 1. INTRODUCTION 21
- 2. DEFINITIONS..... 21
- 3. DATA COLLECTION AND MANAGEMENT..... 24
- 4. EXPENDITURE ANALYSIS 25
- 5. AVAILABILITY ANALYSES..... 26

CHAPTER 4: EXTERNAL STAKEHOLDERS INPUT ANALYSIS AND EVALUATION30

- 1. INTRODUCTION 30
- 2. METHODOLOGY 30
- 3. DEMOGRAPHICS 33
- 4. BARRIERS TO DOING BUSINESS WITH THE COUNTY 35
- 5. STAKEHOLDER INTERVIEWS..... 36
- 6. ACCESS TO CAPITAL AND BONDING 36
- 7. DISPARATE TREATMENT AND DISCRIMINATION..... 37
- 8. SUGGESTED REMEDIES FROM QUALITATIVE PARTICIPANTS..... 37
- 9. CONCLUSIONS..... 37

CHAPTER 5: PEER AGENCY REVIEW	40
1. INTRODUCTION	40
2. CITY OF MADISON, WI.....	40
3. MILWAUKEE COUNTY - COMMUNITY BUSINESS DEVELOPMENT PARTNERS.....	42
4. RAMSEY COUNTY (MINNESOTA) FINANCE DEPARTMENT - PROCUREMENT	44
5. CONCLUSION	46
 CHAPTER 6: FINDINGS AND RECOMMENDATIONS	 48
1. INTRODUCTION	48
2. FINDINGS	48
3. RECOMMENDATIONS.....	49
4. SELECTED PRACTICES OF OTHER M/WBE PROGRAMS.....	50

APPENDICES

APPENDIX A:	CUSTOM CENSUS SURVEY INSTRUMENT
APPENDIX B:	SURVEY OF VENDORS INSTRUMENT
APPENDIX C:	FOCUS GROUP GUIDE
APPENDIX D:	VENDOR SURVEY RESULTS
APPENDIX E:	IN-DEPTH INTERVIEW GUIDE
APPENDIX F:	FOCUS GROUP SURVEY INSTRUMENT – PRIME CONTRACTORS
APPENDIX G:	FOCUS GROUP SURVEY INSTRUMENT – SUBCONTRACTORS
APPENDIX H:	STAKEHOLDER INTERVIEW GUIDE

CHAPTER 1

Introduction

Dane County Contracting and Procurement Evaluation

CHAPTER 1: INTRODUCTION

1. INTRODUCTION

MGT Consulting Group (MGT) was contracted by the Dane County Board of Supervisors to conduct a four-month evaluation of Dane County (“County”) government contracting and purchasing processes and policies with a focus on racial and social equity. Within this context the evaluation focused on the following areas:

- ▶ County contracting and procurement policies and processes with respect to racial and social equity.
- ▶ Best practices for racial and social equity in contracting and procurement.
- ▶ Strategies for advancing racial and social equity.
- ▶ Refinements to the County’s Targeted Business program.
- ▶ Data and technology to measure racial and social equity in contracting and procurement.
- ▶ Coordination between the County’s Office for Equity and Inclusion and the Purchasing Division.

Ultimately, this evaluation is intended to assist the County Board in carrying out its general oversight responsibilities for Dane County government operations and investments and advance the county’s racial and social equity initiatives and efforts.

2. STUDY TEAM

DR. FRED SEAMON, EXECUTIVE VICE PRESIDENT/QUALITATIVE RESEARCHER

Dr. Seamon was responsible for ensuring the team had the necessary staff and resources to address the deliverables set forth in the scope of work. Dr. Seamon also conducted policy interviews with Dane County officials and stakeholders. Dr. Seamon has over 30 years of consulting, research, and teaching experience. He has been conducting research related to access and equity since he was a graduate student. Dr. Seamon has been involved in over 100 of MGT’s disparity and disparity-related research studies. His disparity study areas of expertise include qualitative research methods, community engagement, and outreach and policy analysis. He has extensive experience analyzing the structure, operations, and processes of public sector organizations and nonprofit agencies and conducting research studies related to access, equity, and disparities in education, business, and human services. His consulting experience also includes workforce development, organizational development, program evaluation, program auditing, and performance management in workforce development, developmental disabilities, and community philanthropy.

MR. REGGIE SMITH, VICE PRESIDENT/PROJECT DIRECTOR

Mr. Smith served as project manager for this engagement. Mr. Smith is the leader of MGT’s disparity research and M/W/DBE program evaluation business unit. He plays a key role in developing, refining, and executing MGT’s methodology and quality standards for conducting disparity research studies related to

CHAPTER SECTIONS

1. Introduction
2. Study Team
3. Overview of Study Approach
4. Report Organization

equity in public contracting and procurement. Mr. Smith has extensive experience providing consulting, training, and public relations services to private and public sector agencies, particularly in local government. Mr. Smith also specializes in managing and conducting reengineering, operational assessments, organizational and performance reviews, and administrative technology projects for city, county, and state government agencies.

MS. VERNETTA MITCHELL, SENIOR CONSULTANT/PROJECT MANAGER

Ms. Mitchell led the qualitative research and data collection effort for this study. She has over 20 years of experience in minority business program development, public and private sector M/W/SBE program administration, construction, and government procurement. She has successfully managed dozens of disparity studies since joining MGT and has functional knowledge and expertise in project management, project scheduling, analytical reporting, facilitation, and public relations. Ms. Mitchell's experience in procurement, construction, and program administration has enhanced her expertise in the development and management of qualitative data collection that has led to more efficient analyses and reporting of business participation.

MR. ANDRES BERNAL, SENIOR CONSULTANT/DATA MANAGER

Mr. Bernal was responsible for collecting and analyzing the County's data. Mr. Bernal has research experience in economic theories, including Microeconomic Theory, Macroeconomic Theory, Econometrics, Urban Economics, Experimental Economics, Human and Labor Resource Economics, and Regression Analysis. He has done extensive research using statistics and mathematical computation to analyze large and complex data.

MGT SUBCONSULTANT

Oppenheim Research

Ms. Anneliese Oppenheim is the CEO of Oppenheim Research. Ms. Oppenheim was responsible for conducting the custom census surveys and the business owner telephone surveys. She has over 15 years of experience in the field of survey analysis and opinion research and has partnered with MGT on numerous disparity studies. Her work has included public opinion polling, policy study, program evaluation, and product and advertising research.

3. OVERVIEW OF STUDY APPROACH

MGT followed a carefully designed work plan that allowed study team members to carry out the scope of the project. The detailed work plan contained the following tasks:

- ▶ Project Management
- ▶ Project Initiation
- ▶ Policies, Procedures, and Program Review and Evaluation
- ▶ Best Practices and Peer Analysis
- ▶ Historical and Vendor Pool Analysis

- ▶ Development of Vendor Pool Database and Identification of Potential TBEs That Match County Contracting and Procurement Needs
- ▶ External Stakeholder Input Analysis and Evaluation; External Stakeholder and In-Depth TBE and TBE-Eligible Firms Interviews
- ▶ External Stakeholder Input Analysis and Evaluation; Focus Groups
- ▶ External Stakeholder Input Analysis and Evaluation; Survey of TBEs and TBE-Eligible Firms
- ▶ Summarize and Present Findings, Strategies, and Recommendations
- ▶ Prepare and Present Draft Report
- ▶ Prepare and Present Final Report

4. REPORT ORGANIZATION

In addition to this introductory chapter, this report consists of:

- ▶ **Chapter 2.0** – a review of the County’s procurement policies and procedures and an analysis of their impact on the Targeted Business Enterprise (TBE) program and TBE-eligible firms.
- ▶ **Chapter 3.0** – a description of the methodology used to analyze the County’s historical vendor utilization, and the availability of firms for procurement activities.
- ▶ **Chapter 4.0** – an analysis of anecdotal data collected from the in-depth interviews, focus groups, public meeting, and stakeholder interviews.
- ▶ **Chapter 5.0** – results of the peer analysis and best practices research.
- ▶ **Chapter 6.0** – a summary of the findings presented in previous chapters, as well as study recommendations.

We recommend reading the report in its entirety to understand the basis for the recommendations presented in **Chapter 6.0**.

CHAPTER 2

Review of Policies, Procedures, and Programs

Dane County Contracting and Procurement Evaluation



CHAPTER 2: REVIEW OF POLICIES, PROCEDURES, AND PROGRAMS

1. INTRODUCTION

Dane County's commitment to equity and inclusion is embodied and codified in County ordinances, County policies, and several initiatives focused on reducing racial disparities in employment and procurement and contracting. Dane County's efforts recognize that contracting and procurement policies and practices can have a significant community impact and can serve multiple purposes. In addition to ensuring that operating departments and units provide the necessary goods and services to meet residents' needs, contracting and procurement can also be a powerful mechanism for promoting economic empowerment and equity among small and minority- and women-owned businesses. Examining Dane County's contracting and procurement policies was a critical element in MGT's evaluation. We focused particularly on determining how current policies and practices impact the County's goals and commitment to reducing racial disparities and whether there are greater opportunities to use contracting and procurement policies to effectively advance equity and economic prosperity. Chapter 2 includes a review of Dane County's procurement policies and procedures. It provides a brief description of the policies and procedures and examines the routine application and use of policies, and the impact of these policies on disparities in the County's procurement and contracting. In addition, within the context of evaluating policies and procedures MGT's review focused on whether there are unintended consequences that impact the goal of increasing utilization and participation of minority vendors.

MGT's evaluation of policies and procedures is presented in six major sections. Section 2 includes a brief description of the methodology used to conduct the evaluation of procurement policies and procedures. MGT's basic methodology for evaluating policies and procedures has been revised and refined over the course of conducting over 200 studies of contracting and procurement policies and the availability and utilization of minority- and women-owned businesses. MGT's evaluation also considered the organization environment and context in which contracting and procurement take place. Understanding the organization environment and context was important given the County's commitment to promoting contracting equity and reducing racial disparities.

2. METHODOLOGY

This section discusses the overall approach and methods undertaken to conduct the evaluation of contracting and procurement policies and practices. In examining the application of policies and procedures MGT's evaluation also involved developing an understanding of the organization environment in which policies and procedures are carried out and the impact of policies on the end users that are subject to the County's contracting and procurement policies. The evaluation was conducted with the full and complete cooperation of Dane County administrators and staff who provided information, support, and assistance to

CHAPTER SECTIONS

1. Introduction
2. Methodology
3. Procurement Organization Structure and Environment
4. Dane County Contracting and Procurement Policies
5. Contracting Equity
6. Conclusion

MGT throughout the evaluation. Without this level of cooperation conducting the evaluation described in the sections which follow would have been very difficult. To conduct the evaluation and to prepare this chapter, MGT's approach included collecting and reviewing a variety of source documents and materials related to contracting and procurement. Policies, procedures, and practices were also reviewed and discussed with staff to better understand Dane County's procurement operations and practices. However, the full impact of these policies and procedures can only be determined in conjunction with the quantitative results and anecdotal input discussed in the chapters that follow. The evaluation of contracting and procurement policies included the following major steps:

- ▶ Collection, review, and summarization of Dane County's contracting and procurement policies and procedures.
- ▶ Collection and review of other information and data pertaining to Dane County procurement and contracting.
- ▶ Review of applicable laws and regulations governing procurement and contracting.
- ▶ Interviews and meetings with Dane County administrators and staff regarding policies and procedures, and issues and challenges related to increasing the participation and utilization of minority vendors.
- ▶ Interviews and meetings were initially held in February 2017 and follow-up contacts were made afterwards to obtain additional information and insights. In addition to soliciting information and facts about procurement operations, the interviews and meetings were also used to develop a better understanding of the organization structure and environment in which contracting and procurement take place. Interviews and meetings were conducted with staff from the following:
 - Dane County Controller
 - Dane County Purchasing Agents
 - Dane County Department of Human Services, Director
 - Dane County Department of Human Services, Planning and Evaluation Manager
 - Dane County Department of Public Works, Highway and Transportation, Commissioner/Director
 - Dane County Office for Equity and Inclusion, Director
 - Dane County Office for Equity and Inclusion, Manager of Equal Opportunity

Finally, MGT collected and reviewed a variety of source documents and information pertinent to the study. The information collected and reviewed by MGT is itemized in **Table 2-1**.

TABLE 2-1
DOCUMENTS REVIEWED DURING PROCUREMENT AND CONTRACTING
EVALUATION

INDEX	DESCRIPTION
Dane County Procurement Related Documents	
1.	Dane County Ordinances Chapter 19-Affirmative Action Ordinance Chapter 25-Purchasing and Contracting Chapter 40-Public Works
2.	Contract Compliance and Targeted Business Plan
3.	Emerging Small Business Provisions
4.	Model Affirmative Action Plan for Dane County Contractors
5.	Dane County Procurement Card Manual
6.	The Dane County Purchasing Process
7.	Standard Terms and Conditions (Request for Bids/Proposals/Contracts) Rev 11/13
8.	County of Dane-Purchase of Services Agreement
	<i>Related Source Documents</i>
9.	RFP # 117021-Bond Counsel Services
10.	RFB # 117018-Excavator
11.	RFP # 116072-Contracting/Procurement Equity Program Review
12.	Wisconsin Statutes-Chapter 16 and Chapter 59
	<i>Disparity Studies</i>
13.	Keen Independent Research LLC-City of Madison Public Works Disparity Study
	<i>Other Documents</i>
14.	Dane County Department of Human Services-2016-2020 Strategic Plan
15.	Dane County Department of Human Services-Baker Tilly Work Plans 2014, 2015, 2016
16.	Race to Equity-A Roadmap to Equity: A Two Generation Approach to Reducing Racial Disparities in Dane County
17.	Race to Equity-Racial Equity Community Impact, January 2016
18.	State of Black Madison 2008, Urban League of Greater Madison
19.	Wisconsin Diversity Procurement Network-Programs and Services
20.	Center for Social Inclusion & Government Alliance on Race & Equity, "Dane County Wisconsin Racial Equity Analysis & Recommendations"
21.	Baker Tilly, "Dane County Wisconsin Department of Human Services POS Contract Process Assessment," April 2014

3. PROCUREMENT ORGANIZATION STRUCTURE AND ENVIRONMENT

PROCUREMENT ENVIRONMENT

As mentioned, understanding Dane County's organization structure and environment was an important part of MGT's evaluation. Since the release of the "Race to Equity Report," which documented "significant racial disparities in Dane County," several initiatives aimed at reducing disparities faced by African-American families have been launched. Initiatives such as "Access to Opportunity", the Racial Equity and Social Justice Team, the Wisconsin Diversity Procurement Network, and other efforts in partnership with the City of Madison, community-based organizations, corporate partners, and other community stakeholders are indicative of the County's commitment to addressing racial disparities. In fact, the evaluation being conducted by MGT is another key indicator of the commitment to addressing racial disparities in Dane County. Based on MGT's experience completing over 200 disparity studies that have examined disparities in procurement and contracting, few if any communities can match Dane County's investment of time and resources devoted to addressing racial disparities. From MGT's perspective, Dane County's efforts are unprecedented and unique among the municipalities that MGT has worked with over the past two decades. The efforts and initiatives undertaken by Dane County served as the backdrop for MGT's evaluation and were an important part of the organization and environmental context in which the evaluation was conducted.

With a budget well over \$500 million, procurement is an essential activity for supporting the County's daily operations. **Exhibit 2-1** shows the County's organization structure. The organization units shown in **Exhibit 2-1** purchase a variety of goods and services for the County's internal operations and to meet the service needs of the County's residents. To operate efficiently and effectively and provide essential services, procurement and contracting must be continuous and ongoing. Within this context, the organization units shown in **Exhibit 2-1** engage in purchasing at varying levels and on a regular basis.

According to the Dane County Ordinances (County Code), the Purchasing Division is responsible for procuring goods and services at the lowest possible cost to taxpayers for the operation of Dane County government. Chapter 25 of the County Code "applies to the procurement of all goods and services made by Dane County, whether professional or nonprofessional." Section 25.08 of the County Code identifies the following specific duties of the purchasing manager:

1. Oversee the purchasing of goods and services;
2. Prepare specifications for proposed transactions;
3. Promulgate and amend purchasing operational procedures and administrative regulations—assist departments in complying with regulations;
4. Maintain records to account for expenditures of funds for purchases made by the Purchasing Division; and
5. Request information from departments necessary or desirable for efficient administration of the purchasing function.¹

¹ Dane County Code.

While not shown in **Exhibit 2-1**, the Purchasing Division is housed in the Dane County Department of Administration. The Purchasing Division is responsible for purchasing all goods and services and obtaining maximum value for each dollar spent. In Dane County, the Department of Human Services (DHS) and the Department of Public Works, Highway, and Transportation (PWHT) account for a majority of Dane County's procurement. For example, the Department of Human Services annually contracts with well over two hundred vendors to provide services to children, youth, adults, and seniors. According to expenditure data for 2012 to 2016, DHS accounted for \$419,666,210 in procurement. Because this report focuses on the county's RFP process, this figure for DHS purchasing / contracting does not take into account the Comprehensive Community Services (CCS) program. The CCS program does not utilize DHS's RFP process because the program/funding requires DHS to contract with any willing provider. The CCS program, however, is growing, has increased the diversity of DHS's provider group, and has provided an opportunity to create and develop new providers. The number of providers and expenditure here does not include the CCS program. During the same period, Public Works accounted for \$40,000,000. Both departments are unique due to the volume of procurement and for maintaining separate procurement processes. For example, Public Works bid projects worth millions of dollars. Larger projects are awarded through a formal bidding process and smaller projects are awarded through informal quotes. DHS has its own Request for Proposal (RFP) process that begins in April for a majority of the programs and services provided by community-based agencies and organizations. DHS also issues RFPs throughout the year on an as-needed basis. Because of their major contracting and procurement roles, MGT met with representatives from each of these departments to discuss contracting and procurement, interaction with the Office for Equity and Inclusion, and opportunities for increasing the utilization of minority vendors. It was noted that DHS contracting was a major focus of the "POS Contract Process Assessment" conducted by Baker Tilly in 2014. The Baker Tilly assessment primarily focused on efficiency and effectiveness related to contract compliance and monitoring, performance based contracting (PBC), contract management, and other key areas. To conduct the assessment Baker Tilly focused on nine major procurement processes. Although the POS assessment did not specifically address contracting equity or racial disparities, the issues and recommendations in the final report and the Baker Tilly work plans developed to implement the report's recommendations could have significant implications for minority- and women-owned vendors interested in doing business with the County. For example, recommendations related to greater clarity, increased communication, revisions to the RFP and evaluation process, extending timeframes, enhancing relationships, training program managers so that they can better articulate and communicate requirements and expectations all address factors that have inhibited minority vendors from bidding and/or adversely impacted minority vendors that submitted bids in virtually every study conducted by MGT in the past ten years.

Through the acquisition of goods and services, the Purchasing Division performs an essential and vital role for Dane County. In providing functional and operational procurement support, the Purchasing Division is responsible for the acquisition and procurement of goods and services according to established policies and procedures for advertisement, solicitation, and approval. In carrying out its procurement functions the Purchasing Division adheres to the County Code and standards set forth by the National Institute of Governmental Purchasing and the Wisconsin Association of Public Purchasers. The Purchasing Division is responsible for the following:

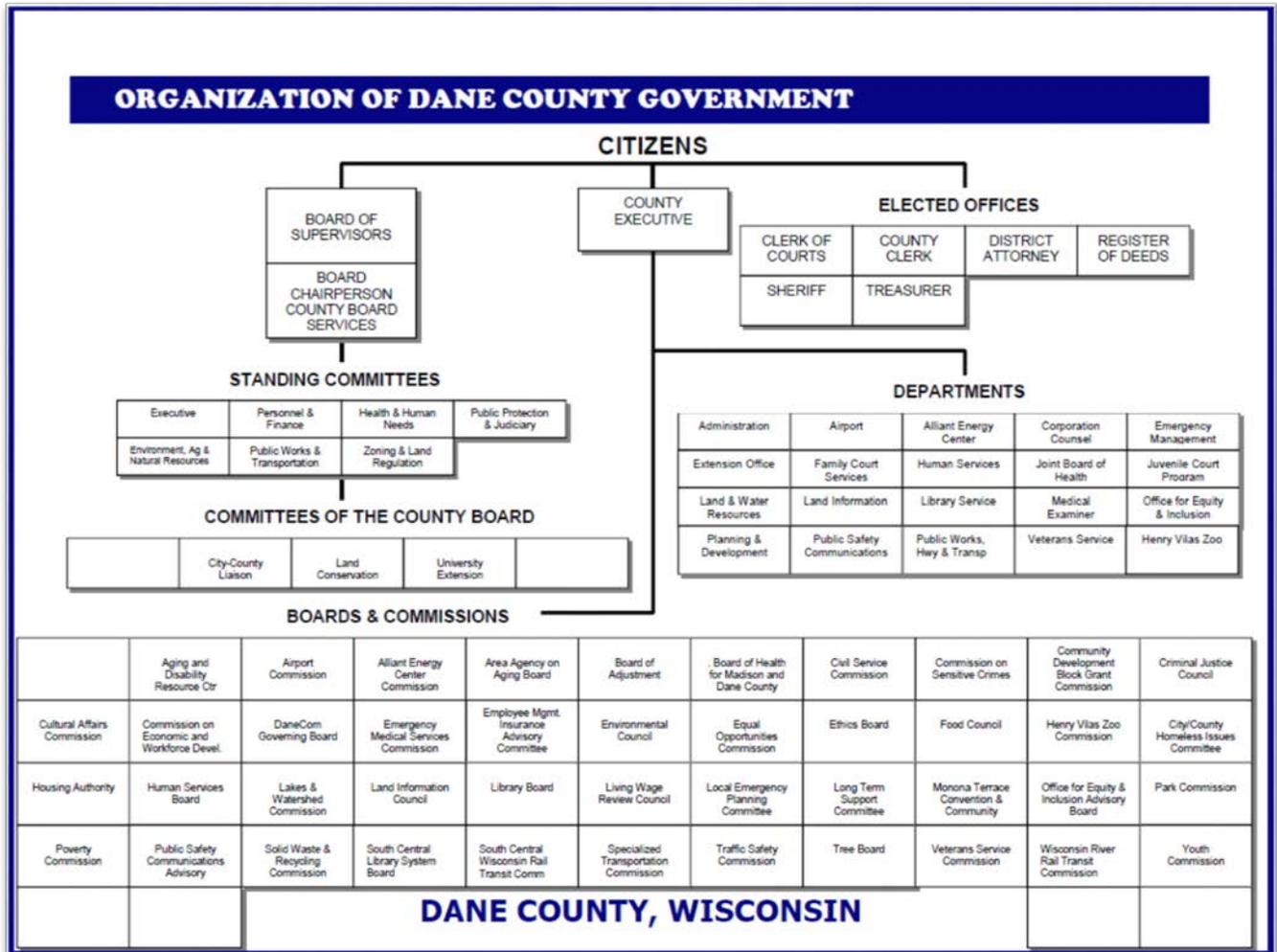
- ▶ Procurement of banking services, building supplies, construction equipment and supplies, consulting services, computer hardware/software/network equipment, office equipment and

supplies, custodial services, law enforcement equipment, medical services and supplies, surveys and appraisals, telecommunications equipment and services, uniform rental, and vehicles.

- ▶ Coordination, support, and technical assistance to user departments.

The Purchasing Division currently has two full-time staff (Purchasing Agents) who report to Dane County's Controller and CFO. According to staff, there are plans to hire one additional staff position.

EXHIBIT 2-1
DANE COUNTY ORGANIZATION CHART



Source: Dane County 2016 Adopted Budget.

Dane County's purchasing agents play a key role in working with departments to meet their purchasing needs for goods and services. As mentioned, both the Department of Human Services and the Department of Public Works, Highway, and Transportation handle certain aspects of their own procurement and in doing so they work with the Purchasing Division and adhere to established policies and procedures. The interviews and meetings conducted by MGT for the policy and procedures evaluation yielded a diverse range of opinions and perceptions about procurement practices as they relate to increasing the participation of minority vendors in contracting and procurement opportunities. Based on the interviews and meetings that

were conducted, the Purchasing Division, the Office for Equity and Inclusion, DHS and Public Works could play a larger role in helping to meet the County's goals and objectives related to racial disparities and increasing the participation and utilization of minority vendors. It is also clear from MGT's review that the County's purchasing operation is focused on building an efficient procurement system and a procurement team that is professional and responsive to the needs of the County's departments. The interviews and meetings also revealed a great deal of sensitivity and urgency related to eliminating racial disparities and increasing participation of minority businesses. In fact, ensuring that participation of minority businesses is aggressively and proactively pursued appears to be a major priority that is advocated and supported by the Dane County Board of Supervisors as well as by the administration and the staff that were interviewed by MGT.

It was noted at the time of the evaluation that the County's contracting and procurement was a key focal point in the analysis of racial equity across all County operations conducted by Government Alliance on Race & Equity (GARE) and Center for Social Inclusion (CSI) and completed in September 2015. The recommendations included in the report related to contracting equity were a major factor in establishing the RESJ Contracting Equity Action Team and soliciting proposals for the evaluation MGT is currently conducting. The report called for "collecting and analyzing data to identify gaps in contracting and procurement" as well as "eliminating barriers from contracting and procurement policies and procedures." The underlying premise of the report's conclusions and recommendations is that improving access to contracting and procurement opportunities will ultimately "ensure communities of color share in the County's economic prosperity." To move toward this goal the report recommended two major County-level performance measures related to contracting equity—"number of minority business contracts and contracting" and "procurement reflects the demographics of the community." MGT's experience has been that these two measures can be used to assess changes and evaluate progress toward greater diversity and inclusion. Using the CSI & GARE report as an impetus, County officials and staff are addressing contracting equity to ensure the kind of inclusion that results in the economic prosperity highlighted in the CSI & GARE report. By optimizing County resources to eliminate racial disparities, the County has positioned itself to address racial disparities in a very proactive and action-oriented manner.

4. DANE COUNTY CONTRACTING AND PROCUREMENT POLICIES

The overview which follows is narrowly focused on major policies which have a more direct impact on contracting and procurement of goods and services for Dane County. To evaluate contracting and procurement policies MGT reviewed the policy related documents and information listed in **Table 2-1** and discussed the policies during MGT's interviews and meetings with Dane County staff. The sections which follow are intended to provide a high-level summary of contracting and procurement policies and procedures. It is not intended to provide a detailed discussion about the processes associated with each policy or the "nuts and bolts" of how each policy is carried out. MGT's primary focus was on how policies and procedures are being used to facilitate increased utilization of minority vendors and whether there are barriers and impediments built into the policies or how policies are operationalized. MGT paid considerable attention to sections of the County Code and other source documents that potentially impact the County's contracting and procurement with minority businesses including the following:

- ▶ Chapter 19-Targeted Business Policy

- ▶ Chapter 25-Purchasing and Contracting
 - 25.11-Purchase of Goods and Services (19m)22-Encouraging the Participation of Targeted Business Enterprises
 - 25.15-Human Services Contracts
 - 25.75-Streets and Highways Construction
 - 25.016-Equal Benefits Requirement
- ▶ Chapter 40-Public Works
 - 40.16-Affirmative Action Required
- ▶ Model Affirmative Action Plan for Dane County Contractors
- ▶ Contract Compliance and Targeted Business Plan
- ▶ Emerging Small Business Provisions

The review of the above documents helped to shape the discussions with staff about how policies are being implemented and how policies impact minority vendors seeking contracting and procurement opportunities. In reviewing these documents MGT also noted whether relevant state laws and regulations listed in **Table 2-1** are referenced in the County's policies.

CONTRACTING AND PROCUREMENT OVERVIEW

The review of policy documents, and interviews and meetings with staff, were critical for understanding the application of policies and procedures. Based upon MGT's experience, efficient and effective coordination and execution of the purchasing process is largely dependent upon knowledgeable and skilled staff and well established and well executed policies and procedures for advertisement, solicitation, vendor evaluation/selection, contract negotiation, and approval. Much of the overview that follows is based on the policy documents that were reviewed as well as discussions with staff about the purchasing process. Based upon MGT's meetings and discussions with staff, the overarching purpose of the County's contracting and procurement policies are as follows:

- ▶ Achieve greater efficiency and economy;
- ▶ Encourage competition and use of businesses within Dane County;
- ▶ Maintain a responsive purchasing process;
- ▶ Instill public confidence in the County's contracting and procurement;
- ▶ Provide fair and equitable treatment of persons seeking to do business with the County; and
- ▶ Obtain the materials, services, and construction required by the County in a cost-effective manner.

Given MGT's interviews with County staff the above stated purposes are embodied in the roles and responsibilities of the staff in the Purchasing Division and staff responsible for purchasing in DHS and PWHT. The extent to which minority and other businesses concur and benefit will be determined through the data analysis in the chapters which follow.

PURCHASING AUTHORITY

Policies that delineate purchasing authority provide guidance, direction, and boundaries for contracting and procurement. According to 25.11 “purchasing authority may be delegated to departments to purchase goods or services using blanket purchase orders, a procurement card, or other means as authorized by the purchasing manager.”² What this typically means in practice is that departments have a certain degree of latitude and discretion in instances where purchasing authority has been delegated.

EXCEPTIONS

The following purchasing exceptions are outlined in 25.11 (20):

- ▶ **Emergency Procurement**
Purchases made because of an immediate and serious threat to community health, safety or welfare and when circumstances do not allow time for normal competitive purchasing procedures.
- ▶ **Sole Source**
Only one vendor has the unique available ability to meet the County’s requirements
- ▶ **Intergovernmental Procurement**
Purchase of goods or services directly from any other governmental or quasi-governmental entity or political subdivision
- ▶ **Cooperative Procurement**
Cooperative purchasing agreement for the procurement of materials, supplies, equipment or services with one or more units of government

SOURCE SELECTION AND SOLICITATION

Source selection is a fundamental but critical purchasing function that is necessary to acquire essential goods and services needed by departments. MGT’s discussions with staff focused on primary source selection methods and related policies and practices and how businesses are impacted. Based upon MGT’s review, policies and procedures for source selection are clear and appear to be user-friendly. In reviewing policies and practices for source selection MGT also examined Chapter 25.11, Chapter 40, Emerging Small Business Provisions, Contract Compliance and Targeted Business Plan, Procurement Card Manual, Dane County Purchasing Process, and the County’s website.

COMPETITIVE SOLICITATION

Section 25.11 (6) of the County Code contains provisions for a written competitive solicitation process for goods and services costing between \$10,000 and \$35,000.

² Dane County Code Chapter 25.

COMPETITIVE SEALED BIDS

According to Section 25.11 of the County Code, competitive sealed bids are required for goods and services over \$35,000 and must be advertised at least two (2) weeks before the bid opening date. Competitive sealed bids are solicited through a Request for Proposals (RFP). The process starts with preparation of the scope of work by the department in need and the Purchasing Division. As mentioned, RFPs are publicly advertised and pre-proposal conferences and/or site visits may be used depending on specifications and requirements.

SMALL PURCHASES

The dollar threshold for small purchases is \$10,000 or less. According to Section 25.11 of the County Code purchases less than \$10,000 may be made through a method determined by the purchasing manager to be in the best interests of the public. We noted that small purchases provide an opportunity for considerable “purchasing latitude and discretion.”

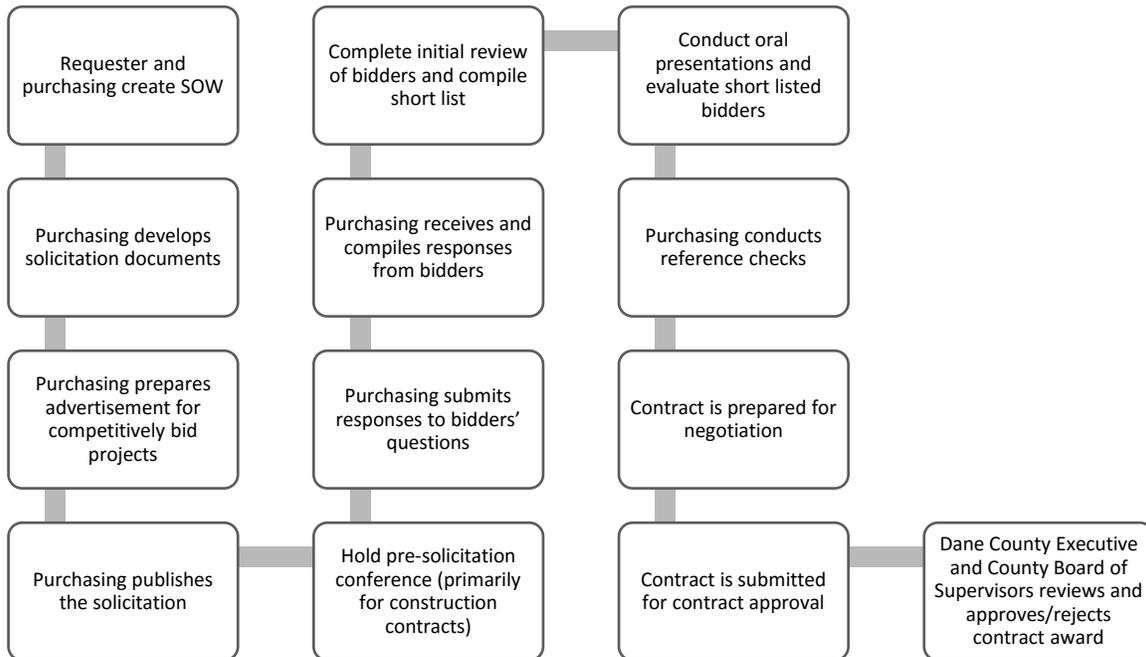
PUBLIC WORKS PROJECTS

Chapter 40.07 includes policies for public works projects, bids, and contracts. Chapter 40.07 is very explicit and detailed in outlining provisions for prequalification, consulting services, approval of awards and contracts, bid specification requirements, bonding and insurance requirements, contractor payments, and affirmative action requirements.

In summary, based upon MGT’s review, source selection policies and procedures provide ample guidance and direction. The County Code is very clear with respect to policy intent related to source selection for the purchase of goods and services by the County. A review of bid documents listed in **Table 2-1** revealed a sufficient level of detail and information provided to potential bidders and the documents appear to be properly aligned with the County Code. Discussions with staff revealed that they are well versed in the policies and procedures for source selection. The extent to which the policies and procedures impact minority vendors seeking contracting and procurement opportunities is reflected in the analysis of anecdotal evidence, particularly in areas where there is a certain degree of purchasing latitude and discretion.

The review of policies and discussions/meetings with staff enabled MGT to develop a high-level overview of source selection for RFPs shown in **Exhibit 2-2**. As discussed earlier, the procurement process used by DHS and Public Works vary from the process shown in **Exhibit 2-2**. For example, the majority of DHS procurements typically start in April with issuance of a RFP to procure services and programs provided by POS providers. Public Works develops the RFBs for construction projects, informal quotes for smaller projects, and RFPs for architectural and engineering services. MGT’s review focused primarily on opportunities to increase utilization of TBEs and minority vendors regardless of where the solicitation process originates. Based on MGT’s review Dane County has ample policies to guide and direct procurement. DHS is unique in that a majority of its contracting is with nonprofit agencies, few of which are exclusively TBE or minority agencies. However, there may be an opportunity to increase diversity by requiring culturally competent service delivery and/or staff and board diversity similar to what foundations typically require as a condition of contract award. Also, there may be an opportunity to increase DHS and Public Works utilization of TBEs and minority vendors by including the Office for Equity and Inclusion on the front end of solicitation development regardless of where the process is initiated.

EXHIBIT 2-2
OVERVIEW OF SOURCE SELECTION PROCESS

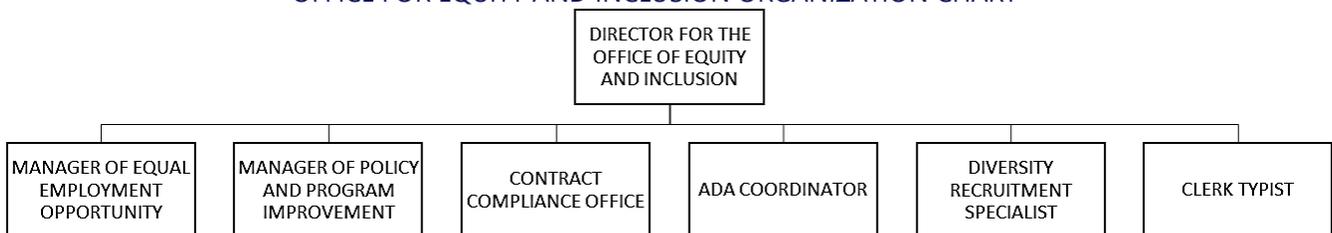


Source: Created by MGT based upon staff interviews and review of County policies and procedures.

5. CONTRACTING EQUITY

The major impetus for this evaluation is the County’s commitment to eliminating racial disparities in Dane County and improving economic prosperity through contracting equity. The outcome of this evaluation will provide guidance and direction for increasing the participation of minority vendors in contracting and procurement in Dane County. As such, MGT felt it was important to review efforts currently being undertaken to increase participation of minority- and women-owned businesses through the Office for Equity and Inclusion. The organization of the Office for Equity and Inclusion is shown in **Exhibit 2-3**.

EXHIBIT 2-3
OFFICE FOR EQUITY AND INCLUSION ORGANIZATION CHART



Source: Office for Equity & Inclusion.

The Office for Equity and Inclusion was established to help focus and coordinate the County’s efforts to address “racial, gender, and disabilities disparities.” According to the Office for Equity and Inclusion web page, the impetus for creating the OEI “emerged from the recommendations in the Dane County Racial Equity Analysis,” which was discussed earlier in this report. In many respects, the Office for Equity and

Inclusion reflects the County's desire to create opportunities for the inclusion and participation of minority vendors by establishing an organizational entity responsible for coordinating and collaborating with purchasing and other departments, as well as reaching out to minority vendors. In reviewing the role and scope of the Office for Equity and Inclusion, MGT recognized that it is still in its infancy and will need time and resources to "grow" into its role and become a visible and effective force for "eliminating disparities and achieving equity."

Ultimately, the Office for Equity and Inclusion can play a major role internally and externally in promoting the County as an organization committed to business diversity. This includes serving as a resource to the Purchasing Division and other County departments on issues pertaining to equity and disparities. Keeping departments informed about opportunities to utilize minority vendors, conducting outreach to educate and inform the minority business community about doing business with the County, and providing information about contracting and procurement opportunities will have a significant impact on the utilization of minority vendors. Externally as well as internally the ultimate goal is to improve and increase participation and minimize barriers to participation. Internally most of the mechanisms to support the mission of the Office for Equity and inclusion are in place given key provisions in the County Code and documents such as the Contract Compliance and Targeted Business Plan and Model Affirmative Action Plan for Dane County Contractors. Based on MGT's experience, by far Dane County has more in place in terms of policies, directives, and plans to address equity and disparities than any other local government MGT has worked with in the past two decades. Other mechanisms which can support the efforts of the Office for Equity and Inclusion include:

- ▶ Dane County Website

In today's environment, an organization's website is an essential and vital tool and information resource. Typically, an organization's website is the first place potential vendors go to for information about an organization and potential procurement opportunities. The "Purchasing" link provides a considerable amount of information, direction, and guidance to potential vendors, including information on vendor registration, bids and RFPs. The "Office for Equity and Inclusion" link also provides information that can be used by a prospective vendor to keep informed and to better understand County procurement. MGT found the website to be helpful, informative, and relatively easy to navigate.

- ▶ Doing Business with Dane County

For some potential bidders navigating an organization's procurement process can be a significant barrier to participation, particularly for minority- and women-owned businesses and other businesses that are unaccustomed to bidding in the public sector. The County currently lacks a comprehensive "Guide to Doing Business in Dane County" that can be downloaded or printed for distribution as an information and referral resource for business assistance organizations or trade associations. What was provided to MGT as a guide to doing business with Dane County largely consisted of contact information, which is useful but lacking in detail about what steps must be taken. MGT has found that a detailed and comprehensive, step-by-step guide can be an effective tool for providing very useful information in a user-friendly manner for potential vendors.

▶ Resources for County Staff

Given that Dane County has sufficient policies and procedures in place, working with internal end users is critical in order to make significant changes that will help to eliminate disparities and achieve greater contracting equity. Informed and knowledgeable employees are important in minimizing barriers and increasing participation, particularly for minority- and women-owned businesses. Both the Purchasing Division and Office for Equity and Inclusion sites can serve as a resource and provide very useful and essential information for managers and employees, which will ultimately benefit potential vendors. MGT reviewed the Dane County Purchasing Process, which was delivered two years ago to employees and provided the “nuts and bolts” related to purchasing. It would be extremely beneficial to deliver similar training to staff in departments who are directly involved in purchasing on a more regular basis in conjunction with the Office for Equity and Inclusion.

MGT also reviewed the 2013-2015 Targeted Business Directory, which can be a very useful tool for departments and staff. The Directory should be updated annually and widely distributed, including being made available online. From MGT’s perspective, going forward it is crucial for the Purchasing Division and the Office for Equity and Inclusion to work in close collaboration in order to effectively serve as a vital resource for departments and staff to provide information, technical assistance, and support to increase equity in contracting and purchasing.

In summary, current efforts underscore the County’s urgency to eliminate racial disparities by addressing key recommendations in the 2015 Dane County Racial Equity Analysis. Based on the discussions and meetings conducted by MGT, the County recognizes that increasing participation of minority- and women-owned businesses is an organization-wide shared responsibility and is not solely the responsibility of the Purchasing Division or the Office for Equity and Inclusion. As such the following is important to achieving greater contracting equity:

- ▶ Continuously encouraging participation of minority- and women-owned businesses in all County procurement and contracting. Encouraging participation in this context is based upon establishing ongoing one-on-one relationships with vendors and serving as coach/mentor to help identify procurement and contracting opportunities, helping navigate the purchasing process, and building relationships with County staff. If effectively carried out, minority vendors who are part of this process are very likely to become advocates and ambassadors for efforts to increase minority participation.
- ▶ Implementing data systems and processes to monitor and track progress on key performance measures.
- ▶ Interacting and communicating with departments and internal end users to provide assistance, advice, and support related to utilizing minority vendors.
- ▶ Planning and executing outreach activities to promote and encourage participation of minority- and women-owned businesses.

6. CONCLUSION

This evaluation focused on Dane County contracting and procurement policies and contracting equity as a key factor in the County's efforts to eliminate racial disparities. Based upon MGT's review the County has detailed policies that govern all aspects of procurement. The County Code and the other source documents reviewed by MGT provide ample policy guidance and direction for purchasing goods and services. In fact, whether initiated by the Purchasing Division, DHS, or Public Works, the process itself operates as intended. There is no evidence whatsoever that County policies and procedures are being circumvented. Based on MGT's review, current policies are sufficient to advance goals related to equity and eliminating disparities. As alluded to earlier, compared to other municipalities where MGT has conducted similar studies, current policies are comprehensive and—if consistently applied, enforced, and monitored—should meet goals and measures recommended in the 2015 Dane County Racial Equity Analysis. Based on MGT's evaluation herein lies the challenge: the extent to which policies are translated into action and consistently operationalized in a manner that results in tangible action and progress toward contracting equity and eliminating disparities. In other words, there is no absence of policy direction—the key variable for moving forward will be consistently operationalizing what is currently in place.

MGT's evaluation and review uncovered potential opportunities to “move the needle” on contracting equity and eliminating disparities. In moving the needle, the major question is how can key players including the Purchasing Division, Office for Equity and Inclusion, Department of Human Services, and the Department of Public Works, Highway, and Transportation work collaboratively to address contracting equity? Since DHS and Public Works account for a majority of the County's expenditures a natural question is whether there are opportunities for both to increase utilization of minority vendors and at what stage of the DHS and Public Works procurement processes should efforts be accelerated to increase utilization of minority vendors? DHS is in a unique position since most its contracting is with nonprofit agencies and organizations, very few of which are exclusively “minority” organizations. In addition, most of the small community-based organizations that serve communities of color tend to lack the infrastructure and capacity required by DHS although they tend to be effective in the communities they serve. To address this scenario, which is common in other communities, there may be an opportunity for DHS and the Office for Equity and Inclusion to collaborate in identifying minority community-based organizations that provide quality services and larger agencies with the infrastructure and capacity to serve as fiscal agent, thereby creating a nonprofit version of a joint venture.

From MGT's perspective there is a huge benefit for these organizational units to work together in identifying and reaching out to minority vendors in Dane County to provide information about opportunities and assist vendors in navigating the system to take advantage of opportunities. Based on the results of the utilization and availability analysis in **Chapter 3** we know there are TBEs and minority vendors in the marketplace. Anecdotal research in **Chapter 4** indicates that lack of awareness and information about procurement opportunities tends to be a major impediment to doing business with Dane County. As such, there is some “low hanging, cost-neutral fruit” which may yield a tremendous benefit. For example, the Office for Equity and Inclusion should be made aware of opportunities in DHS, PWHT, and other departments early in the process and provide advice and information about potential minority vendors. The Targeted Business Directory, which needs to be updated annually, can serve as a useful tool for departments that lack awareness and knowledge about minority vendors. Also critical is a strong working relationship between

the Purchasing Division, the Office for Equity and Inclusion, DHS, and Public Works particularly related to information sharing, communication, vendor data, and planning and coordination of outreach to vendors and potential vendors. In fact, it would be extremely helpful and effective for DHS and the Office for Equity and Inclusion to jointly plan and conduct information sessions internally for end users as well as to jointly conduct outreach to the vendor community. Public Works and the Office for Equity should collaborate in a similar fashion. These units must be more proactive both internally and in reaching out to minority- and women-owned firms. The extent to which the County can expand its utilization of minority- and women-owned firms will be determined by the results of these units working more collaboratively to increase awareness, interest, and participation in County contracting and procurement. As such, their efforts must be continuous, highly visible, and conducted on a regular basis if participation and utilization are to be positively influenced.

CHAPTER 3

Historical Expenditure and Availability Analyses

Dane County Contracting and Procurement Evaluation

CHAPTER 3: HISTORICAL EXPENDITURE AND AVAILABILITY ANALYSES

1. INTRODUCTION

This chapter presents the results the historical analysis of expenditures by business category between January 1, 2012 and December 31, 2016, and an analysis of firms in the market area that are available to provide services to Dane County in the areas of Construction, Architecture and Engineering, Professional Services, and Goods and General Services. The following section presents the definitions of key terms that are used in this chapter.

CHAPTER SECTIONS

1. Introduction
2. Chapter Definitions
3. Data Collection and Management
4. Expenditure Analysis
5. Availability Estimates Analyses

2. DEFINITIONS

To understand the analyses presented in this chapter, the following definitions are important.

BUSINESS OWNERSHIP CLASSIFICATION³

Dane County rules define a **TBE** as:

Targeted businesses: Include minority business enterprises, women business enterprises, disadvantaged business enterprises and emerging small business enterprises.

NEW Targeted businesses: Include disadvantaged business enterprises and small business enterprises.

Dane County rules define a **MBE** as:

Minority business enterprise (MBE) means a sole proprietorship, partnership, limited liability company, joint venture or corporation that fulfills both of the following requirements:

(a) It is at least 51% owned, controlled and actively managed by a minority group member or members who are U.S. citizens or persons lawfully admitted to the United States for permanent residence, as defined under 8 USC 1101 (a)(20).

(b) It is currently performing a useful business function.⁴

This report uses **M/WBE** to refer to firms owned by minorities and women, and **MBE** to refer to firms owned by minorities. Dane County defines **minority** as follows:

Minority: includes Blacks or all persons having origins in any of the black African racial groups not of Hispanic origin; Hispanic or all persons of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race; Asian or Pacific Islander or all persons having origins

³ Business ownership classification was based on the race, ethnicity, and gender classification of the owner during the study period.

⁴ Dane County, Contract Compliance and Targeted Business Plan, Office of Equal Opportunity, Section VI: Definitions.

in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands; and American Indian or Alaskan Native and all persons having origins in any of the original peoples of North America.

(a) As used in this subsection (19), American Indian means a person who is enrolled as a member of a federally recognized American Indian tribe or band or who possesses documentation of at least one-fourth American Indian ancestry or documentation of tribal recognition as an American Indian.

Dane County rules define a **WBE** as:

Women business enterprise (WBE): An independent and valid business concern that is owned by and controlled by women. A woman or women must own fifty -one percent (51%) of the business and control the management and daily operation of the business.

Dane County rules define a **DBE** as:

Disadvantaged business enterprise (DBE): A small business concern which: (a) is at least 51 percent owned by one or more socially and economically disadvantaged individual(s), or, in the case of any publicly owned business, at least 51 percent of the stock owned by one or more socially and economically disadvantaged individuals; and (b) whose management and daily business operation are controlled by one or more socially and economically disadvantaged individuals who own it. Socially and economically disadvantaged individual means a person whose ability to compete in business has been impaired due to diminished past and present economic and business opportunities originating from his or her race, color, national origin, gender, disability, long-term residence in an environment isolated from the mainstream of American society, or other similar cause beyond the individual's control.

NEW: Disadvantaged business enterprise (DBE): A small business concern which: (a) is at least 51 percent owned by one or more socially and economically disadvantaged individual(s), or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more socially and economically disadvantaged individuals; and (b) whose management and daily business operation are controlled by one or more socially and economically disadvantaged individuals who own it. Social and economically disadvantaged individual means a person whose ability to compete in business has been impaired due to diminished past and present economic and business opportunities originating from disadvantage in education and/or lack of business training, employment, socialization, and long-term residence in an environment isolated from the mainstream of American society, or other similar cause beyond the individual's control.

Economic Disadvantage means an inability to compete in the free enterprise system due to diminished capital, credit or bonding opportunities. Factors which will be considered as an indication that an individual has been economically disadvantaged include, but are not limited to, failure to accumulate adequate business capital or obtain sufficient credit to start or support a going business concern, failure to acquire business-related credit or bonding under terms or circumstances as favorable as those generally experienced by non-disadvantaged individuals, consistent failure to receive awards or bids of governmental contracts despite competitive pricing or other similar factors which have disadvantaged the applicant in the development of a business.

Social Disadvantage means an applicant's experience of substantial difficulty in attaining employment or business success at least in part due to location of the individual's residence and lack of mobility, lack of traditional family structure, being raised in a household receiving or personally receiving income consistently at or below the poverty line, being raised in a household requiring or personally requiring significant governmental assistance or support during the person's childhood, physical handicap or other causes beyond the individual's reasonable control.

Lack of business training means an individual's lack of significant training and completion of an organized educational course of study in the financial and business aspects of owning and successfully operating a business enterprise. It is the lack of training in the operation of a business concern in the field of economic endeavor in which the applicant has experience.

Dane County rules define a **ESB** as:

Emerging small business enterprise (ESB): An independent business concern that has been in business for at least one year; is located in the State of Wisconsin; is comprised of less than 25 employees; has gross sales not exceeding three million over the past three years; and does not have a history of failing to complete projects.

NEW Emerging small business enterprise (ESB): to Small business enterprise (SBE): An independent business concern that has been organized for profit, performing a commercially useful function, which is independently owned and controlled; annual gross receipts of not more than one million per year.

NON-PROFIT. A non-profit organization is a group organized for purposes other than generating profit and in which no part of the organization's income is distributed to its members, directors, or officers. Non-profit organizations include churches, public schools, public charities, public clinics and hospitals, political organizations, legal aid societies, volunteer services organizations, labor unions, professional associations, research institutes, museums, and some governmental agencies.

STUDY PERIOD. MGT analyzed expenditures or payments between January 1, 2012 and December 31, 2016.

PROCUREMENT CATEGORIES. MGT analyzed Construction, Architecture and Engineering, Professional Services, and Goods and General Services expenditures.

UTILIZATION. Dollars expended or paid to firms located within the Dane County Relevant Market Area during the study period.

AWARDED DOLLARS. Contracts, purchase orders, or dollars awarded to firms by Dane County during the study period.

- ▶ **Relevant Market Area.** MGT and Dane County staff agreed that the Dane County Relevant Market Area would include those cities and counties in the following Wisconsin counties: Columbia County, Dane, Dodge, Green, Iowa, Jefferson, Milwaukee, Ozaukee, Racine, Rock, Washington, Waukesha, and Walworth. The Dane County Relevant Market Area represents a fixed geopolitical boundary. Hence, the analyses presented in this report, such as expenditures, availability, and anecdotal were based on the Dane County Relevant Market Area.

DANE COUNTY RELEVANT MARKET

Columbia County, WI
Dane County, WI
Dodge County, WI
Green County, WI
Iowa County, WI
Jefferson County, WI
Milwaukee County, WI
Ozaukee County, WI
Racine County, WI
Rock County, WI
Washington County, WI
Waukesha County, WI
Walworth County, WI

AVAILABILITY ANALYSIS METHODOLOGY

MGT staff analyzed the availability of firms using the following data sources: vendors from the MUNIS database; City of Milwaukee vendors; custom census vendors; City of Madison certification database; and WI DOT DBE database. Availability also includes firms utilized in their respective business categories (Architecture and Engineering, Construction, Professional Services, and Goods and General Services).

3. DATA COLLECTION AND MANAGEMENT

MGT conducted a data assessment process with key Dane County staff knowledgeable about the prime contract, and vendor data in order to identify the most appropriate data sources to use for the study. Based on the data assessment process it was determined that the following sources maintained the most comprehensive sets of data:

1. The Dane County MUNIS system (Finance);
2. The Dun and Bradstreet custom census;
3. City of Madison certification database;
4. City of Milwaukee vendors; and
5. WI DOT DBE certified vendors.

Next, MGT staff compiled and reconciled the sets of data and developed a master set of prime payments, which hereafter will be referred to as the Master Payment Database. MGT compiled and reconciled the dataset with the MUNIS database, custom census, City of Madison certification list, City of Milwaukee vendors, and WI DOT DBE certified vendors, which hereafter is referred to as the Master Availability Database.

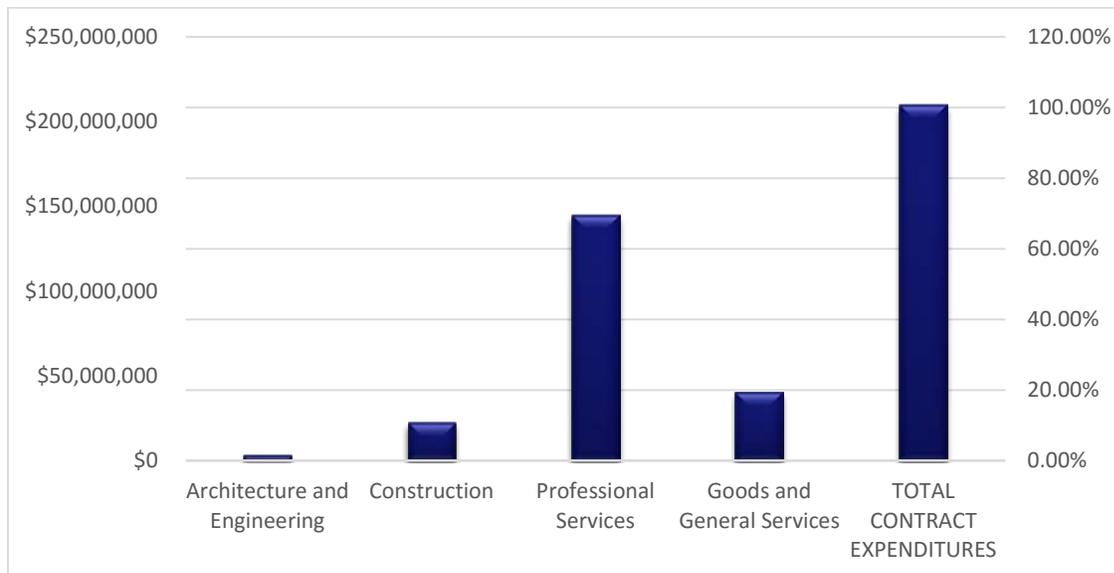
4. EXPENDITURE ANALYSIS

MGT conducted an analysis of expenditures with firms in the market area for the period of January 1, 2012 through December 31, 2016. The following chart shows expenditures to prime contractors for all business categories.

FIGURE 3A
 UTILIZATION ANALYSIS, PRIME EXPENDITURES
 ALL CONTRACT EXPENDITURES
 WITHIN DANE COUNTY RELEVANT MARKET AREA,
 PERCENTAGE AND DOLLARS OF UTILIZATION

BUSINESS INDUSTRY	DOLLARS	PERCENT OF DOLLARS
Architecture and Engineering	\$3,215,920	1.53%
Construction	\$22,088,414	10.50%
Professional Services	\$144,759,601	68.83%
Goods and General Services	\$40,262,624	19.14%
TOTAL CONTRACT EXPENDITURES	\$210,326,559	100.00%

Source: Data retrieved from the Dane County Utilization/MUNIS for the period of 1/1/12 through 12/31/16.



Source: Data retrieved from the Dane County Utilization/MUNIS for the period of 1/1/12 through 12/31/16.

Figure 3A shows that the majority of the County’s expenditures for this time period were in the Professional Services business category, 68.83%, followed by Goods and General Services at 19.14 percent

The Department of Human Services reported expenditures of \$419,666,210 and the Department of Public Works, Highway and Transportation reported expenditures of over \$40,000,000 for the period of 2012 – 2016.

5. AVAILABILITY ANALYSES

The availability analyses included firms identified in Dane County’s MUNIS database and firms utilized by Dane County; City of Milwaukee vendors; City of Madison certified list; custom census; and WI DOT DBE database. The availability of prime firms is based on those firms located within the Dane County Relevant Market Area.

The results that follow present MGT’s availability analyses of firms for Architecture and Engineering, Construction, Professional Services, and Goods and General Services at the prime levels during the study period. **Tables 3-1** through **3-4** provide estimates of availability for primes in each procurement category. **Table 3-1** shows the prime availability for the Architecture and Engineering category. The availability calculation for M/WBEs was 33.56 percent (97 firms), with Nonminority female firms having the highest percentage of availability, accounting for 12.46 percent (36 firms), followed by African Americans at 11.76 percent (34 firms).

TABLE 3-1
AVAILABILITY ANALYSIS, PRIME LEVEL
ARCHITECTURE AND ENGINEERING
PERCENTAGE OF AVAILABILITY BY BUSINESS OWNERSHIP CLASSIFICATION

BUSINESS OWNERSHIP CLASSIFICATION	NUMBER OF FIRMS	PERCENT OF FIRMS
African American Firms	34	11.76%
Asian American Firms	8	2.77%
Hispanic American Firms	10	3.46%
Native American Firms	9	3.11%
TOTAL MINORITY FIRMS	61	21.11%
Nonminority Female Firms	36	12.46%
TOTAL M/WBE FIRMS	97	33.56%
TOTAL NON-M/WBE FIRMS	192	66.44%
TOTAL FIRMS	289	100.00%

Source: MGT developed a database of firms based on MUNIS/Utilized vendors, City of Milwaukee vendors, custom census, City of Madison certification database, and WI DOT DBE database.

Table 3-2 shows the prime availability of M/WBEs in the Construction category. M/WBEs accounted for 34.33 percent of available firms (253 firms), with African Americans having the highest percentage of availability at 16.42 percent (121 firms), followed by Hispanic American firms at 11.53 percent (85 firms).

TABLE 3-2
AVAILABILITY ANALYSIS, PRIME LEVEL
CONSTRUCTION
PERCENTAGE OF AVAILABILITY BY BUSINESS OWNERSHIP CLASSIFICATION

BUSINESS OWNERSHIP CLASSIFICATION	NUMBER OF FIRMS	PERCENT OF FIRMS
African American Firms	121	16.42%
Asian American Firms	28	3.80%
Hispanic American Firms	85	11.53%
Native American Firms	19	2.58%
TOTAL MINORITY FIRMS	253	34.33%
Nonminority Female Firms	48	6.51%
TOTAL M/WBE FIRMS	301	40.84%
TOTAL NON-M/WBE FIRMS	436	59.16%
TOTAL FIRMS	737	100.00%

Source: MGT developed a database of firms based on MUNIS/Utilized vendors, City of Milwaukee vendors, custom census, City of Madison certification database, and WI DOT DBE database.

Table 3-3 indicates M/WBE percentage of availability for Professional Services was 26.93 percent (206 firms), with Nonminority female firms having the highest percentage of availability among M/WBEs at 15.95 percent (122 firms), followed by African Americans at 5.88 percent (45 firms).

TABLE 3-3
AVAILABILITY ANALYSIS, PRIME LEVEL
PROFESSIONAL SERVICES
PERCENTAGE OF AVAILABILITY BY BUSINESS OWNERSHIP CLASSIFICATION

BUSINESS OWNERSHIP CLASSIFICATION	NUMBER OF FIRMS	PERCENT OF FIRMS
African American Firms	45	5.88%
Asian American Firms	16	2.09%
Hispanic American Firms	22	2.88%
Native American Firms	1	0.13%
TOTAL MINORITY FIRMS	84	10.98%
Nonminority Female Firms	122	15.95%
TOTAL M/WBE FIRMS	206	26.93%
TOTAL NON-M/WBE FIRMS	559	73.07%
TOTAL FIRMS	765	100.00%

Source: MGT developed a database of firms based on MUNIS/Utilized vendors, City of Milwaukee vendors, custom census, City of Madison certification database, and WI DOT DBE database.

Table 3-4 shows that in the Goods and General Services category, M/WBEs accounted for 16.13 percent availability (186 firms), with African American firms having the highest prime level percentage of availability among M/WBEs with 7.72 percent (89 firms), followed by Nonminority female firms with 4.94 percent (57 firms).

TABLE 3-4
 AVAILABILITY ANALYSIS, PRIME LEVEL
 GOODS AND GENERAL SERVICES
 PERCENTAGE OF AVAILABILITY BY BUSINESS OWNERSHIP CLASSIFICATION

BUSINESS OWNERSHIP CLASSIFICATION	NUMBER OF FIRMS	PERCENT OF FIRMS
African American Firms	89	7.72%
Asian American Firms	15	1.30%
Hispanic American Firms	16	1.39%
Native American Firms	9	0.78%
TOTAL MINORITY FIRMS	129	11.19%
Nonminority Female Firms	57	4.94%
TOTAL M/WBE FIRMS	186	16.13%
TOTAL NON-M/WBE FIRMS	<u>967</u>	<u>83.87%</u>
TOTAL FIRMS	1,153	100.00%

Source: MGT developed a database of firms based on MUNIS/Utilized vendors, City of Milwaukee vendors, custom census, City of Madison certification database, and WI DOT DBE database.

CHAPTER 4

External Stakeholders Input Analysis and Evaluation

Dane County Contracting and Procurement Evaluation

CHAPTER 4: EXTERNAL STAKEHOLDERS INPUT ANALYSIS AND EVALUATION

1. INTRODUCTION

The external stakeholder analysis was structured to answer the following research question: *Are there remedies to facilitate the access, opportunity, and equity in the County's contracting and procurement of vendors in the County's marketplace?* A qualitative research approach was used to answer this question. The collection of qualitative information is a widely-accepted research methodology that is based upon interviews, data collected during survey responses, and other qualitative data collection methods. The collection and analysis of qualitative data is used in conjunction with other research tools to provide context, and to help explain findings based on quantitative data analysis.

Unlike conclusions derived from other types of analysis in this report, the conclusions derived from qualitative analysis do not rely solely on quantitative data. Qualitative analysis also utilizes qualitative data to describe the context of the examined social, political, and economic environment in which all businesses and other relevant entities applicable to the study operate.

The following sections present MGT's approach and methodology for collecting qualitative data and results of the data collected.

2. METHODOLOGY

The blueprint for collecting and analyzing qualitative information for this study was provided by the U.S. Supreme Court in *City of Richmond v. J.A. Croson*, 488 U.S. 469, 109 S.Ct. 706 (1989) (*Croson*). Specifically, race-conscious programs must be supported by strong documentation of discrimination, including evidentiary findings that go beyond the demographics of a community. Qualitative information can bolster the quantitative analyses of contract expenditures to explain whether minority business creation, growth, and retention are negatively affected by discrimination. In *Croson*, the Court held that qualitative accounts of discrimination could help establish a compelling interest for a local government to institute a race-conscious remedy. Moreover, such information can provide a local entity with a firm basis for fashioning a program that is narrowly tailored to remedy identified forms of marketplace discrimination and other barriers to M/WBE participation in contract opportunities. *Croson* is used to guide disparity research study methodology, and although this is not a disparity study, MGT felt following the *Croson* guidelines was appropriate for this study.

CHAPTER SECTIONS

1. Introduction
2. Methodology
3. Demographics
4. Barriers to Doing Business with the County
5. Stakeholder Interviews
6. Access to Capital and Bonding
7. Disparate Treatment and Discrimination
8. Suggested Remedies from Qualitative Participants
9. Conclusions

MGT's experience conducting similar studies has shown that utilizing multiple methods of qualitative data collection provide more comprehensive information than methodologies using a single-pronged approach. For this reason, MGT used a combination of surveys, focus groups, and in-depth interviews to collect qualitative data and to identify issues that were common to businesses in the market area between the fiscal years of January 1, 2012, and December 31, 2016. To ensure a broad representation of firms in the marketplace, MGT's sample methodology for the interviews, focus groups, and survey of vendors included randomly selecting firms from the County's Master Anecdotal Database developed by MGT for the project. The County's Master Anecdotal Database incorporated data sets from the County's vendor list, contract lists, area trade associations and business organizations that shared their membership lists, and recognized M/WBE certification agencies. The data was combined and duplicates removed to create a single database used to pull random samples for the qualitative activities. Each sample pulled was cross-referenced with previous extractions to ensure firms do not participate in more than one qualitative activity.

Collective responses from the in-depth interviews and focus groups provided in this chapter are not altered for context, but are edited for grammar. Otherwise responses were unfiltered or unedited. However, readers should be cautioned that qualitative comments in this chapter detail the perceptions and opinions of individuals, and the evidentiary weight of these opinions depends on how much they are corroborated by statements of others and the quantitative data in the report.

SURVEY OF VENDORS

The survey of vendors gathered information on business ownership, work performed, and/or bid with the County; with primes who have contracts with the County, whether they bid and/or performed in the private sector; and barriers, perceived or real, that prevented firms from doing business with the County during the research period. MGT attempted to collect data in proportion to the distribution of TBEs and non-TBEs in the relevant market area⁵. Oppenheim Research, a woman-owned public opinion polling firm, administered a controlled survey using the **Appendix B – Survey of Vendors Instrument**. On average, five to seven attempts were made to contact firms. Throughout this chapter, several charts detail selected survey results. See **Appendix D – Survey of Vendors Results** for the complete survey results.

FOCUS GROUPS

MGT facilitated two focus groups with TBE and non-TBE firms on May 24, 2017 at the City-County Building, 210 Martin Luther King Jr. Blvd, Madison, WI. These small group discussions were designed to gather in-depth details of firms' experiences conducting business or attempts to conduct business with the County. Focus group participants completed a demographic survey collecting data on gross revenue, number of employees, and largest contract or subcontract awarded during the research period. Firms selected in the randomization process were invited via a telephone call or email.

⁵ The County of Dane market area included the Milwaukee-Racine-Waukesha and the Madison-Baraboo, WI Combined Statistical Areas. Counties included Milwaukee, Waukesha, Washington, Ozaukee, Racine, Walworth, Dodge, Jefferson, Columbia, Dane, Green, Rock, and Iowa.

STAKEHOLDERS

MGT contacted area trade associations and business organizations at the onset of the study to 1) inform them of the study, 2) request their assistance encouraging their members or constituents to participate in qualitative data collection activities, and 3) participate in stakeholder in-depth interviews. In addition, MGT requested copies of membership or vendor lists from these organizations to create a non-duplicative database that was used to update gaps in the County's vendor data. Organization and associations contacted were:

- ▶ Associated General Contractors
- ▶ Madison Area Builders Association
- ▶ Greater Madison Chamber of Commerce
- ▶ Associated Builders, Inc.
- ▶ Urban Construction Administration, Inc.
- ▶ National Association of Minority Contractors - WI Chapter
- ▶ Madison Black Chamber of Commerce
- ▶ Latino Chamber of Commerce of Dane County
- ▶ Racine Area Manufacturers & Commerce
- ▶ Wisconsin Supplier Development Council
- ▶ Madison Network of Black Professionals
- ▶ Latino Professionals Organization

IN-DEPTH INTERVIEWS

MGT conducted individual in-depth interviews with business owners to gather information regarding the firm's primary line of business, ethnicity and education/training background of the owner, business history, size and gross revenues during selected fiscal years, and information about the firms' experiences in conducting, and attempts to conduct, business with the County (both directly as a prime and/or as a subcontractor). The in-depth interviews provided more latitude for additional information gathering on issues that are unique to the respondents' experiences. Interviews were conducted with TBEs and non-TBEs. The In-depth Interview Guide (**Appendix E**) included questions designed to establish a profile for each business. Additionally, MGT asked questions related to experiences with the TBE program, and instances of disparate treatment and/or discrimination experienced or perceived by the firm while attempting to conduct or conducting business with the County. MGT researchers conducted the in-depth interviews and administered an online survey. If warranted, MGT researchers would follow up with firms that completed the online survey to obtain further clarification of their responses. MGT researchers made no attempt to prompt or guide responses from the participants, although follow-up questions were asked to obtain further clarification or information as necessary and appropriate. Before beginning the interviews, each participant was asked to affirm that their responses were given freely and were true and accurate reflections of their experience with the County or its primes.

3. DEMOGRAPHICS

The demographic characteristics of participants in the qualitative data collection are described in the sections below.

SURVEY OF VENDORS DEMOGRAPHICS

During the months of May and June 2017, Oppenheim Research administered the survey of vendors to a list of randomly selected businesses extracted from the Master Availability Database. Firms were surveyed to solicit information about their firm and experiences during the study period, which resulted in 106 completed surveys with owners and representatives. **Table 4-1** provides the race, ethnicity, and gender of the respondents who participated in the survey. As shown in **Table 4-1**, the majority of respondents were African Americans and Nonminority women.

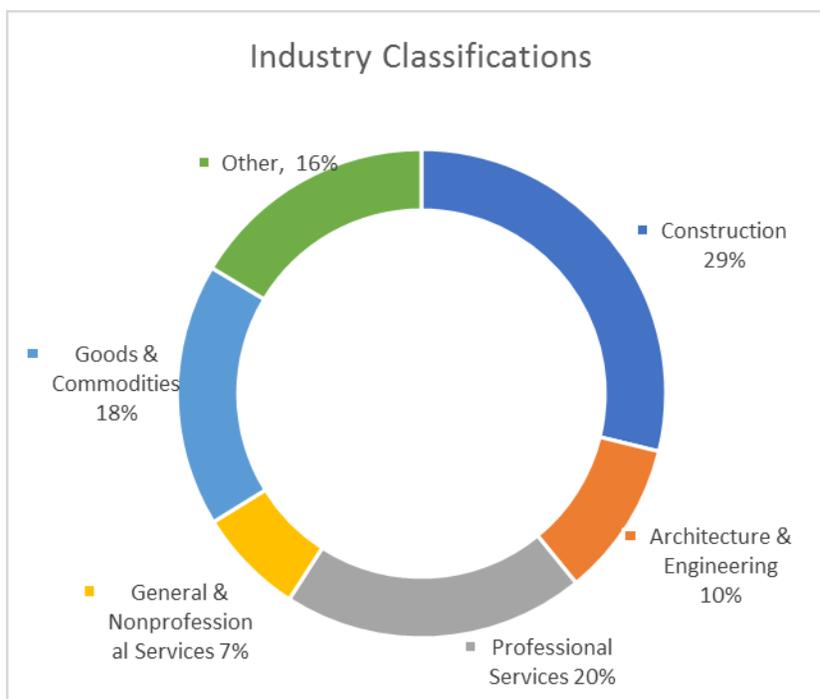
TABLE 4-1
COUNTY OF DANE
SURVEY OF VENDORS DEMOGRAPHICS
NUMBER OF RESPONDENTS

Business Ownership Classification	# of Participants	Percentage of Total
Asian American or Pacific Islander	5	4.7%
Black or African American	37	34.9%
Hispanic American or Latino	6	5.6%
Native American or American Indian	7	6.6%
Nonminority Women	34	32.1%
Nonminority TBE	14	13.2%
Other	3	2.8%

Source: Responses from survey conducted by Oppenheim Research, 2017.

The respondents were asked to identify their primary type of business as either Construction, Consulting Services, Professional and Nonprofessional Services, or Goods and Supplies. The distribution of the respondents is provided in **Figure 4-A**. The procurement category definitions are discussed in **Chapter 3, Historical Utilization and Availability Analyses**. As shown in **Figure 4-A**, a majority of businesses were in Construction (29%) followed by Professional Services (20%) and Goods and Commodities (18%).

FIGURE 4-A
 COUNTY OF DANE
 SURVEY OF VENDORS DEMOGRAPHICS
 BUSINESS INDUSTRY



Source: Responses from survey conducted by Innovative Strategies, 2017.

As part of the survey, several questions were asked to gather capacity information of the respondents such as number of employees, and years in business. Sixty-one percent of the firms surveyed have 0-10 employees excluding the owner. Many firms are small businesses, which may have implications for the type and size of projects firms are willing to pursue.

Of the 106 participants surveyed, 71.7 percent responded that the primary owner has over 20 years in the primary line of business.

To gain a better understanding of the respondents' business we asked if they primarily bid, proposed, or provided quotes as a prime, subcontractor, or both. Nearly 43% of survey respondents indicated they bid as a prime only (45 respondents). There were 44 survey respondents, or 41.5 percent, that indicated they bid primarily as subcontractors, while 16 percent of respondents indicated they bid as both a prime and subcontractor (17 respondents).

IN-DEPTH INTERVIEW DEMOGRAPHICS

The interviews were conducted during the months of April through June 2017. To obtain interviewees, a random sample of firms not previously selected for other qualitative data collection from the County's Master Availability Database were contacted. The interviews were conducted either at the firm owner's office, at a location designated by the firm's owner, via telephone, or through an online survey. The survey was created due to the lack of accessibility to firms via the telephone. The recruitment efforts resulted in 21 firms that were interviewed.

- ▶ Of the 21 firms interviewed, the ethnic composition of the firm's ownership was as follows: seven African Americans (33.3%), two Asian Americans (9.5%), one Hispanic American (4.8%), eight nonminority women-owned (38.1%), three nonminority (14.3%) firms.
- ▶ Women, either minority or nonminority, made up 48 percent of the firms interviewed.
- ▶ The industry composition of the firms interviewed was: Professional Services represented 38.1 percent, Nonprofessional Services represented 23.8 percent, Construction represented 4.8 percent, Goods & Commodities made up 14.3 percent, and Architecture and Engineering Services made up 19 percent.

FOCUS GROUP DEMOGRAPHICS

In the month of May MGT facilitated two focus groups. Over 115 randomly selected firms were contacted that resulted in only seven participants between the two focus groups. The low participation rate is similar to MGT's recent experience on other disparity related projects where business owners have been reluctant to participate in focus groups but have been much more willing to share opinions and perceptions in interviews or on a survey. The focus group discussions included how and if firms were notified of County procurement opportunities, experience working with the County if the firms were awarded a contract, etc. The ethnic and industry classification of the participants included four African American-owned firms, two nonminority male-owned firms, and one non-profit organization representing construction, janitorial services, home healthcare, information technology, and accounting.

The average length of time in business was greater than 16 years, and average revenue ranges were from \$50,000 to \$100,000.

4. BARRIERS TO DOING BUSINESS WITH THE COUNTY

MGT documented participant responses concerning barriers faced in the procurement process and factors that frequently prevented businesses from winning or being awarded contracts. In the normal course of business, entrepreneurs may face certain barriers when establishing and operating a business enterprise and several factors may prevent a business from being selected for a contract or purchase order. This section summarizes the qualitative responses from the survey of vendors, focus groups, and interviews where MGT identified trends related to barriers. Detailed results of the survey respondents and statistically significant differences in M/WBE responses to questions are in **Appendix D – Survey of Vendors Results**.

PROCUREMENT PROCESS

Among the TBE firms who responded to survey questions about barriers to doing business, the biggest concern for firms was competing with larger firms (21 or 20% of TBEs). Additional key barriers for TBE firms included:

- ▶ Short or limited time given to prepare bid package or quote – 12.3%
- ▶ Selection process/evaluation criteria – 10.4%
- ▶ Proposal/bid specifications – 7.5%

QUALITATIVE RESPONSES

Interview and focus group qualitative comments about barriers to doing business or attempting to do business with the County, or with primes who bid or are contracted with the County, are provided below:

- ▶ An African American business owner stated that her biggest barrier is knowing where to search for potential opportunities.
- ▶ A woman-owned engineering business representative indicated that competing with large firms and the size of contracts is a barrier to her firm winning contracts with Dane County.
- ▶ A nonminority owned professional services firm stated that union restrictions create a competitive disadvantage for his firm because unions have jurisdiction on some trades of work.
- ▶ Multiple minority and women businesses agreed that the lack of knowledge about potential opportunities and instructions on “how to do business” with Dane County is a barrier.

5. STAKEHOLDER INTERVIEWS

In addition to receiving qualitative comments from the business owners, MGT conducted interviews with area trade associations and business associations to get their perceptions on how the County could increase its utilization of TBE firms in County contracting. During the interview, stakeholders were asked to provide their perceptions on the barriers their members faced doing business or attempting to do business with the County or the County’s primes, and any other comments they felt were relevant to this research study.

Stakeholders that participated in an interview stated that:

- ▶ Access to capital and ability to secure financing and bonding are barriers.
- ▶ Their members are not aware of what contract opportunities are available.
- ▶ Dane County does not conduct outreach or assist TBE firms with understanding how to do business with the County.
- ▶ With a lack of a targeted business program, primes are not held accountable for utilizing qualified and available TBE firms.

A few of the recommendations suggested by the stakeholders include:

- ▶ Work with trade associations and business organizations to help with outreach and to identify TBE firms in the area.
- ▶ Reevaluate the bid and procurement requirements and remove unnecessary requirements.
- ▶ Expand where opportunities are advertised and have targeted outreach for TBE firms, i.e., “How to Do Business” workshop.

6. ACCESS TO CAPITAL AND BONDING

Survey respondents were asked if they applied for a commercial loan between January 1, 2012 and December 31, 2016, and whether their loan was approved or denied. If their loan was denied, a follow up

question was asked about the basis of their denial. Of the 42 (39.6% of the total) respondents who applied for a commercial loan, 28.5 percent were denied. The reasons for denial varied from unfavorable personal credit history to risky industry.

- ▶ An Asian American architectural firm stated that the lender denied a loan because the firm primarily does business with the government, and they aren't reliable at paying. He went on to say that slow payment hurts cash flow with no line of credit.

Bonding was another area of interest in the survey. Of the 106 survey participants, 22.6 percent required bonding for their line of work. The average aggregate bonding capacity was between \$500,000 to \$1,000,000 and the average single bonding limit capacity was between \$250,000 to \$1,000,000.

7. DISPARATE TREATMENT AND DISCRIMINATION

Qualitative evidence must determine if TBE firms experience disparate treatment or are discriminated against by the agency, primes contracted by an agency, or in the private sector marketplace. Therefore, participants were asked if they experienced discriminatory or disparate behavior by the County, its primes, or in the private sector during the study period. No firm had specific evidence of discrimination but felt there is disparate treatment against TBE firms in the general marketplace. Five TBE firms indicated that they felt that firms discriminated against their firm because of their race or ethnicity.

With respect to disparate treatment, TBE qualitative respondents reported:

- ▶ An informal network outside of Dane County government precluded their firms from obtaining work in the private sector – 17.9%.
- ▶ Seldom or never being solicited when there were no TBE goals – 34%.

8. SUGGESTED REMEDIES FROM QUALITATIVE PARTICIPANTS

While collecting qualitative data, participants provided their ideas and recommendations for improving the procurement process and increasing TBE participation. A few recurring ideas and/or suggested remedies provided by participants are:

- ▶ Create smaller contracts so that TBE firms can compete.
- ▶ Improve transparency of contract opportunities either through advertising or direct notification.
- ▶ Outreach – establish a 3- to 6-month procurement forecast and notify firms of upcoming contract opportunities.

9. CONCLUSIONS

Over 50 percent of the firms interviewed stated that they had not done business with Dane County. The primary reason stated was because firms don't know what opportunities are available with Dane County

government. Their qualitative contributions to this study are valuable because they provide the services the County procures and they have indicated that they are doing business with other public agencies. Encouraging firms to participate in the qualitative data collection was challenging because firms questioned whether their participation will make a difference and result in any substantive changes.

CHAPTER 5

Peer Agency Review

Dane County Contracting and Procurement Evaluation

CHAPTER 5: PEER AGENCY REVIEW

1. INTRODUCTION

MGT Consulting Group conducted a peer review of relevant minority, women, disadvantaged, and small business programs established by similar sized cities and counties throughout Wisconsin and the Midwest. The peer review does not evaluate the effectiveness of the programs. Instead, the purpose of the peer review is to gain insight into program components and operations compared to Dane County, and possible options that Dane County may consider for adoption and implementation. Therefore, the review included identifying selected practices, processes, and regulations of Minority, Women and Small Business Enterprise Programs.

The programs that were reviewed included the following:

1. City of Madison, WI
2. Milwaukee County, WI
3. Ramsey County, MN

Additionally, MGT reached out to the City of Minneapolis and the City of Dubuque, IA, via phone and email to request participation in this study, but did not secure their participation.

The peer review included the following program elements:

1. Certification criteria to determine eligibility;
2. Project specific or annual M/WBE goals established;
3. Database management software;
4. Outreach efforts to encourage M/WBEs to bid;
5. Technical assistance to develop M/WBEs capacity to perform; and
6. Private and/or other governmental partnerships established to encourage M/WBE growth.

2. CITY OF MADISON, WI

The City of Madison Purchasing Services has the centralized function of monitoring and conducting purchasing processes to support the operations of city agencies. City Purchasing Services does not manage Public Works procurements. The Purchasing Services Department has 5 employees, a director, two buyers, and two administrative personnel.

The City of Madison's Department of Civil Rights signs off on projects and are responsible for contract compliance, the Affirmative Action Program, and the certification of businesses.

CERTIFICATION CRITERIA

- ▶ The Contract Compliance Program in the Department of Civil Rights is responsible for certifying targeted businesses for participation on City projects with targeted business goals.

CHAPTER SECTIONS

1. Introduction
2. City of Madison, WI
3. Milwaukee County, WI
4. Ramsey County, MN
5. Conclusion

- ▶ Small Business Enterprise (SBE) - an independently owned and controlled business with annual gross receipts of \$4 million or less when averaged over the past three years. In addition, a personal net worth maximum of \$1.32 million dollars was introduced into the program.
- ▶ Minority Business Enterprise (MBE) - an independent business 51% or more owned and controlled by racial/ethnic affirmative action group members.
- ▶ Woman Business Enterprise (WBE) - an independent business 51% or more owned and controlled by women.
- ▶ Disadvantaged Business Enterprise (DBE) - an independent business 51% or more owned and controlled by socially and economically disadvantaged individuals. Size restrictions as regulated by the U.S. Small Business Administration in 13 CFR apply.
- ▶ The bid document will specify which targeted business (MBE, WBE, DBE and/or SBE) is being targeted for a specific contract. In general, the targeted business type is determined by the source of funding. Public Works contracts that exceed \$100,000 or more that are funded solely with City dollars will have an SBE goal attached. Projects with federal monies will have a MBE, WBE and/or DBE goal attached.

Note: All businesses listed as Minority, Women, or Disadvantaged Businesses can be used in both the Dane County and the City of Madison Targeted Business Enterprise Programs.

- Businesses listed as Small Business Enterprises can be used only on City of Madison projects.
- Businesses classified as Emerging Small Business Enterprises can be used only on Dane County projects.

PROJECT AND/OR ANNUAL GOALS

The City of Madison has adopted an affirmative action plan and requires similar efforts from vendors, contractors, and other firms with which it does business. It is the official policy of the City of Madison that as an overall goal, ten percent (10%) of the City's public works funds be expended with certified small business enterprises (SBE). This policy is designed to stimulate economic growth, promote the establishment of new businesses and provide employment opportunities. Additionally, when the City expends funds provided by federal agencies, the City requires that contractors comply with applicable federal regulations governing the participation of minority business enterprises (MBE), women business enterprises (WBE), and disadvantaged business enterprises (DBE). Furthermore, it is the City's policy that all businesses, including those owned by minorities and women, be afforded the maximum feasible opportunity to do business with the City.

DATABASE MANAGEMENT SOFTWARE

Effective January 1, 2015, the City went live with a new Enterprise Resource Planning software solution. The vendor registration process is mostly a paper process.

OUTREACH AND TECHNICAL ASSISTANCE

The outreach and technical assistance functions reside with the Department of Civil Rights, Contract Compliance Program. There are designated staff who administer and manage these functions. The City

offers vendors online resources, e.g., M/WBE, SBE, and DBE directories, downloadable forms for pre-qualifications, SBE Subcontracting Good Faith Efforts for Meeting SBE Goals, etc. The City offers a very helpful resource online titled "Targeted Business Assistance Program". This document lists Chamber/Association Name, address, website, contacts, application fee information, and the general services and specific programs/training the entity provides.

3. MILWAUKEE COUNTY - COMMUNITY BUSINESS DEVELOPMENT PARTNERS

The Community Business Development Partners (CBDP) program has been in place since the 1980s, and consists of a seven-member department (there was one vacancy at the time of this review). The CBDP is responsible for designing, implementing, monitoring, and enforcing Milwaukee County's Targeted, Small and Disadvantaged Business Enterprise (DBE) Programs in compliance with County Ordinances and Federal Regulations including the DOT WI Unified Certification Program agreements. The office coordinates certifications and has a business development wing.

CERTIFICATION CRITERIA

Milwaukee County follows state ordinances and guidelines regarding TBEs and their definitions and certification process. Until last August, Milwaukee County had only one TBE classification (disadvantaged business enterprises, as defined by DOT). Last fall, a new ordinance at the County level was passed to clean up language and created the TBE program which includes DBEs but also breaks out small businesses (SBA definition), WBEs, and MBEs. As a result, if the acquisition uses federal money (and tied to that are DBE participation rules) the County follows federal guidelines. But since August, if the project uses County money, procurement can specifically seek out SBEs and MWBEs, rather than only DBEs.

DBE certification follows established rules, and is the only certification offered at the County level. WBEs and MBEs are certified through the state, and SBAs are self-identified, i.e., there is no formal certification process for them.

The ordinance revisions last year will allow the County to do set-asides for SBEs, which will increase opportunities for smaller contractors.

PROJECT AND/OR ANNUAL GOALS

In accordance with US DOT Regulations, Milwaukee County has established goals for participation by certified DBE firms on the County's FAA-assisted projects at General Mitchell International Airport anticipated for Federal Fiscal Years 2017-2019.

Milwaukee County General Mitchell International Airport has budgeted FAA-assisted contracts for FFY2017-2019 totaling \$23,029,500. The overall DBE goal for Milwaukee County's FAA-assisted contracts for FFY 2017-2019 is 19.3%, 7.7% will be Race-Neutral and 11.6% Race-Conscious.

The County has set the following preliminary goals for DBE participation on these contracts by sector:

Construction projects: 20.6% of funds anticipated for construction projects

Professional Services/Procurement: 6.6% of funds anticipated for professional services and procurement of equipment

The overall DBE goal for all FAA-assisted contracts FFY2017-2019 is **19.3%**.

DATABASE MANAGEMENT SOFTWARE

Milwaukee County uses the B2G software system now. Since it is vendor driven, there's not much maintenance of the platform required on the County's part. The majority of data entry is completed by the vendors. B2G manages certification through the standardized payments, and subcontractor payments are entered by primes and verified by subcontractors, so there are checks and balances built into the system. While Milwaukee County is still in a roll out/test phase with the program, it seems to be working well and they recommend it for other entities. If vendors are doing their job properly, there's no follow-up needed.

Milwaukee County is in the process of meeting with department heads across their county to roll out B2G. These meetings include promotion of the importance of diversity, along with training on how the program works, and the benefits to users.

There is a focus on getting good and consistent data and a customer survey of vendors was recently completed. B2G data can be mapped to show economic realities, and the impact on the County—where businesses are located and where the money is going. These features allow for higher level statistical work, and the local government can share these data with the public for greater transparency and accountability.

OUTREACH AND TECHNICAL ASSISTANCE

All contracts are public and all info is available online, which the County considers a best practice.

Milwaukee County targets its work. For example, the airport is undergoing a complete renovation, and the County has had large community meetings to promote airport concessions. These outreach programs have been tremendously successful (over 100 participants at one meeting), allowing the County to answer questions from vendors and encourage smaller vendors to bid for available projects. During all pre-bid meetings, procurement carves out a segment related to TBE participation methodologies to achieve goals and how to provide good faith efforts. Networking with vendors is critical to know who to tap for each engagement, e.g., can they be a prime or a sub?

The County knows of area trade associations, but doesn't maintain formal relationships with many of them. Those they do work with include:

- ▶ MMAC - Milwaukee Metropolitan Association of Commerce
- ▶ Women's Council
- ▶ National Minority Business Council
- ▶ Wisconsin Unified Certification Program

OTHER PROGRAM COMPONENTS

The County believes paperwork included in any RFP related to DBE participation should be clear to all vendors and written at an 8th grade comprehension level to encourage participation. They understand that people want to do the right thing, but sometimes the language is so technical and requirements so onerous that small vendors are discouraged from attempting to bid.

The Milwaukee County program includes the sheriff, parks, airport, and county park system, among others. They face the challenge of managing one system that would work for all these different entities, and they are rebooting it for 3-5 years. The County experiences considerable staff turnover, with many staff nearing retirement, and staff that are brand new to their roles. Therefore, communication with all involved in the various departments is critical but challenging. The County understands the policies of its program, and that each department approaches this work differently.

From an operations perspective, the entity that prepares the policy should make it as clear as possible, while allowing the department to create rules, regulations, and procedures to implement the policy. Getting buy-in from top down is critical.

4. RAMSEY COUNTY (MINNESOTA) FINANCE DEPARTMENT - PROCUREMENT

Ramsey County Procurement Department does not have full-time staff dedicated to the TBE effort. Rather, they collaborate with Hennepin County and the City of Saint Paul through CERT (Central Certification Program). The City of Saint Paul serves as the lead agency for CERT, which provides a centralized certification process designed to promote market growth and increase the competitiveness of qualified small businesses. Ramsey County pays a fee to get access to the CERT collaborative database.

CERTIFICATION CRITERIA

A CERT Small Business Enterprise (SBE) is a for-profit, independently owned firm, corporation or establishment, with a small number of employees, small amount of assets, low sales volume and limited impact on the market, that has received SBE certification through an application process administered by the CERT lead agency.

Eligible Business—a business entity whose principal place of business is in the marketplace that:

- ▶ Is at least fifty-one (51) percent owned by one or more native or naturalized citizens of the United States, or lawfully admitted permanent residents of the United States, and
- ▶ Is not a broker, or a manufacturer's representative, does not operate as a franchisee or under a franchise agreement, and is not a business in which the owner is also owner or part owner of one or more businesses that is dominant in the same field of operation; and
- ▶ Performs a commercially useful function; and
- ▶ Has been in operation for at least one (1) year or, in operation for less than one year and is able to provide documentation showing that it has an established record of generating revenue while performing the business function represented in its application for certification or, if a professional

service, is able to provide documentation showing that it possesses applicable licenses or professional certifications or credentials.

Small Business Enterprise (SBE)—an eligible business that additionally:

- ▶ Is not a business dominant in its field of operation, nor an affiliate or subsidiary thereof.

Minority-owned Business Enterprise (MBE)—an eligible business that additionally:

- ▶ Is at least 51% owned by one or more minority persons, and
- ▶ Has its management and daily business operations controlled by one or more minority persons who own it.

Women-owned Business Enterprise (WBE)—an eligible business that additionally:

- ▶ Is at least 51% owned by one or more women, and
- ▶ Has its management and daily business operations controlled by one or more women who own it.

PROJECT AND/OR ANNUAL GOALS

Ramsey County has a small business, race and gender-neutral initiative. The County includes business ownership and workforce inclusion goals for all construction and design-build projects for non-federally funded procurements, and is compliant with business ownership and workforce inclusion goals for construction and design-build for federally funded procurements.

Goals are established by each department, in cooperation with the Procurement Office, based on the type and complexity of the procurement. Departments are responsible for contract compliance.

DATABASE MANAGEMENT SOFTWARE

Ramsey County uses PeopleSoft as its ERP system and uses B2G to get SBE data. The County is working on more reporting, and enhanced crosswalks, so they can use their SBE data and select for women and minority owned businesses in the database. They would like to require all vendors to report their workforce inclusion. The County reports that it struggles with B2G a bit, as wording is sometimes problematic. The County uses the PeopleSoft Oracle supplier contract management module with standard language.

OUTREACH AND TECHNICAL ASSISTANCE

The goal of the CERT board is to educate vendors about certification and doing business with Ramsey County. The Ramsey County Procurement Office coordinates all outreach to businesses, including all events. The county holds events throughout the year to assist vendors with navigating the procurement process, including a Small Business Enterprise Procurement Fair, Reverse Vendor Fair Open House, and events at the Rondo Library (a public library in Saint Paul). At the library events, small businesses can bring their documentation and receive help from the City of Saint Paul with the certification process. Vendors can leave fully certified and registered to use the procurement portal.

A Small Business Enterprise Guide to Ramsey County Procurement is available online and provides SBEs with a basic overview of the County's procurement structure and processes.

Additionally, the County offers an online resource guide which provides vendors with a summary of resources, including association details and contact information. While the County doesn't offer loans or similar programs, they have a labor agreement policy that lists all associations known to them. The County uses this list to notify associations for all construction projects valued over \$100K.

OTHER PROGRAM COMPONENTS

Ramsey County allows departments to contract directly with a small business for projects under \$25K and with no more than a five-year contract, without a full bid process. For projects between \$25K and \$100K departments can request a competitive quote with small businesses. These can be solicited directly with those small businesses that have been certified and registered with the County.

The County has requirements in contracts (construction and design-build) for subcontractors, and is in workgroups to discuss what contractors need to do in this regard. The County has implemented language requiring detailed subcontractor information, which will eventually go beyond construction and design to other areas of purchasing.

5. CONCLUSION

Each program reviewed has elements that were similar and many unique to the agency's needs. One program element that was consistent with each agency was the requirement for program participants to be located in the governmental entity's jurisdiction.

CHAPTER 6

Findings and Recommendations

Dane County Contracting and Procurement Evaluation



CHAPTER 6: FINDINGS AND RECOMMENDATIONS

1. INTRODUCTION

In 2017, MGT Consulting Group (MGT) was retained to conduct an evaluation of Dane County government contracting and purchasing processes and policies with a focus on racial and social equity. In this chapter, MGT provides its findings and recommendations for the Dane County Board of Supervisors regarding this evaluation. This study consisted of fact-finding to analyze the County’s procurement trends and practices, evaluate the impact of remedial efforts, and evaluate various options for future program development.

CHAPTER SECTIONS	
1.	Introduction
2.	Findings
3.	Recommendations
4.	Selected Practices of Other M/WBE Programs

The results of this study and conclusions drawn are presented in detail in **Chapters 2** through **5** of this report.

2. FINDINGS

FINDING A: HISTORICAL EXPENDITURE ANALYSES

The dollar value of expenditures with prime contractors on County projects over the period of 2012 – 2016 within the relevant market was as follows:

BUSINESS INDUSTRY	DOLLARS	PERCENT OF DOLLARS
Architecture and Engineering	\$3,215,920	1.53%
Construction	\$22,088,414	10.50%
Professional Services	\$144,759,601	68.83%
Goods and General Services	\$40,262,624	19.14%
TOTAL CONTRACT EXPENDITURES	\$210,326,559	100.00%

Source: **Chapter 3, Historical Expenditure and Availability Analyses.**

The Department of Human Services reported expenditures of \$419,666,210 for the period of 2012 – 2016 (not inclusive of its CCS program purchases) and the Department of Public Works, Highway and Transportation reported expenditures of over \$40,000,000 for this same period of time.

FINDING B: COLLABORATION BETWEEN OEI AND COUNTY DEPARTMENTS

There is an opportunity for greater collaboration between OEI and County Departments during the planning, RFP, and bid processes for County contract services. The Office for Equity and Inclusion is rarely

included in meetings where upcoming contract opportunities are being planned or discussed. The utilization of TBEs should be discussed early in the planning process.

FINDING C: DATA MANAGEMENT

The County does not have a centralized system that enables OEI and procurement to update and maintain information and data on TBEs and registered vendors.

FINDING D: ANECDOTAL COMMENTS

Among the TBE firms who responded to survey questions about barriers to doing business, the biggest concern for prime contractors was competing with larger firms (21 or 20% of TBEs).

Additional key barriers for TBE firms included:

- ▶ Short or limited time given to prepare bid package or quote – 12.3%
- ▶ Selection process/evaluation criteria – 10.4%
- ▶ Proposal/bid specifications – 7.5%

With respect to disparate treatment, TBE qualitative respondents reported:

- ▶ An informal network outside of County government precluded their firms from obtaining work in the private sector. TBEs perceived that there are relationships or networks that TBEs are either intentionally excluded from and/or to which TBEs don't have access that impact success in the marketplace – 17.9%.
- ▶ Seldom or never being solicited when there were no TBE goals – 34%.

3. RECOMMENDATIONS

The following recommendations are based on multiple findings and are not necessarily tied to one finding.

RECOMMENDATION A: DATA MANAGEMENT

1. The County should consider using a centralized system that enables the Purchasing Division and the Office for Equity and Inclusion (OEI) to update and maintain a list of TBE and registered vendors. MUNIS has a contracting and vendor registration module that could be useful to achieve this. The vendor registration, which includes TBE firms, is used to notify firms of opportunities.
2. To strengthen outreach, the Office for Equity and Inclusion should create and maintain a database that contains profiles of TBE firms, which is regularly updated and used to facilitate outreach efforts.
3. Data on subcontracting opportunities should be maintained by the Office for Equity and Inclusion. All departments should be required to use MUNIS or a centralized database to update subcontract awards and payments for all subcontractors.

4. OEI should consider obtaining a diversity management software system to help track TBE prime and subcontractor awards and payments. This system would also provide OEI a way to monitor the utilization of TBE primes and subs and issue regular reports.

RECOMMENDATION B: OUTREACH

1. Conduct semi-annual marketing events promoting Dane County as an employer and diversity and inclusion focused organization interested in doing business with all available businesses in the marketplace.
2. Develop a comprehensive "Guide to Doing Business in Dane County" that can be downloaded or printed for distribution as an information and referral resource for business assistance organizations or trade associations. A detailed and comprehensive, step-by-step guide can be an effective tool for providing very useful information in a user-friendly format for potential vendors.

RECOMMENDATION C: COLLABORATION BETWEEN PURCHASING AND OEI

1. It is crucial for the Purchasing Division and the Office for Equity and Inclusion to work in close collaboration in order to effectively serve as a vital and comprehensive resource for departments and staff to provide information, technical assistance, and support. Regular scheduled meetings between the Purchasing Division and OEI should be implemented so that the mission and diversity and inclusion goals of the County can be achieved.

RECOMMENDATION D: COLLABORATION BETWEEN DHS AND OEI

1. Given the amount of expenditure by DHS and the impact of DHS programs and services in communities that are the major focus of Dane County's efforts to eliminate racial disparities, increasing utilization of TBEs is essential. DHS and OEI should collaborate on identifying agencies that can serve as fiscal agents for smaller organizations that provide services in communities of color but lack the infrastructure to successfully pursue the RFP for services issued by DHS in April of each year. This type of collaboration would create a nonprofit joint venture that could ultimately increase utilization and should be implemented on a pilot program basis for a two year period.

RECOMMENDATION E: COLLABORATION BETWEEN OTHER COUNTY DEPARTMENTS AND OEI

1. It is imperative that OEI be involved in meetings and discussions regarding upcoming contract opportunities for the County. Here details regarding TBE availability and utilization can be discussed to determine optimal opportunities for TBE and TBE-eligible firms. In particular, there should be much greater regular collaboration between PWHT and OEI. Depending on the level and frequency of this collaborative effort, additional resources may be required to fully implement this recommendation.

4. SELECTED PRACTICES OF OTHER M/WBE PROGRAMS

MGT has conducted extensive research on procurement policies and remedial programs of federal, state, and local government M/W/SBE programs to identify policies and practices that promote local small business development. This research has enabled MGT to create an extensive library of practices that

agencies use to include minority, women, small, and disadvantaged businesses in their procurement process. Contained herein is a menu of policies that have worked in some localities, but may not have been effective in others. Also, some policies have been discontinued for budgetary reasons.

Such assistance may include direct subsidies to businesses, funds for management and technical assistance to small and new entrepreneurs, mentor-protégé programs, and bonding assistance, as well as collaboration with and support for organizations that provide management and technical assistance to businesses.

A substantial number of these agencies also have procurement preference programs for small businesses. Some M/W/SBE programs are nominal and some seem to have substantial resources devoted to M/W/SBE program design and implementation. In general, the demand by courts and legislation for race-neutral business development policies has increased the resources devoted to race-neutral M/WBE programs.

Provided below are the selected practices we have taken into consideration for Dane County.

M/WBE PROGRAM DATA MANAGEMENT

It is imperative to closely monitor the utilization of all businesses by race, ethnicity, and gender over time to determine program effectiveness. Many agencies issue M/WBE annual utilization reports. Some important additional elements of program data management employed by other agencies include:

- ▶ **Separate Reporting of M/WBE Prime Contractor and Subcontractor Utilization.** Orange County, FL; City of Charlotte, NC; Port Authority and New York and New Jersey.
- ▶ **Tracking M/WBE and Non-M/WBE Subcontractor Utilization.** City of Charlotte, NC.
- ▶ **Tracking M/WBE Utilization in the SBE Program.** City of Charlotte, NC; Port Authority and New York and New Jersey, Phoenix, AZ.

SMALL BUSINESS PROGRAM FOR SUBCONTRACTS

SMALL BUSINESS PROJECT GOALS

City of Charlotte, North Carolina. The City of Charlotte has a comprehensive SBE program including SBE set-asides and business assistance.⁶ In addition, the City of Charlotte sets department goals for SBE utilization, sets SBE goals on formal and informal contracts, and makes SBE utilization part of department performance review utilization numbers. The City has a waiver provision for bidders, but has rejected bids for bidder noncompliance with the SBE program. Charlotte achieved 28.9 percent M/WBE subcontractor utilization in construction and 33.1 percent M/WBE subcontractor utilization in Architecture & Engineering (A&E) through small business subcontracting goals.⁷

SMALL BUSINESS SET-ASIDES

Miami-Dade County Public Schools. The Miami-Dade Schools SBE policy includes a sheltered market component. The policy provides that certain contracts can be placed in a sheltered market by the Office of

⁶ A description of the Charlotte SBE program can be found at www.charmeck.org/Departments/Economic+Development/Small+Business/Home.htm

⁷ MGT, *The City of Charlotte Update Disparity Study*, 2011, Exhibit 8-1.

Economic Opportunity and Miami-Dade Schools goal setting committee if: (1) there are at least three SBE/MBEs that are capable and available, (2) there is under-utilization in that business category, and (3) the extent to which the District's SBE prime contractor goals are being achieved. A contract can be removed from the sheltered market program if a responsive and responsible bid is not received or the bid received is deemed to be too high in price.

City of Denver. The Defined Selection Pool program puts contracts up to \$1 million in a selection pool that can only be bid on by certified SBEs. This program applies to construction and professional service contracts. A SBE is defined as a firm that has revenue less than or equal to 50 percent of the Small Business Administration's (SBA) small business standard and the owner has a personal net worth of less than \$1.3 million. In the 2010 annual report M/WBEs won 73.7 percent of selection pool contracts.⁸

North Carolina Department of Transportation (NCDOT). In the NCDOT program, small contractors are defined as firms with less than \$1.5 million in revenue. There is a small contractor goal of \$2 million for each of the 14 NCDOT divisions. The current cap on project size for small contractors is \$500,000. For contracts less than \$500,000, NCDOT can solicit three informal bids from small business enterprises.⁹ North Carolina law permits the waiving of bonds and licensing requirements for these small contracts let to SBEs.¹⁰ From FY 2008-08, M/WBEs won \$29.4 million (20.3 percent) in prime contracts under the North Carolina program.¹¹

Oregon Department of Transportation (ODOT). Under its Small Business Initiative, ODOT started a pilot program targeting small firms in Region I. The program initially set-aside contracts of less than \$75,000 for competition among small firms and targeted A&E firms.¹² Set-asides for A&E and related services were extended to projects of up to \$150,000. Set-asides for construction are limited to projects valued at \$100,000 or less. The program covers Project Specific contracts and On-Call Contracts.

The selection process for A&E and related services begins with the identification of a small contracting outsourcing opportunity. If there are ten or fewer firms registered in the discipline necessary for the project, all the firms are considered in the selection process. If there are more than ten firms registered in the discipline, then at least five firms are considered. The criteria ODOT may choose for selection include, but are not limited to, qualified firms that have no current or previous prime contracts with ODOT, specific work experience deemed relevant to ODOT requirements and geographic proximity to the project site and/or familiarity with the project site. Firms chosen for further evaluation then respond to mini-solicitations, which may include interviews. ODOT reserves the right to use other selection methods, including emergency procurement and direct appointments. After issuing a Notice of Intent to Award ODOT negotiates the statement of work, costs, and payment terms with the top ranked firm.

The selection process for construction begins with the identification of a small contracting construction need and the plans and specifications and estimate for that project. If there are three or fewer firms registered in the discipline necessary for the project, all the firms are considered in the selection process. If there are more than three firms registered in the discipline, then at least three firms are invited to bid. The

⁸ City of Denver, Office of Economic Development, Division of Small Business Opportunities, *2010 Annual Report*, at 3. <http://www.denvergov.org/Portals/690/documents/DSBO/DSBO%20Annual%20Report-FINAL-2010.pdf>.

⁹ NCGS § 136-28.10(a).

¹⁰ NCGS § 136-28.10(b).

¹¹ Equant, *Measuring Business Opportunity—A Disparity Study of NCDOT's State and Federal Programs*, 2009, at 138.

¹² Procurement authority for the SCPS program derives from ORS § 279A-050(3)(A),(B).

criteria ODOT may choose for selection include, but are not limited to, qualified firms that have no current or previous prime contracts with ODOT, geographic proximity to the project site, and firm certification status. The award is then made to the lowest responsive and responsible bid.

SBE BID PREFERENCES

A number of agencies use bid preferences for SBEs [Dade County, Florida; Port Authority of New York and New Jersey SBE Program; Sacramento Municipal Utility District (SMUD); City of Sacramento; City of Oakland; East Bay Municipal Utility District]. SBE bid preferences operate similarly to M/WBE bid preferences.

Miami-Dade County Public Schools. The Miami Schools SBE policy allows for evaluation preferences for "best value" contracts in which factors other than price can be considered in selection. In particular, the Miami Schools policy allows for bid preferences of up to 20 percent of total points for an SBE or joint venture with an SBE. SBE prime contractors cannot subcontract more than 49 percent of a contract.

RACE-NEUTRAL JOINT VENTURES

City of Atlanta, Georgia. The City of Atlanta requires establishment of joint ventures on large projects of over \$10 million.¹³ Primes are required to create a joint venture with a firm from a different ethnic/gender group in order to ensure prime contracting opportunities for all businesses. This rule applies to women- and minority-owned firms as well as nonminority firms. This rule has resulted in tens of millions of dollars in contract awards to women- and minority-owned firms.

Washington Suburban Sanitation Commission (WSSC). The WSSC Competitive Business Demonstration Project requires joint ventures between a local SBE and an established firm in procurement areas that do not generate enough SBE bids.

CONSTRUCTION MANAGEMENT, REQUEST FOR PROPOSALS, AND DESIGN-BUILD

One method of unbundling in construction is the use of multi-prime construction contracts in which a construction project is divided into several prime contracts that are then managed by a construction manager at risk. For example, this approach has been used on projects where each prime contractor is responsible for installation and repair in particular areas. The construction manager is responsible for obtaining materials at volume discounts based upon total agency purchases. If one contractor defaults, a change order is issued to another prime contractor working in an adjacent area. The construction manager at risk is responsible for cost overruns that result from prime contractor default.

Construction management also facilitates the rotation of contracts within an area of work. For example, if several subcontractors have the capacity for bidding on an extended work activity (e.g., concrete flat work, traffic control, hauling), the construction manager can rotate contracting opportunities over the duration of the activity.

Using a request for proposal process can provide the flexibility for including M/WBE participation in prime contractor requirements and selection. One of the nonfinancial criteria can be the proposer's approach and past history with M/WBE subcontractor utilization as well as women and minority workforce participation.

¹³ City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

A number of agencies around the country, the Charlotte-Mecklenburg School System, the Tri-County Metropolitan Transportation District of Oregon, and the City of Columbia, have had some success with this approach.¹⁴

The Colorado DOT has required DBE and Emerging Small Business (ESB) performance plans for bidders on design-build projects. Colorado DOT achieved \$187 million in DBE utilization on the \$1.2 billion T-REX project using this approach.¹⁵

STATE CONTRACTS

The use of state contracts can impede M/W/SBE utilization, even when M/W/SBEs are the low bidder. Purchases using state contracts is particularly an issue with car purchases, a procurement where there can be a significant number of M/W/SBE vendors. Fulton County, Georgia, addressed this problem by removing car purchases from the category of required purchases from state contracts.

HUBZONES

Another variant of an SBE program provides incentives for SBEs located in distressed areas. For example, under the 1997 Small Business Reauthorization Act, the federal government started the federal HUBZone program. A HUBZone firm is a small business that is: (1) owned and controlled by U.S. citizens; (2) has at least 35 percent of its employees who reside in a HUBZone; and (3) has its principal place of business located in a HUBZone.¹⁶ HUBZone programs can serve as a vehicle for encouraging M/WBE contract utilization. Nationally, there are 5,357 female and minority HUBZone firms, representing 56.2 percent of total HUBZone firms.¹⁷

City of New York, New York. The City of New York has a HUBZone-type program providing subcontracting preferences to small construction firms (with less than \$2 million in average revenue) that either perform 25 percent of their work in economically distressed areas or for which 25 percent of their employees are economically disadvantaged individuals.¹⁸

FINANCIAL ASSISTANCE

LOAN GUARANTEES

Los Angeles Unified School District (LAUSD), California. LAUSD provides firms with loan guarantees of up to the lesser of 50 percent of the contract or \$200,000. Loan proceeds can be used for materials, subcontracts, and labor costs associated with LAUSD contracts.

¹⁴ Federal Transit Administration, *Lessons Learned #45* (May 2002). www.fta.dot.gov/library/program/ll/man/ll45.html.

¹⁵ D. Wilson, *Colorado Department of Transportation Statewide Transportation Disparity Study*, 2009, at 3-20.

¹⁶ 13 C.F.R. 126.200 (1999).

¹⁷ Based on the SBA pro-net database located at <http://pro-net.sba.gov/pro-net/search.html>.

¹⁸ New York Administrative Code § 6-108.1. For a description of the New York local business enterprise program see <http://www.nyc.gov/html/sbs/html/lbe.html>.

PROMPT PAYMENT

M/WBE vendors often report problems with prompt payment, particularly payments from prime contractors to subcontractors. Certain subcontractors that work on an early phase of a project, such as grading, can suffer from retainage withheld on long-lasting projects. There are several prompt payment policies that respond to this problem:

- ▶ **Retainage.** North Carolina DOT requires that retainage be released when the tasks/activities for the subcontractors' phase of work is accepted rather than at the end of the project.¹⁹
- ▶ **Two-party check program.** To improve access to financing, the Port Authority of New York and New Jersey has a two-party check program in which the Port Authority writes checks out to the lender and the contractor. This program has not been used frequently according to staff.

CONCLUSION

This study provides evidence of further opportunities for implementing remedial efforts to include and increase utilization of M/WBEs in Dane County procurement and contracting. This evidence is based on quantitative and qualitative data utilized in this study. Future efforts must be narrowly tailored to rectify the issues identified in this report.

¹⁹ 49 CFR, Part 26.29(b).

APPENDIX A

Custom Census Survey Instrument

Dane County Contracting and Procurement Evaluation



APPENDIX A: CUSTOM CENSUS SURVEY INSTRUMENT

DANE COUNTY CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW CUSTOM CENSUS SURVEY

ENTER THE D&B D-U-N-S NUMBER

Hello. My name is _____, with Oppenheim Research, and we are conducting a 5-minute survey for MGT Consulting on behalf of the Dane County (County). The purpose of this survey is to help identify available firms in the marketplace interested in conducting business with the County.

Is this _____ (Company's name)? IF COMPANY NAME VERIFIED, CONTINUE.

Are you the owner or an authorized decision maker in your company? [IF NO] May I speak with that person? [IF NO, SCHEDULE CALL-BACK]?

IF OWNER IS PUT ON THE LINE: CONTINUE

IF TRANSFERRED TO ANOTHER PARTY (CFO, MANAGER, ETC): Are you able to answer questions concerning business practices of this company? IF YES, CONTINUE.

Your company's information has been provided to us from Dun & Bradstreet.

Thank you for agreeing to participate in this study. Your input is very important to outcome of the study. If you have any questions regarding the survey, I will be happy to provide you a contact at the end of the survey.

Thank you in advance for your participation.

Q1. What is your title? [REQUIRE ANSWER]

Owner/CEO/President	1
Manager/Financial Officer	2
Other (Specify)	3 _____

Q2. May I have your name just in case we have any further questions? [REQUIRE ANSWER]
_____ (1)

**DANE COUNTY
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW
CUSTOM CENSUS SURVEY**

Q3. Let me confirm that, based on information we have from Dun & Bradstreet, this is a for-profit company, as opposed to a nonprofit, foundation or government office?

[REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

[IF THE ANSWER TO QUESTION 3 IS NO OR DON'T KNOW, THEN TERMINATE THE CALL PLEASE GO BACK TO Q2 AND TYPE "DISQUALIFIED" AFTER THE FIRST AND LAST NAME.]

Disqualification statement

Thank you for your input; however, based on your answers, it appears that you do not qualify for this survey.

Q4. Let me confirm that, based on the information we have from Dun & Bradstreet, the company's primary line of business is *(READ NAICS WITH CORRESPONDING DESCRIPTIVE TEXT)* [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

[5 – IF Q4 IS NOT 1, SKIP TO Q5]

Q5. Please SPECIFY your company's Primary Type of work. [REQUIRE ANSWER]

Q6. Does your company bid primarily as a prime contractor or consultant? Subcontractor? OR both? [REQUIRE ANSWER]

- Prime Contractor or Consultant 1
- Subcontractor or subconsultant 2
- Both 3
- Don't Know 4

Q7. Is your company at least 51 percent owned, managed, and controlled by a woman or women? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3



**DANE COUNTY
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW
CUSTOM CENSUS SURVEY**

Q8. Is your company at least 51 percent owned, managed, and controlled by a person or people of one of the following racial or ethnic group(s)? [REQUIRE ANSWER]

- Anglo/Caucasian 1
- Black/African American 2
- Asian American 3
- Hispanic American or Latino 4
- Native American/American Indian 5
- Other (Specify) 6 _____
- Don't Know 7

Q9. Is your company interested in working as a prime contractor or consultant, supplier, or subcontractor to a prime over the next 12 months or in the near future with the County? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3

[S – IF Q9 IS NOT 1, SKIP TO END OF SURVEY. THAT COMPLETES OUR SURVEY....]

Q10. You indicated your company is interested in working with the County as a prime or sub in the near future. If randomly selected, would be you be willing to participate in a personal interview or telephone survey to collect comments about your experiences doing business or attempting to do business with the County, their primes, or in the private sector?

- Yes 1
- No 2

That completes our survey. Again, thank you for your input and your participation in this important survey. If you would like more information on the Disparity Study contact MGT Consulting, Reggie Smith at (850) 386-3191.



APPENDIX B

Survey of Vendors Instrument

Dane County Contracting and Procurement Evaluation



APPENDIX B: SURVEY OF VENDORS INSTRUMENT

DANE COUNTY GOVERNMENT CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW

Hello, my name is _____ and I am calling on behalf of the Dane County Government (County) to analyze their utilization of area businesses in their procurement and contracting of goods and services.

Is this (Company's name)? IF COMPANY NAME VERIFIED, CONTINUE

May I speak with (Contact name)?

Is there someone else I can talk to who could answer some questions about the business and procurement activities?

IF OWNER or OTHER DECISION MAKER IS PUT ON THE LINE: CONTINUE

Are you the owner or an authorized decision maker in your company?

IF NO OR TRANSFERRED TO ANOTHER PARTY (CFO, MANAGER, ETC): Are you able to answer questions concerning ownership and business practices for this company? IF YES, CONTINUE

IF NO: Is there someone else I can talk to who could answer some questions about the business and procurement activities?

IF NO, SCHEDULE CALL-BACK?

INTRO: Dane County Government (County) has retained MGT Consulting Group to conduct a Program Evaluation of Contracting and Procurement Equity in Dane County (County). This evaluation will examine the procurement of services and products by the County, the subcontracting practices of prime contractors or service providers contracted with the County, and firms' experiences doing business in the private sector marketplace. The intention of this evaluation is to help Dane County government improve opportunities for minority and Targeted Business Enterprise (TBE) firms contracting and bring more racial and social equity to Dane County spending on goods and services.

This is not a sales call. Your firm has been randomly selected to participate in a survey of businesses to evaluate: 1) how the County buys goods and services, 2) the subcontracting practices of prime contractors/vendors who do business with the County, and 3) the collection of anecdotal evidence about business owners' experiences in doing business or attempting to do business with Dane County. This information will be collected from a broad cross section of all interested businesses between the period of January 1, 2012 through December 31, 2016. Your responses to this research survey will be aggregated for the overall analysis and used only for the program evaluation. Individual information is kept confidential.

The results of this evaluation will provide the basis, if warranted, for recommendations to improve the County's current procurement programs.

This is a great opportunity for you to provide feedback regarding your experience doing business with or attempting to do business with Dane County Government. The survey will only take a few minutes of your time to complete.

- Your participation in this survey is voluntary and that the time required to participate should be 15- 20 minutes.

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

- Your name and firm name will not be published in association with any information provided herein.
- The research has no known risks or direct benefits to you or your firm. You have the right to stop participation at any time without penalty.

Q.1 What is your title? [REQUIRE ANSWER]

- Owner 1
- CEO/President 2
- Manager/Financial Officer 3
- Other 4

[5 - IF THE ANSWER IS 1-3, THEN SKIP TO QUESTION 3]

[A - IF THE ANSWER TO QUESTION 1 IS NOT 4, THEN SKIP TO QUESTION 3]

Q.2 Specify Other Title [REQUIRE ANSWER]

Q.3 May I please have your name just in case we have any further questions? [REQUIRE ANSWER]

Q.4 What is your company's primary line of business?

1. Construction (general construction, excavating, mechanical, carpentry, site work, electrical, etc.):
2. Architectural and Engineering Services (ex: Architecture, civil engineering, environmental engineering, etc.):
3. Professional Services (ex: accounting, legal services, construction management, IT consulting, consultant, etc.):
4. General or Nonprofessional Services (ex: janitorial, security, auto repair, etc.):
5. Goods & Commodities (ex: furniture, vehicles, computers, books, etc.)
6. Other

[REQUIRE ANSWER]

- Construction 1
- Architecture and Engineering Services 2
- Professional Services 3
- General/Nonprofessional Services 4
- Goods & Commodities..... 5
- Other 6

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

[5 - IF THE ANSWER IS 2, THEN SKIP TO QUESTION 6]
[5 - IF THE ANSWER IS 3, THEN SKIP TO QUESTION 7]
[5 - IF THE ANSWER IS 4, THEN SKIP TO QUESTION 8]
[5 - IF THE ANSWER IS 5, THEN SKIP TO QUESTION 9]
[5 - IF THE ANSWER IS 6, THEN SKIP TO QUESTION 10]

Q.5 Please SPECIFY construction type and NIGP code. [REQUIRE ANSWER]

Q.6 Please SPECIFY architecture and engineering services type and NIGP code. [REQUIRE ANSWER]

Q.7 Please SPECIFY professional services type and NIGP code. [REQUIRE ANSWER]

Q.8 Please SPECIFY general/nonprofessional services type and NIGP code. [REQUIRE ANSWER]

Q.9 Please SPECIFY goods & commodities type and NIGP code. [REQUIRE ANSWER]

Q.10 Please SPECIFY other type and NIGP code.[REQUIRE ANSWER]

Q.11 Is your company at least 51 percent owned, controlled, and managed by a woman or women?

[REQUIRE ANSWER]

Yes 1
No 2
Don't know 3

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.12 Is your company at least 51 percent owned, managed, and controlled by one of the following racial or ethnic groups? [REQUIRE ANSWER]

- Non-Hispanic White/Caucasian 1
- Black/African American 2
- Asian or Pacific Islander 3
- Native American/American Indian 4
- Hispanic American or Latino 5
- Don't Know 6
- Other 7

[A - IF THE ANSWER TO QUESTION 12 IS NOT 7, THEN SKIP TO QUESTION 14]

Q.13 Specify OTHER [REQUIRE ANSWER]

Q.14 What is the highest level of education completed by the primary owner of your company?

[REQUIRE ANSWER]

- Some high school 1
- High school graduate 2
- Trade or technical education 3
- Some college 4
- College degree 5
- Post graduate degree 6
- Don't know 7

Q.15 In what year was your company established? [REQUIRE ANSWER]

Q.16 How many combined years of experience do you or the primary owner(s) of your firm have in the company's primary line of business? [REQUIRE ANSWER]

- 0 – 5 years 1
- 6 – 10 years 2
- 11 – 15 years 3
- 16 – 20 years 4
- 20+ years 5
- Don't know 6

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.17 In the last three years, what was the average number of employees on your company's payroll, including full-time and part-time staff? [REQUIRE ANSWER]

- 0 – 10 employees 1
- 11 – 20 employees 2
- 21 – 30 employees 3
- 31 – 40 employees 4
- 41+ employees 5
- Don't know 6

Q.18 Which of the following ranges best approximates your company's gross revenues for calendar year 2016? [REQUIRE ANSWER]

- Up to \$50,000? 1
- \$50,001 to \$100,000? 2
- \$100,001 to \$300,000? 3
- \$300,001 to \$500,000? 4
- \$500,001 to \$1 million? 5
- \$1,000,001 to \$3 million? 6
- \$3,000,001 to \$5 million? 7
- \$5,000,001 to \$10 million? 8
- Over \$10 million? 9
- Don't know 10

Q.19 What percentage of these gross revenues was earned from the County, the private sector, and other public government sector projects? [MUST TOTAL 100%] [REQUIRE ANSWER: 3]

County % _____
 Private sector % _____
 Non-County Public Sector % _____

Q.20 Does your company hold any of the following certifications from a recognized certification agency?

CHECK ALL THAT APPLY
 [REQUIRE ANSWER]

	Yes	No	DK
Minority Business Enterprise (MBE)	1	2	3
Woman Business Enterprise (WBE)	1	2	3
Disadvantaged Business Enterprise (DBE)	1	2	3
Targeted Business Enterprise (TBE)	1	2	3
Other	1	2	3

[OTHER, SPECIFY - CHOICE OR SUB-QUEST. 5]

Q.21 Specify Other [REQUIRE ANSWER]

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.22 Does your company bid, quote or propose primarily as a prime contractor/consultant or vendor, subcontractor, supplier or both? [REQUIRE ANSWER]

- Prime contractor/consultant or vendor 1
- Subcontractor/subconsultant or supplier 2
- Both 3

[A - IF THE ANSWER TO QUESTION 22 IS NOT 1 OR 3, THEN SKIP TO QUESTION 36]

Q.23 In general, which of the following ranges best approximate your company's largest prime contract awarded between January 1, 2012 and December 31, 2016? [REQUIRE ANSWER]

- None 1
- Up to \$50,000? 2
- \$50,001 to \$100,000? 3
- \$100,001 to \$200,000? 4
- \$200,001 to \$300,000? 5
- \$300,001 to \$400,000? 6
- \$400,001 to \$500,000? 7
- \$500,001 to \$1 million? 8
- Over \$1 million? 9
- Don't know 10

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.24 In your experience, have any of the following been a barrier to attempting to do work or working on County projects as a prime contractor/vendor?

[REQUIRE ANSWER]

	Yes	No	DK
Prequalification requirements	1	2	3
Bid bond requirements	1	2	3
Performance/payment bond requirements	1	2	3
Cost of bidding/proposing	1	2	3
Financing	1	2	3
Insurance (general liability, professional liability, etc.)	1	2	3
Price of supplies/materials	1	2	3
Proposal/bid specifications	1	2	3
Short or limited time given to prepare bid package or quote	1	2	3
Lack of experience	1	2	3
Contract too large	1	2	3
Selection process/evaluation criteria	1	2	3
Unnecessary restrictive contract specifications	1	2	3
Slow payment or non-payment	1	2	3
Competing with large companies	1	2	3
Changes in the scope of work (after work began)	1	2	3
Ease of identifying TBE/MWBE to partner with on County projects	1	2	3

Q.25 As a prime contractor/vendor, are you required to have bonding? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't know 3

[A - IF THE ANSWER TO QUESTION 25 IS NOT 1, THEN SKIP TO QUESTION 28]

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.26 What is your current aggregate bonding capacity? [REQUIRE ANSWER]

- Below \$100,000? 1
- \$100,001 to \$250,000? 2
- \$250,001 to \$500,000? 3
- \$500,001 to \$1 million? 4
- \$1 million to \$1.5 million? 5
- \$1.5 million to \$3 million? 6
- \$3 million to \$5 million? 7
- Over \$5 million? 8
- Don't know 9

Q.27 What is your current single limit bonding capacity? [REQUIRE ANSWER]

- Below \$100,000? 1
- \$100,001 to \$250,000? 2
- \$250,001 to \$500,000? 3
- \$500,001 to \$1 million? 4
- \$1 million to \$1.5 million? 5
- \$1.5 million to \$3 million? 6
- \$3 million to \$5 million? 7
- Over \$5 million? 8
- Don't know 9

Q.28 As a prime contractor/vendor, did you experience discriminatory behavior by the County when attempting to work or while working on a project between 2012 and 2016?

[REQUIRE ANSWER]

- Yes 1
- No 2
- Not applicable 3
- Don't know 4

[A - IF THE ANSWER TO QUESTION 28 IS NOT 1, THEN GO TO QUESTION 29]

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.29 How did you become aware of the discrimination against your company? [REQUIRE ANSWER]

- Verbal comment 1
- Written statement/documents 2
- Action taken against the company 3
- Don't know 4
- Other action 5

[A - IF THE ANSWER TO QUESTION 29 IS NOT 5, THEN GO TO QUESTION 30]

Q.30 Specify DISCRIMINATORY ACTION [REQUIRE ANSWER]

Q.31 Which of the following do you consider the primary reason for your company being discriminated against? [REQUIRE ANSWER]

- Owner's race or ethnicity 1
- Owner's gender 2
- Both race and gender 3
- Don't know 4
- Other reason 5

[A - IF THE ANSWER TO QUESTION 31 IS NOT 5, THEN GO TO QUESTION 32]

Q.32 Specify REASON [REQUIRE ANSWER]

Q.33 When did the discrimination first occur? [REQUIRE ANSWER]

- During the bidding process 1
- During contract negotiations 2
- After contract award 3
- All of the above 4
- Don't know 5

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.34 Did you file a complaint? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't know 3

Q.35 Are you willing to speak directly to MGT to provide more detail of the alleged discrimination your company has experienced by the County or their prime contractor/vendor?

[REQUIRE ANSWER]

- Yes (MGT Contact Vernetta Michell) 1
- No 2

IF YES: Please contact Vernetta Mitchell at MGT, vmitchell@mgtconsulting.com, (704)531-4098.

[A - IF THE ANSWER TO QUESTION 22 IS 1, THEN SKIP TO QUESTION 31]

Q.36 In general, which of the following ranges best approximates your company's largest subcontract between January 1, 2012 and December 31, 2016? [REQUIRE ANSWER]

- None 1
- Up to \$50,000? 2
- \$50,001 to \$100,000? 3
- \$100,001 to \$200,000? 4
- \$200,001 to \$300,000? 5
- \$300,001 to \$400,000? 6
- \$400,001 to \$500,000? 7
- \$500,001 to \$1 million? 8
- Over \$1 million? 9
- Don't know 10

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.37 In your experience, have any of the following been a barrier to attempting to do work or while working on projects as a subcontractor with primes for the County?
[REQUIRE ANSWER TO EACH OF THE FOLLOWING]

	Yes	No	Don't Know
Performance/payment bond requirements	1	2	3
Cost of bidding/proposing	1	2	3
Financing	1	2	3
Insurance (general liability, professional liability, etc.)	1	2	3
Price of supplies/materials	1	2	3
Short or limited time given to prepare bid package or quote	1	2	3
Lack of experience	1	2	3
Contract too large	1	2	3
Slow payment or non-payment	1	2	3
Competing with large companies	1	2	3
Solicitation of subcontractor bids after contract award (i.e. bid shopping)	1	2	3
Awarded scope of work reduced or eliminated	1	2	3
Not contacted to provide quote	1	2	3

Q.38 Between January 1, 2012 and December 31, 2016, has your company ever submitted a bid, quote or proposal with a prime contractor or vendor for a project with the County, were informed that you were the lowest bidder/selected firm, and then found out that another subcontractor was actually doing the work? [REQUIRE ANSWER]

Yes 1
No 2
Don't know 3

Q.39 As a subcontractor, do prime contractors on County projects require your company to have a bond for your type of work? [REQUIRE ANSWER]

Yes 1
No 2
Don't know 3

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.40 As a subcontractor, did your company experience discriminatory behavior between January 1, 2012 and December 31, 2016 from a prime contractor/vendor working or bidding/proposing on a County project? [REQUIRE ANSWER]

- Yes 1
- No 2
- Not applicable 3
- Don't know 4

[A - IF THE ANSWER TO QUESTION 40 IS NOT 1, THEN SKIP TO QUESTION 48]

Q.41 How did you become aware of the discrimination against your company?

[REQUIRE ANSWER]

- Verbal comment 1
- Written statement/documents 2
- Action taken against the company 3
- Don't know 4
- Other action 5

[A - IF THE ANSWER TO QUESTION 41 IS NOT 5, THEN SKIP TO QUESTION 43]

Q.42 Specify DISCRIMINATORY ACTION [REQUIRE ANSWER]

Q.43 Which of the following do you consider the primary reason for your company being discriminated against? [REQUIRE ANSWER]

- Owner's race or ethnicity 1
- Owner's gender 2
- Both race and gender 3
- Don't know 4
- Other reason 5

[A - IF THE ANSWER TO QUESTION 43 IS NOT 5, THEN SKIP TO QUESTION 45]

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.44 Specify REASON [REQUIRE ANSWER]

Q.45 When did the discrimination first occur? [REQUIRE ANSWER]

- During the bidding process 1
- During contract negotiations 2
- After contract award 3
- All of the above 4
- Don't know 5

Q.46 Did you file a complaint? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't know 3

Q.47 Are you willing to speak directly to MGT to provide more detail of the alleged discrimination your company has experienced by primes contracted with the County? [REQUIRE ANSWER]

- Yes (MGT Contact Vernetta Mitchell) 1
- No 2

IF YES: Please contact Vernetta Mitchell at MGT, vmitchel@mgtamer.com, (704)531-4098.

Q.48 Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the "good faith effort" requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason? For a: [REQUIRE ANSWER]

	Yes	No	Don't Know
County project?	1	2	3
Non-County project?	1	2	3

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.49 Still talking about prime contractors/consultants or vendors, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination?

[REQUIRE ANSWER]

	Yes	No	Don't Know
Harassment	1	2	3
Unequal or unfair treatment	1	2	3
Bid shopping or bid manipulation	1	2	3
Double standards in performance	1	2	3
Denial of opportunity to bid	1	2	3
Unfair denial of contract award	1	2	3
Unfair termination	1	2	3
Unequal price quotes from suppliers	1	2	3

Q.50 How often do prime contractors/vendors who use your company as a subcontractor on public sector projects with M/WBE goals solicit your company on projects (private or public) without TBE/MWBE goals?

[REQUIRE ANSWER]

- Very often 1
- Sometimes 2
- Seldom 3
- Never 4
- Not applicable 5
- Don't know 6

Q.51 Has your company applied for a commercial (business) bank loan or line of credit January 1, 2012 and December 31, 2016?

[REQUIRE ANSWER]

- Yes 1
- No 2
- Don't know 3

[A - IF THE ANSWER TO QUESTION 51 IS NOT 1, THEN SKIP TO QUESTION 56]

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.52 Were you or your company approved or denied for a commercial (business) bank loan or line of credit? [REQUIRE ANSWER]

- Approved 1
- Denied 2
- Don't know 3

[A - IF THE ANSWER TO QUESTION 52 IS 1, THEN GO TO QUESTION 53]
 [A - IF THE ANSWER TO QUESTION 52 IS 2, THEN SKIP TO QUESTION 54]
 [A - IF THE ANSWER TO QUESTION 52 IS 3, THEN SKIP TO QUESTION 56]

Q.53 What was the highest amount of commercial bank loan your company received?

[REQUIRE ANSWER]

- Up to \$50,000? 1
- \$50,001 to \$100,000? 2
- \$100,001 to \$300,000? 3
- \$300,001 to \$500,000? 4
- \$500,001 to \$1 million? 5
- \$1 million to \$3 million? 6
- \$3 million to \$5 million? 7
- \$5 million to \$10 million? 8
- Over \$10 million? 9
- No response/Don't know 10

Q.54 Which of the following do you believe was the primary reason for your being denied a loan or line of credit? [REQUIRE ANSWER]

- Insufficient Documentation 1
- Insufficient Business History 2
- Confusion about the Process 3
- Race or Ethnicity of Owner 4
- Gender of Owner 5
- Don't Know 6
- Other 7

[A - IF THE ANSWER TO QUESTION 54 IS NOT 7, THEN GO TO QUESTION 55]

Q.55 Please SPECIFY Other [REQUIRE ANSWER]

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.56 The following questions are related to work you have done or attempted to do in the private sector marketplace. Private sector is defined as non-government businesses or companies.

For the following statement, please indicate whether you: Agree, neither agree or nor disagree, or disagree.

*There is an informal network of prime contractors/vendors and subcontractors that has excluded my company from doing business in the private sector.
Do you agree, neither agree nor disagree, or disagree?*

[REQUIRE ANSWER]

- Agree 1
- Neither agree nor disagree 2
- Disagree 3
- Don't know 4

Q.57 Have you or your company experienced discriminatory behavior when attempting to do work or working in the private sector between 2012 and 2015? [REQUIRE ANSWER]

- Yes 1
- No 2
- Do not work in the private sector 3
- Don't know 4

[A - IF THE ANSWER TO QUESTION 57 IS NOT 1, THEN SKIP TO QUESTION 64]

Q.58 How did you become aware of the discrimination against your company?

[REQUIRE ANSWER]

- Verbal comment 1
- Written statement/documents 2
- Action taken against the company 3
- Don't know 4
- Other action 5

[A - IF THE ANSWER TO QUESTION 58 IS NOT 5, THEN SKIP TO QUESTION 60]

Q.59 Specify DISCRIMINATORY ACTION [REQUIRE ANSWER]

**DANE COUNTY GOVERNMENT
CONTRACTING AND PROCUREMENT EQUITY PROGRAM REVIEW**

Q.60 Which of the following do you consider the primary reason for your company being discriminated against? [REQUIRE ANSWER]

- Owner's race or ethnicity 1
- Owner's gender 2
- Both race and gender 3
- Don't know 4
- Other reason 5

[A - IF THE ANSWER TO QUESTION 60 IS NOT 5, THEN SKIP TO QUESTION 62]

Q.61 Specify REASON [REQUIRE ANSWER]

Q.62 When did the discrimination first occur? [REQUIRE ANSWER]

- During the bidding process 1
- During contract negotiations 2
- After contract award 3
- All of the above 4
- Don't know 5

Q.63 Are you willing to speak directly to MGT to provide more detail of the alleged discrimination your company has experienced in the private sector? [REQUIRE ANSWER]

- Yes (MGT Contact Vernetta Mitchell) 1
- No 2

IF YES: Please contact Vernetta Mitchell at MGT, vmitchel@mgtamer.com, (704)531-4098

Q.64 That completes the survey. On behalf of the Dane County Government, thank you for your participation in this interview.

**PROVIDE ONLY IF ASKED FOR:
If you have any questions or would like more information on the Program Evaluation, please contact Vernetta Mitchell, at 704-531-4098.**

APPENDIX C

Focus Group Guide

Dane County Contracting and Procurement Evaluation

APPENDIX C: FOCUS GROUP GUIDE

Dane County Government Focus Group Guide

Hello and thank you for coming to this focus group to provide input that will be used as a part of a program evaluation of contracting and procurement equity for Dane County.

My name is _____ with MGT Consulting. We have been asked to gather opinions from business owners about the business climate with the County. We are looking to obtain information on your experiences, if any, when doing business or attempting to do business with the County and its prime contractors or professional consultants.

We will begin with introductions. Why don't you start and we will work around the room. State your (name, what kind of work you do, how long you have been in business, and anything else you'd like us to know about you.

We are very glad that you are all here and appreciate you taking time out of your busy day to participate in this meeting.

We are going to be taking notes throughout the session. In addition, we would like to record this session if there are no objections. Responses to the questionnaire you completed will be held in strict confidence, and will not be distributed to any other firm or person with your firm's identity revealed. However, in the case of a court order, all documentation may be turned over to the court.

The Process

The recordings and notes of these focus groups will only be summarized by me as part of the qualitative data collection. Individual names will not be identified nor will remarks or comments be attributed to a specific individual. Once all the analyses for the focus group are completed, the results will be aggregated and incorporated with other data from the study. These findings will be used in reviewing the County's procurement practices and their procurement environment. We hope that everyone feels free to participate and to add as much insight as possible. We have ample time, so feel free to contribute to the discussion as we go along.

A. Welcome and brief background about the purpose of focus groups (see above).

- Introductions – have each participant state:
- Name
- Company's primary line of business
- Certification status (if applicable)
- Years in business

Be sure to note ethnic group, gender, and certification status (if applicable). This can be noted on the sign-in sheet.

B. Key Point to Discuss

- This is an open discussion involving all to participate. Goal is to have everyone participate in the discussion.
- Encourage participants to express thoughts and opinions freely.
- Stress that the intent is to focus on issues related to contracting (such as construction, construction related services – architecture, engineering, professional services, nonprofessional services, and goods) and the business climate with the County.

C. Facilitation Logistics

- Facilitators: The facilitator has primary responsibility for working with the group to solicit responses to questions.
- Facilitation Time: Approximately 2 hours.
- Major Issues will be recorded by tape recorder (if there are no objections), personal notes, and flipchart pages.
- Date, Time, and Location:



- **Materials Needed:**

- a) Flip Chart or Easel Paper
- b) Focus Group Guide (attached)
- c) List of Participants (sign-in sheet to be provided)
- d) Markers
- e) Audio Recorder

D. Scope

- **Establish Scope:** We are going to discuss several items at this point. Our primary goal is to discuss your (local area business owners) opinions about the business climate with the County.



E. Discussion Questions

1. Please discuss how you get information about the County's procurement opportunities (such as, the County's website, private bid notification websites, networking/word-of-mouth, etc.). Is this information helpful?
2. In the past 12 – 18 months, how many times have you bid, submitted proposals or quotes on Dane County projects?
 - a. What was the outcome of your submission?
 - b. Did you follow up on the outcome of the bid/proposal?
 - c. Was the County (or prime) helpful in providing complete and accurate information to prepare your bid/quote?
3. In the past 12 months, what percentage of income generated through contracts have come from County projects? From your own networks? (*primes*)
 - a. *Subs* - General Contractors? Service Providers? Other Public Entities? From your own networks?
4. If you have been awarded a contract with the County, on a scale from 1 to 5 (1 being Extremely Negative to 5 being Extremely Positive), rate your experience in doing business with the County as a prime contractor.
 - a. *Be sure that the responses identify their experience (such as the name of the project, type of project, type of contractor (prime, subcontractor) etc.). Also, be sure that the respondent explains the reason for his/her rating.*
5. On a scale from 1 to 5 (1 being Extremely Negative to 5 being Extremely Positive), rate your experience in doing business as a subcontractor or supplier for a prime contractor on a County project.
 - a. *Be sure that the responses identify whether they are referring to a subcontractor or supplier, also request specifics about the project (project name, type of project, time period of project). Also, be sure that the respondent explains the reason for his/her rating*
6. If you have not been awarded a contract with the County (or any of its primes), please discuss why you feel you have not.

7. What do you feel most interferes with your ability to do business with the County (barriers of doing business, such as prequalification, licensing, financing, bond requirements, etc.)?

Prequalification requirements (1)
Bid bond requirement (2)
Performance/payment bond requirement (3)
Cost of bidding/proposing (4)
Financing (5)
Insurance (general liability, professional liability, etc.) (6)
Price of supplies/materials
Proposal/Bid specifications (7)
Limited time given to prepare bid package or quote (8)
Limited knowledge of purchasing contracting policies and procedures (9)
Lack of experience (10)
Lack of personnel (11)
Contract too large (12)
Selection process (13)
Unnecessary restrictive contract specifications (14)
Slow payment or nonpayment (15)
Competing with large companies (16)

8. What barriers do you face in winning contracts (or subcontracts) as an TBE with the County (barriers could be oversaturation, front companies, and primes using the same firms over again)?



9. Do you routinely receive bid solicitations on private sector projects from the same contractors that request bids on public projects? (*subs*)
10. Have you observed a situation in which a prime contractor includes minority or woman subcontractors on a bid to satisfy the "good faith effort" requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason?
11. What business assistance services provided by the County have you used? Did you find them helpful? Please explain.
12. How could the County improve its policies and practices to advance racial and social equity in contracting and procurement that would enable more businesses to participate on County projects?



APPENDIX D

Vendor Survey Results

Dane County Contracting and Procurement Evaluation



APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.1 What is your title?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Owner	Count of ID	1	26	2	2	1	18	4	54
	% of Row	1.9%	48.1%	3.7%	3.7%	1.9%	33.3%	7.4%	100.0%
	% of Column	20.0%	70.3%	33.3%	28.6%	33.3%	52.9%	28.6%	50.9%
02-CEO/President	Count of ID	2	8	2	3		8	2	25
	% of Row	8.0%	32.0%	8.0%	12.0%	0.0%	32.0%	8.0%	100.0%
	% of Column	40.0%	21.6%	33.3%	42.9%	0.0%	23.5%	14.3%	23.6%
03-Manager/Financial Officer	Count of ID	2	3	2	2	2	7	5	23
	% of Row	8.7%	13.0%	8.7%	8.7%	8.7%	30.4%	21.7%	100.0%
	% of Column	40.0%	8.1%	33.3%	28.6%	66.7%	20.6%	35.7%	21.7%
04-Other	Count of ID						1	3	4
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	75.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	21.4%	3.8%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.2 Specify Other Title	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
Estimator	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
office manager Assistant	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Sales Representative	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Secretary	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
(blank)	Count of ID	5	37	6	7	3	33	11	102
	% of Row	4.9%	36.3%	5.9%	6.9%	2.9%	32.4%	10.8%	100.0%
	% of Column	100.0%	100.0%	100.0%	100.0%	100.0%	97.1%	78.6%	96.2%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.4 What is your company's primary line of business?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Construction	Count of ID		13	3	3	1	9	2	31
	% of Row	0.0%	41.9%	9.7%	9.7%	3.2%	29.0%	6.5%	100.0%
	% of Column	0.0%	35.1%	50.0%	42.9%	33.3%	26.5%	14.3%	29.2%
02-Architectural and Engineering Services	Count of ID	2	2		1	1	3	2	11
	% of Row	18.2%	18.2%	0.0%	9.1%	9.1%	27.3%	18.2%	100.0%
	% of Column	40.0%	5.4%	0.0%	14.3%	33.3%	8.8%	14.3%	10.4%
03-Professional Services	Count of ID	2	8	2	1		8	1	22
	% of Row	9.1%	36.4%	9.1%	4.5%	0.0%	36.4%	4.5%	100.0%
	% of Column	40.0%	21.6%	33.3%	14.3%	0.0%	23.5%	7.1%	20.8%
04-General and Nonprofessional Services	Count of ID		5	1			2		8
	% of Row	0.0%	62.5%	12.5%	0.0%	0.0%	25.0%	0.0%	100.0%
	% of Column	0.0%	13.5%	16.7%	0.0%	0.0%	5.9%	0.0%	7.5%
05-Goods & Commodities	Count of ID	1	4		1		5	6	17
	% of Row	5.9%	23.5%	0.0%	5.9%	0.0%	29.4%	35.3%	100.0%
	% of Column	20.0%	10.8%	0.0%	14.3%	0.0%	14.7%	42.9%	16.0%
06-Other	Count of ID		5		1	1	7	3	17
	% of Row	0.0%	29.4%	0.0%	5.9%	5.9%	41.2%	17.6%	100.0%
	% of Column	0.0%	13.5%	0.0%	14.3%	33.3%	20.6%	21.4%	16.0%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.5 Please SPECIFY construction type and NIGP code.	Values	Q.12 Is your company at least 51 percent owned, managed, and controlled by one of the following racial							
		Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
All Kinds	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
carpentry	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Concrete and masonry work	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Detention: Prison construction	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Dump Trucks for hire	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Dumping sand and other materials using a truck in the construction industry.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Electrical Contracting	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
electrical, also sells products through Madison, WI	Count of ID				1				1
	% of Row	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.9%
General construction	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
General Contractor	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Glassing	Count of ID				1				1
	% of Row	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.9%
Hall dirt and rocks.	Count of ID			1					1
	% of Row	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.9%
Haul asphalt to construction sites.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Heavy and high way	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Home improvement and construction.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Mechanical	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Outside Electrical Services	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Plumbing services that include water treatments and repairs to the bathrooms.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Providing business management research and diversity studies for construction companies.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Residential and Commerical exterior cladding, such as stone veneer.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Roofing construction	Count of ID			1					1
	% of Row	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.9%
saw cutting/drilling	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%

APPENDIX D: VENDOR SURVEY RESULTS

Site work : hauling of aggregate (various types of stone	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Site work with dump trucks	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Specializing in Flooring and Design.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
We do sewer cleaning and televising the man hole for remote control watch the line.	Count of ID					1			1
	% of Row	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.9%
We install underground Utilities.	Count of ID				1				1
	% of Row	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.9%
We provide lawncare that include mowing and landscaping services to different companies.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
We work on the roads such as gravel and concrete.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
whole house contractor	Count of ID		1						1
	% of Row	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.9%
(blank)	Count of ID	5	24	3	4	2	25	12	75
	% of Row	6.7%	32.0%	4.0%	5.3%	2.7%	33.3%	16.0%	100.0%
	% of Column	100.0%	64.9%	50.0%	57.1%	66.7%	73.5%	85.7%	70.8%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.6 Please SPECIFY architecture and engineering services type and NIGP code.	Values	Q.12 Is your company at least 51 percent owned, managed, and controlled by one of the following racial							Grand Total
		Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	
Architectural and interior design.	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Architectural Wood	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Civil Engineer	Count of ID	1							1
	% of Row	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Civil Engineering	Count of ID	1	1						2
	% of Row	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%
Commerical, business, governmental and sales.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Consulting engineering for plumbing, mechanical and fire protection.	Count of ID				1				1
	% of Row	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.9%
Design Lighting	Count of ID					1			1
	% of Row	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Engineering and environmental consulting company.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Mostly design and construction design and observation.	Count of ID					1			1
	% of Row	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.9%
We do architecture for interior and exterior buildings.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
(blank)	Count of ID	3	35	6	6	2	31	12	95
	% of Row	3.2%	36.8%	6.3%	6.3%	2.1%	32.6%	12.6%	100.0%
	% of Column	60.0%	94.6%	100.0%	85.7%	66.7%	91.2%	85.7%	89.6%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.7 Please SPECIFY professional services type and NIGP code.	Values	Q.12 Is your company at least 51 percent owned, managed, and controlled by one of the following racial							
		Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
Attorney	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Audit government	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Computer Programming	Count of ID				1				1
	% of Row	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.9%
Consulting (IT and Security)	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Debt collection work that involves solutions for collecting any outstanding debt owed.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Engineering and environmental consulting company.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Engineering company that provides consulting services dealing with integrated solutions.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
financial and human resources	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Government consultant, public relations, government affairs.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Insurance	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
IT Consulting	Count of ID	1							1
	% of Row	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Law Firm	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Law firm that practices criminal law and provides legal consulting to companies.	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Provide: public relations, marketing, multi cultural outreach communications, branding , business consulting and more.	Count of ID			1					1
	% of Row	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.9%
Providing business management research and diversity studies for construction companies.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Providing consulting services to veterans and helping them with entrepreneurship.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Providing planning and consulting services to different companies.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Providing real estate appraiser services to different compaines.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Providing strategic project management and stakeholder engagement processes for planning and	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
S	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Specializing in site specific approaches to enviromental issues.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%

APPENDIX D: VENDOR SURVEY RESULTS

Traffic	Count of ID	1							1
	% of Row	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
We do human development, leadership development. We provide self assessments.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
We do non-emergency medical transportation.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
We provide facility support for a lot of agencies, private and public.	Count of ID			1					1
	% of Row	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.9%
(blank)	Count of ID	3	28	4	6	3	24	13	81
	% of Row	3.7%	34.6%	4.9%	7.4%	3.7%	29.6%	16.0%	100.0%
	% of Column	60.0%	75.7%	66.7%	85.7%	100.0%	70.6%	92.9%	76.4%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.12 Is your company at least 51 percent owned, managed, and controlled by one of the following racial									
Q.8 Please SPECIFY general/nonprofessional services type and NIGP code.	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
	2 Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
a Moving Company	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Commercial and residential cleaning.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Home and office floor cleaning.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Janitorial	Count of ID		1	1					2
	% of Row	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	16.7%	0.0%	0.0%	0.0%	0.0%	1.9%
Janitorial Firm	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Towing and vehicle repair	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
We provide lawn care that include mowing and and landscaping services to different companies.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
(blank)	Count of ID	5	31	5	7	3	32	14	97
	% of Row	5.2%	32.0%	5.2%	7.2%	3.1%	33.0%	14.4%	100.0%
	% of Column	100.0%	83.8%	83.3%	100.0%	100.0%	94.1%	100.0%	91.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.9 Please SPECIFY goods & commodities type and NIGP code.	Values	Q.12 Is your company at least 51 percent owned, managed, and controlled by one of the following racial							
		Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
A gravel quarry company	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Aggregate, like rock and gravel	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Commercial pest control.	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Delivery and trucking	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Design signs and banners.	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Gravel, aggregates	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Mfg high speed overhead doors.	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Pest control, take care of all pest problems such as bugs, no critters such as snakes.	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
printers, ink, paper rolls	Count of ID				1				1
	% of Row	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.9%
Provide goods for educational needs , office furniture and supplies, as well as construction safety supplies and equipment.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Publishes African American magazines that focus on positive life solutions.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Repairing	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Sand and gravel	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Sell scuba gear and administer scuba training.	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Supplier of equipment	Count of ID	1							1
	% of Row	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
supplier of ready mix concrete	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Supply asphalt emulsion.	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
We are wholesale suppliers of plumbing and storm water drainage.	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Wiring for computers, phones and installing tv cameras.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
(blank)	Count of ID	4	33	6	6	3	28	7	87
	% of Row	4.6%	37.9%	6.9%	6.9%	3.4%	32.2%	8.0%	100.0%
	% of Column	80.0%	89.2%	100.0%	85.7%	100.0%	82.4%	50.0%	82.1%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

		Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns							
Q.10 Please SPECIFY other type and NIGP code.		Q.12 Is your company at least 51 percent owned, managed, and controlled by one of the following racial							
	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
Computer white box builder	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Counseling	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Entertainment, consulting with music, and tutoring (EDU services)	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Food Service and Catering (we do alot of construction companies)	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Healthcare (in patient, out patient and professional)	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Making sure that building are not leaking, providing h-vac and lawn services for different companies.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Manufacturing	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Mental Health	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Real Estate	Count of ID					1			1
	% of Row	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.9%
Real Estate Rental and we clean up after construction.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Therapy	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Transportation	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
transportation (haul aggregate different size stone)	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Transportation/ transporting people.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.9%
Travel Service (Travel Agency)	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Trucking and Delivery	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
We provide medical staffing	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
We provide nursing staff to medical facilities.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
(blank)	Count of ID	5	30	6	6	2	27	12	88
	% of Row	5.7%	34.1%	6.8%	6.8%	2.3%	30.7%	13.6%	100.0%
	% of Column	100.0%	81.1%	100.0%	85.7%	66.7%	79.4%	85.7%	83.0%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.11 Is your company at least 51 percent owned, controlled, and managed by a woman or women?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	3	11	1	2	1	34		52
	% of Row	5.8%	21.2%	1.9%	3.8%	1.9%	65.4%	0.0%	100.0%
	% of Column	60.0%	29.7%	16.7%	28.6%	33.3%	100.0%	0.0%	49.1%
02-No	Count of ID	2	26	5	5	2		14	54
	% of Row	3.7%	48.1%	9.3%	9.3%	3.7%	0.0%	25.9%	100.0%
	% of Column	40.0%	70.3%	83.3%	71.4%	66.7%	0.0%	100.0%	50.9%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.13 Specify OTHER	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
3 owners	Count of ID					1			1
	% of Row	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.9%
Corporately owned	Count of ID					1			1
	% of Row	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.9%
Middle Eastern (Iran)	Count of ID					1			1
	% of Row	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.9%
(blank)	Count of ID	5	37	6	7		34	14	103
	% of Row	4.9%	35.9%	5.8%	6.8%	0.0%	33.0%	13.6%	100.0%
	% of Column	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	97.2%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.14 What is the highest level of education completed by the primary owner of your company?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Some high school	Count of ID		2						2
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%
02-High school graduate	Count of ID		6	2	1		6	1	16
	% of Row	0.0%	37.5%	12.5%	6.3%	0.0%	37.5%	6.3%	100.0%
	% of Column	0.0%	16.2%	33.3%	14.3%	0.0%	17.6%	7.1%	15.1%
03-Trade or technical education	Count of ID		1		1		2	2	6
	% of Row	0.0%	16.7%	0.0%	16.7%	0.0%	33.3%	33.3%	100.0%
	% of Column	0.0%	2.7%	0.0%	14.3%	0.0%	5.9%	14.3%	5.7%
04-Some college	Count of ID		4	1	1	1	1	2	10
	% of Row	0.0%	40.0%	10.0%	10.0%	10.0%	10.0%	20.0%	100.0%
	% of Column	0.0%	10.8%	16.7%	14.3%	33.3%	2.9%	14.3%	9.4%
05-College degree	Count of ID		12	2	3	1	14	5	37
	% of Row	0.0%	32.4%	5.4%	8.1%	2.7%	37.8%	13.5%	100.0%
	% of Column	0.0%	32.4%	33.3%	42.9%	33.3%	41.2%	35.7%	34.9%
06-Post graduate degree	Count of ID	5	12	1	1	1	11	3	34
	% of Row	14.7%	35.3%	2.9%	2.9%	2.9%	32.4%	8.8%	100.0%
	% of Column	100.0%	32.4%	16.7%	14.3%	33.3%	32.4%	21.4%	32.1%
07-Don't know	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

		Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns							
Q.15 In what year was your company established?		Q.12 Is your company at least 51 percent owned, managed, and controlled by one of the following racial							
	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
2	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
1896	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
1922	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
1934	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
1935	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
1947	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
1955	Count of ID						1	1	2
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	7.1%	1.9%
1959	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
1972	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
1974	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
1977	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
1980	Count of ID					1	1		2
	% of Row	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	2.9%	0.0%	1.9%
1982	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
1983	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
1984	Count of ID	1					2	1	4
	% of Row	25.0%	0.0%	0.0%	0.0%	0.0%	50.0%	25.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	5.9%	7.1%	3.8%
1985	Count of ID		1	1				1	3
	% of Row	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	33.3%	100.0%
	% of Column	0.0%	2.7%	16.7%	0.0%	0.0%	0.0%	7.1%	2.8%
1987	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	33.3%	0.0%	0.0%	1.9%
1988	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
1989	Count of ID		1	1					2
	% of Row	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	16.7%	0.0%	0.0%	0.0%	0.0%	1.9%
1990	Count of ID		3						3
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%
1991	Count of ID						2		2
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	1.9%
1992	Count of ID						2	1	3
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	33.3%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	7.1%	2.8%
1994	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
1995	Count of ID		1		1		1		3
	% of Row	0.0%	33.3%	0.0%	33.3%	0.0%	33.3%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	14.3%	0.0%	2.9%	0.0%	2.8%
1996	Count of ID	1					1		2
	% of Row	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%

APPENDIX D: VENDOR SURVEY RESULTS

1997	Count of ID			2			1		3
	% of Row	0.0%	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%	100.0%
	% of Column	0.0%	0.0%	33.3%	0.0%	0.0%	2.9%	0.0%	2.8%
1998	Count of ID	1					1		2
	% of Row	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
1999	Count of ID	1	2				1	1	5
	% of Row	20.0%	40.0%	0.0%	0.0%	0.0%	20.0%	20.0%	100.0%
	% of Column	20.0%	5.4%	0.0%	0.0%	0.0%	2.9%	7.1%	4.7%
2000	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
2001	Count of ID		5				2		7
	% of Row	0.0%	71.4%	0.0%	0.0%	0.0%	28.6%	0.0%	100.0%
	% of Column	0.0%	13.5%	0.0%	0.0%	0.0%	5.9%	0.0%	6.6%
2002	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
2003	Count of ID	1	1			1			3
	% of Row	33.3%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	2.7%	0.0%	14.3%	0.0%	0.0%	0.0%	2.8%
2004	Count of ID		3			1			4
	% of Row	0.0%	75.0%	0.0%	25.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	14.3%	0.0%	0.0%	0.0%	3.8%
2005	Count of ID					1	3		4
	% of Row	0.0%	0.0%	0.0%	25.0%	0.0%	75.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	8.8%	0.0%	3.8%
2006	Count of ID		1			1			2
	% of Row	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	14.3%	0.0%	0.0%	0.0%	1.9%
2007	Count of ID		3				1	1	5
	% of Row	0.0%	60.0%	0.0%	0.0%	0.0%	20.0%	20.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	2.9%	7.1%	4.7%
2008	Count of ID		3				1		4
	% of Row	0.0%	75.0%	0.0%	0.0%	0.0%	25.0%	0.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	2.9%	0.0%	3.8%
2009	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
2010	Count of ID		3	1			1		5
	% of Row	0.0%	60.0%	20.0%	0.0%	0.0%	20.0%	0.0%	100.0%
	% of Column	0.0%	8.1%	16.7%	0.0%	0.0%	2.9%	0.0%	4.7%
2011	Count of ID		1	1				1	3
	% of Row	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	33.3%	100.0%
	% of Column	0.0%	2.7%	16.7%	0.0%	0.0%	0.0%	7.1%	2.8%
2012	Count of ID		1				1	2	4
	% of Row	0.0%	25.0%	0.0%	0.0%	25.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	33.3%	5.9%	0.0%	3.8%
2013	Count of ID					1			1
	% of Row	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.9%
2015	Count of ID		3				2		5
	% of Row	0.0%	60.0%	0.0%	0.0%	0.0%	40.0%	0.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	5.9%	0.0%	4.7%
2016	Count of ID		1				1	1	3
	% of Row	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	33.3%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	33.3%	0.0%	7.1%	2.8%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.16 How many combined years of experience do you or the primary owner(s) of your firm have in the company's primary line of business?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-0 - 5 years	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
02-6 - 10 years	Count of ID		3	1				1	5
	% of Row	0.0%	60.0%	20.0%	0.0%	0.0%	0.0%	20.0%	100.0%
	% of Column	0.0%	8.1%	16.7%	0.0%	0.0%	0.0%	7.1%	4.7%
03-11 - 15 years	Count of ID		4	1	2		2	2	11
	% of Row	0.0%	36.4%	9.1%	18.2%	0.0%	18.2%	18.2%	100.0%
	% of Column	0.0%	10.8%	16.7%	28.6%	0.0%	5.9%	14.3%	10.4%
04-16 - 20 years	Count of ID		4	1	1	1	5		12
	% of Row	0.0%	33.3%	8.3%	8.3%	8.3%	41.7%	0.0%	100.0%
	% of Column	0.0%	10.8%	16.7%	14.3%	33.3%	14.7%	0.0%	11.3%
05-20+ years	Count of ID		5	25	3	4	2	26	76
	% of Row	6.6%	32.9%	3.9%	5.3%	2.6%	34.2%	14.5%	100.0%
	% of Column	100.0%	67.6%	50.0%	57.1%	66.7%	76.5%	78.6%	71.7%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row			4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%
Total % of Column			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.17 In the last three years, what was the average number of employees on your company's payroll, including full-time and part-time staff?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-0 - 10 employees	Count of ID	1	28	3	4	2	19	8	65
	% of Row	1.5%	43.1%	4.6%	6.2%	3.1%	29.2%	12.3%	100.0%
	% of Column	23.4%	75.0%	44.8%	62.4%	62.2%	54.0%	48.3%	59.6%
02-11 - 20 employees	Count of ID	2	3	1		1	6	1	14
	% of Row	14.3%	21.4%	7.1%	0.0%	7.1%	42.9%	7.1%	100.0%
	% of Column	49.1%	6.9%	21.1%	0.0%	37.8%	17.6%	6.4%	14.3%
03-21 - 30 employees	Count of ID		3		2		3		8
	% of Row	0.0%	37.5%	0.0%	25.0%	0.0%	37.5%	0.0%	100.0%
	% of Column	0.0%	8.9%	0.0%	18.7%	0.0%	10.5%	0.0%	7.5%
04-31 - 40 employees	Count of ID	1		1					2
	% of Row	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	25.3%	0.0%	18.6%	0.0%	0.0%	0.0%	0.0%	2.2%
05-41+ employees	Count of ID	1	3	1	1		6	5	17
	% of Row	5.9%	17.6%	5.9%	5.9%	0.0%	35.3%	29.4%	100.0%
	% of Column	2.1%	9.2%	15.5%	18.9%	0.0%	17.9%	45.3%	16.4%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row			4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%
Total % of Column			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.18 Which of the following ranges best approximates your company's gross revenues for calendar year 2016?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Up to \$50,000?	Count of ID		5			1	1	2	9
	% of Row	0.0%	55.6%	0.0%	0.0%	11.1%	11.1%	22.2%	100.0%
	% of Column	0.0%	13.5%	0.0%	0.0%	33.3%	2.9%	14.3%	8.5%
02-\$50,001 to \$100,000?	Count of ID		4	1	1		3		9
	% of Row	0.0%	44.4%	11.1%	11.1%	0.0%	33.3%	0.0%	100.0%
	% of Column	0.0%	10.8%	16.7%	14.3%	0.0%	8.8%	0.0%	8.5%
03-\$100,001 to \$300,000?	Count of ID		11	1		1	5	2	20
	% of Row	0.0%	55.0%	5.0%	0.0%	5.0%	25.0%	10.0%	100.0%
	% of Column	0.0%	29.7%	16.7%	0.0%	33.3%	14.7%	14.3%	18.9%
04-\$300,001 to \$500,000?	Count of ID		1	7	1	1		4	15
	% of Row	6.7%	46.7%	6.7%	6.7%	0.0%	26.7%	6.7%	100.0%
	% of Column	20.0%	18.9%	16.7%	14.3%	0.0%	11.8%	7.1%	14.2%
05-\$500,001 to \$1 million?	Count of ID		3				5	2	10
	% of Row	0.0%	30.0%	0.0%	0.0%	0.0%	50.0%	20.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	14.7%	14.3%	9.4%
06-\$1,000,001 to \$3 million?	Count of ID		1	2	2	2	1	3	14
	% of Row	7.1%	14.3%	14.3%	14.3%	7.1%	21.4%	21.4%	100.0%
	% of Column	20.0%	5.4%	33.3%	28.6%	33.3%	8.8%	21.4%	13.2%
07-\$3,000,001 to \$5 million?	Count of ID		1		1	1		6	9
	% of Row	11.1%	0.0%	11.1%	11.1%	0.0%	66.7%	0.0%	100.0%
	% of Column	20.0%	0.0%	16.7%	14.3%	0.0%	17.6%	0.0%	8.5%
08-\$5,000,001 to \$10 million?	Count of ID		2	2		1		4	10
	% of Row	20.0%	20.0%	0.0%	10.0%	0.0%	40.0%	10.0%	100.0%
	% of Column	40.0%	5.4%	0.0%	14.3%	0.0%	11.8%	7.1%	9.4%
09-Over \$10 million?	Count of ID					1		1	3
	% of Row	0.0%	0.0%	0.0%	33.3%	0.0%	33.3%	33.3%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	2.9%	7.1%	2.8%
10-Don't know	Count of ID		3				2	2	7
	% of Row	0.0%	42.9%	0.0%	0.0%	0.0%	28.6%	28.6%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	5.9%	14.3%	6.6%
Total Count of ID			5	37	6	7	3	34	106
Total % of Row			4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	100.0%
Total % of Column			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

		Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns							
Q.19 Percent (%) of gross revenues earned from (a) County	Values	Q.12 Is your company at least 51 percent owned, managed, and controlled by one of the following racial							Grand Total
		Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	
0	Count of ID	4	32	2	5	3	20	5	71
	% of Row	5.6%	45.1%	2.8%	7.0%	4.2%	28.2%	7.0%	100.0%
	% of Column	80.0%	86.5%	33.3%	71.4%	100.0%	58.8%	35.7%	67.0%
1	Count of ID	1	1				3	2	7
	% of Row	14.3%	14.3%	0.0%	0.0%	0.0%	42.9%	28.6%	100.0%
	% of Column	20.0%	2.7%	0.0%	0.0%	0.0%	8.8%	14.3%	6.6%
3	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
5	Count of ID			2	2		1	1	6
	% of Row	0.0%	0.0%	33.3%	33.3%	0.0%	16.7%	16.7%	100.0%
	% of Column	0.0%	0.0%	33.3%	28.6%	0.0%	2.9%	7.1%	5.7%
10	Count of ID		1				2	2	5
	% of Row	0.0%	20.0%	0.0%	0.0%	0.0%	40.0%	40.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	5.9%	14.3%	4.7%
12	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
15	Count of ID						2		2
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	1.9%
20	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
25	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
30	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
33	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
40	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
50	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
90	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
99	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
100	Count of ID		2	2				1	5
	% of Row	0.0%	40.0%	40.0%	0.0%	0.0%	0.0%	20.0%	100.0%
	% of Column	0.0%	5.4%	33.3%	0.0%	0.0%	0.0%	7.1%	4.7%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

		Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns							
Q.19 Percent (%) of gross revenues earned from (b) Private sector		Q.12 Is your company at least 51 percent owned, managed, and controlled by one of the following racial							
Values		Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
0	Count of ID	1	9	3	4		3	2	22
	% of Row	4.5%	40.9%	13.6%	18.2%	0.0%	13.6%	9.1%	100.0%
	% of Column	20.0%	24.3%	50.0%	57.1%	0.0%	8.8%	14.3%	20.8%
1	Count of ID				1		1		2
	% of Row	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	2.9%	0.0%	1.9%
5	Count of ID					2		1	3
	% of Row	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	7.1%	2.8%
10	Count of ID					1	1		2
	% of Row	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	33.3%	2.9%	0.0%	1.9%
20	Count of ID	1	1				3	1	6
	% of Row	16.7%	16.7%	0.0%	0.0%	0.0%	50.0%	16.7%	100.0%
	% of Column	20.0%	2.7%	0.0%	0.0%	0.0%	8.8%	7.1%	5.7%
24	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
25	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
30	Count of ID		2		1		1		4
	% of Row	0.0%	50.0%	0.0%	25.0%	0.0%	25.0%	0.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	14.3%	0.0%	2.9%	0.0%	3.8%
34	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
39	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
40	Count of ID						3	1	4
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	25.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	8.8%	7.1%	3.8%
49	Count of ID	1							1
	% of Row	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
50	Count of ID		3	1			5		9
	% of Row	0.0%	33.3%	11.1%	0.0%	0.0%	55.6%	0.0%	100.0%
	% of Column	0.0%	8.1%	16.7%	0.0%	0.0%	14.7%	0.0%	8.5%
60	Count of ID		1				2		3
	% of Row	0.0%	33.3%	0.0%	0.0%	0.0%	66.7%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	5.9%	0.0%	2.8%
70	Count of ID		1					1	2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	7.1%	1.9%
75	Count of ID		1				5		6
	% of Row	0.0%	16.7%	0.0%	0.0%	0.0%	83.3%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	14.7%	0.0%	5.7%
80	Count of ID		1				1	1	3
	% of Row	0.0%	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	7.1%	2.8%
85	Count of ID						1	1	2
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	7.1%	1.9%
90	Count of ID		2				2		4
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	0.0%	0.0%	5.9%	0.0%	3.8%
95	Count of ID		1	2				1	4
	% of Row	0.0%	25.0%	50.0%	0.0%	0.0%	0.0%	25.0%	100.0%
	% of Column	0.0%	2.7%	33.3%	0.0%	0.0%	0.0%	7.1%	3.8%
97	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
98	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
99	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
100	Count of ID	2	12		1		3	2	20
	% of Row	10.0%	60.0%	0.0%	5.0%	0.0%	15.0%	10.0%	100.0%
	% of Column	40.0%	32.4%	0.0%	14.3%	0.0%	8.8%	14.3%	18.9%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.12 Is your company at least 51 percent owned, managed, and controlled by one of the following racial									
Q.19 Percent (%) of gross revenues earned from (c) Non-County Public sector	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
0	Count of ID	2	16	4	1		7	4	34
	% of Row	5.9%	47.1%	11.8%	2.9%	0.0%	20.6%	11.8%	100.0%
	% of Column	40.0%	43.2%	66.7%	14.3%	0.0%	20.6%	28.6%	32.1%
2	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
3	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
5	Count of ID		1						2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	7.1%	1.9%
7	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
10	Count of ID						4	1	5
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	20.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	11.8%	7.1%	4.7%
13	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
14	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
15	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
20	Count of ID		1						2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	7.1%	1.9%
25	Count of ID		1				3		4
	% of Row	0.0%	25.0%	0.0%	0.0%	0.0%	75.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	8.8%	0.0%	3.8%
30	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
33	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
40	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
49	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
50	Count of ID	1	3	1			4	1	10
	% of Row	10.0%	30.0%	10.0%	0.0%	0.0%	40.0%	10.0%	100.0%
	% of Column	20.0%	8.1%	16.7%	0.0%	0.0%	11.8%	7.1%	9.4%
55	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
60	Count of ID						2	1	3
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	33.3%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	7.1%	2.8%
65	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
70	Count of ID		2		1			1	4
	% of Row	0.0%	50.0%	0.0%	25.0%	0.0%	0.0%	25.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	14.3%	0.0%	0.0%	7.1%	3.8%
75	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
80	Count of ID	1	1				2		4
	% of Row	25.0%	25.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	20.0%	2.7%	0.0%	0.0%	0.0%	5.9%	0.0%	3.8%
90	Count of ID					1	1		2
	% of Row	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	33.3%	2.9%	0.0%	1.9%
95	Count of ID					2	2		4
	% of Row	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	28.6%	66.7%	0.0%	3.8%
99	Count of ID				1				1
	% of Row	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.9%
100	Count of ID	1	7	1	2		3	1	15
	% of Row	6.7%	46.7%	6.7%	13.3%	0.0%	20.0%	6.7%	100.0%
	% of Column	20.0%	18.9%	16.7%	28.6%	0.0%	8.8%	7.1%	14.2%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.20 Recognized certifications (a) MBE	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	5	31	5	7	2	4		54
	% of Row	9.3%	57.4%	9.3%	13.0%	3.7%	7.4%	0.0%	100.0%
	% of Column	100.0%	83.8%	83.3%	100.0%	66.7%	11.8%	0.0%	50.9%
02-No	Count of ID		6	1		1	28	14	50
	% of Row	0.0%	12.0%	2.0%	0.0%	2.0%	56.0%	28.0%	100.0%
	% of Column	0.0%	16.2%	16.7%	0.0%	33.3%	82.4%	100.0%	47.2%
03-Don't know	Count of ID						2		2
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	1.9%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.20 Recognized certifications (a) MBE	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	5	31	5	7	2	4		54
	% of Row	9.3%	57.4%	9.3%	13.0%	3.7%	7.4%	0.0%	100.0%
	% of Column	100.0%	83.8%	83.3%	100.0%	66.7%	11.8%	0.0%	50.9%
02-No	Count of ID		6	1		1	28	14	50
	% of Row	0.0%	12.0%	2.0%	0.0%	2.0%	56.0%	28.0%	100.0%
	% of Column	0.0%	16.2%	16.7%	0.0%	33.3%	82.4%	100.0%	47.2%
03-Don't know	Count of ID						2		2
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	1.9%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.20 Recognized certifications (b) WBE	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	3	10		1	1	19		34
	% of Row	8.8%	29.4%	0.0%	2.9%	2.9%	55.9%	0.0%	100.0%
	% of Column	60.0%	27.0%	0.0%	14.3%	33.3%	55.9%	0.0%	32.1%
02-No	Count of ID	2	27	6	6	2	11	14	68
	% of Row	2.9%	39.7%	8.8%	8.8%	2.9%	16.2%	20.6%	100.0%
	% of Column	40.0%	73.0%	100.0%	85.7%	66.7%	32.4%	100.0%	64.2%
03-Don't know	Count of ID						4		4
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	11.8%	0.0%	3.8%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.20 Recognized certifications (c) DBE	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	5	34	5	7	3	18		72
	% of Row	6.9%	47.2%	6.9%	9.7%	4.2%	25.0%	0.0%	100.0%
	% of Column	100.0%	91.9%	83.3%	100.0%	100.0%	52.9%	0.0%	67.9%
02-No	Count of ID		3	1			13	14	31
	% of Row	0.0%	9.7%	3.2%	0.0%	0.0%	41.9%	45.2%	100.0%
	% of Column	0.0%	8.1%	16.7%	0.0%	0.0%	38.2%	100.0%	29.2%
03-Don't know	Count of ID						3		3
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	8.8%	0.0%	2.8%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.20 Recognized certifications (d) TBE	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		5	1			1		7
	% of Row	0.0%	71.4%	14.3%	0.0%	0.0%	14.3%	0.0%	100.0%
	% of Column	0.0%	13.5%	16.7%	0.0%	0.0%	2.9%	0.0%	6.6%
02-No	Count of ID	5	32	4	7	3	30	14	95
	% of Row	5.3%	33.7%	4.2%	7.4%	3.2%	31.6%	14.7%	100.0%
	% of Column	100.0%	86.5%	66.7%	100.0%	100.0%	88.2%	100.0%	89.6%
03-Don't know	Count of ID			1			3		4
	% of Row	0.0%	0.0%	25.0%	0.0%	0.0%	75.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	16.7%	0.0%	0.0%	8.8%	0.0%	3.8%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.20 Recognized certifications (e) Other	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	2	12	3	3	1	3	3	27
	% of Row	7.4%	44.4%	11.1%	11.1%	3.7%	11.1%	11.1%	100.0%
	% of Column	40.0%	32.4%	50.0%	42.9%	33.3%	8.8%	21.4%	25.5%
02-No	Count of ID	3	25	3	3	2	29	10	75
	% of Row	4.0%	33.3%	4.0%	4.0%	2.7%	38.7%	13.3%	100.0%
	% of Column	60.0%	67.6%	50.0%	42.9%	66.7%	85.3%	71.4%	70.8%
03-Don't know	Count of ID				1		2	1	4
	% of Row	0.0%	0.0%	0.0%	25.0%	0.0%	50.0%	25.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	5.9%	7.1%	3.8%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.21 Specify Other	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
ACDBE (Airport concession retail)	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Airport Business one, and Small Busin Enterprise	Count of ID	1							1
	% of Row	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
BBB	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
City of Milwaukee certification	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
from small business administration	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Hub Zone & SBE Small Business Enterprise	Count of ID			1					1
	% of Row	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.9%
HUD	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
NMSDC certification	Count of ID				1				1
	% of Row	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.9%
RPP- Residential Preference Program	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
SBE	Count of ID	1	1		1				3
	% of Row	33.3%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	2.7%	0.0%	14.3%	0.0%	0.0%	0.0%	2.8%
SBE & NMSDC certifications.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
SBE (Small Business Enterprise)	Count of ID			1					1
	% of Row	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.9%
SBE (Small Business Enterprise) of Milwaukee	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
SBE / SDB	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
SBE for city of milwaukee	Count of ID			1					1
	% of Row	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.9%
SBE Small Busi Enterprise	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
SBE small business enterprise	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
SBE- Small Business Enterprise	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Small Bus Enterprise	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Small Business Administration	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
Small Business Enterprise	Count of ID		2		1				3
	% of Row	0.0%	66.7%	0.0%	33.3%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	14.3%	0.0%	0.0%	0.0%	2.8%
Small Business Enterprise, City of Milwaukee	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Unified Certification Program	Count of ID					1			1
	% of Row	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.9%
(blank)	Count of ID	3	25	3	4	2	31	11	79
	% of Row	3.8%	31.6%	3.8%	5.1%	2.5%	39.2%	13.9%	100.0%
	% of Column	60.0%	67.6%	50.0%	57.1%	66.7%	91.2%	78.6%	74.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.22 Does your company bid, quote or propose primarily as a prime contractor/consultant or vendor, subcontractor, supplier or both?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Prime contractor/consultant or vendor	Count of ID	1	17	1	2		16	8	45
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%
02-Subcontractor/subconsultant or supplier	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
03-Both	Count of ID	1	7	4	1	1	2	1	17
	% of Row	5.9%	41.2%	23.5%	5.9%	5.9%	11.8%	5.9%	100.0%
	% of Column	20.0%	18.9%	66.7%	14.3%	33.3%	5.9%	7.1%	16.0%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.23 In general, which of the following ranges best approximate your company's largest prime contract awarded between January 1, 2012 and December 31, 2016?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-None	Count of ID		3	1		1	2	1	8
	% of Row	0.0%	37.5%	12.5%	0.0%	12.5%	25.0%	12.5%	100.0%
	% of Column	0.0%	8.1%	16.7%	0.0%	33.3%	5.9%	7.1%	7.5%
02-Up to \$50,000?	Count of ID		5		1		3	3	12
	% of Row	0.0%	41.7%	0.0%	8.3%	0.0%	25.0%	25.0%	100.0%
	% of Column	0.0%	13.5%	0.0%	14.3%	0.0%	8.8%	21.4%	11.3%
03-\$50,001 to \$100,000?	Count of ID		1	1			3		5
	% of Row	0.0%	20.0%	20.0%	0.0%	0.0%	60.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	16.7%	0.0%	0.0%	8.8%	0.0%	4.7%
04-\$100,001 to \$200,000?	Count of ID		2	1	1		1		5
	% of Row	0.0%	40.0%	20.0%	20.0%	0.0%	20.0%	0.0%	100.0%
	% of Column	0.0%	5.4%	16.7%	14.3%	0.0%	2.9%	0.0%	4.7%
05-\$200,001 to \$300,000?	Count of ID	1	4		1				6
	% of Row	16.7%	66.7%	0.0%	16.7%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	10.8%	0.0%	14.3%	0.0%	0.0%	0.0%	5.7%
06-\$300,001 to \$400,000?	Count of ID		4					1	5
	% of Row	0.0%	80.0%	0.0%	0.0%	0.0%	0.0%	20.0%	100.0%
	% of Column	0.0%	10.8%	0.0%	0.0%	0.0%	0.0%	7.1%	4.7%
07-\$400,001 to \$500,000?	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
08-\$500,001 to \$1 million?	Count of ID		1	1			1	2	5
	% of Row	0.0%	20.0%	20.0%	0.0%	0.0%	20.0%	40.0%	100.0%
	% of Column	0.0%	2.7%	16.7%	0.0%	0.0%	2.9%	14.3%	4.7%
09-Over \$1 million?	Count of ID	1	4	1			3	1	10
	% of Row	10.0%	40.0%	10.0%	0.0%	0.0%	30.0%	10.0%	100.0%
	% of Column	20.0%	10.8%	16.7%	0.0%	0.0%	8.8%	7.1%	9.4%
10-Don't know	Count of ID						4	1	5
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	20.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	11.8%	7.1%	4.7%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (a) Prequalification requirements	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		3				1	2	6
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	16.7%	33.3%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	2.9%	14.3%	5.7%
02-No	Count of ID	2	21	5	2	1	17	7	55
	% of Row	3.6%	38.2%	9.1%	3.6%	1.8%	30.9%	12.7%	100.0%
	% of Column	40.0%	56.8%	83.3%	28.6%	33.3%	50.0%	50.0%	51.9%
03-Don't know	Count of ID				1				1
	% of Row	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (b) Bid bond requirements	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		5	1				1	7
	% of Row	0.0%	71.4%	14.3%	0.0%	0.0%	0.0%	14.3%	100.0%
	% of Column	0.0%	13.5%	16.7%	0.0%	0.0%	0.0%	7.1%	6.6%
02-No	Count of ID	2	19	4	3	1	17	7	53
	% of Row	3.8%	35.8%	7.5%	5.7%	1.9%	32.1%	13.2%	100.0%
	% of Column	40.0%	51.4%	66.7%	42.9%	33.3%	50.0%	50.0%	50.0%
03-Don't know	Count of ID						1	1	2
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	7.1%	1.9%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (c) Performance/payment bond requirements	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		3	1			1	1	6
	% of Row	0.0%	50.0%	16.7%	0.0%	0.0%	16.7%	16.7%	100.0%
	% of Column	0.0%	8.1%	16.7%	0.0%	0.0%	2.9%	7.1%	5.7%
02-No	Count of ID	2	21	4	3	1	16	7	54
	% of Row	3.7%	38.9%	7.4%	5.6%	1.9%	29.6%	13.0%	100.0%
	% of Column	40.0%	56.8%	66.7%	42.9%	33.3%	47.1%	50.0%	50.9%
03-Don't know	Count of ID						1	1	2
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	7.1%	1.9%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (d) Cost of bidding/proposing	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		5				1	1	7
	% of Row	0.0%	71.4%	0.0%	0.0%	0.0%	14.3%	14.3%	100.0%
	% of Column	0.0%	13.5%	0.0%	0.0%	0.0%	2.9%	7.1%	6.6%
02-No	Count of ID	2	19	5	3	1	17	8	55
	% of Row	3.6%	34.5%	9.1%	5.5%	1.8%	30.9%	14.5%	100.0%
	% of Column	40.0%	51.4%	83.3%	42.9%	33.3%	50.0%	57.1%	51.9%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (e) Financing	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		4	1					5
	% of Row	0.0%	80.0%	20.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	10.8%	16.7%	0.0%	0.0%	0.0%	0.0%	4.7%
02-No	Count of ID	2	20	4	3	1	18	9	57
	% of Row	3.5%	35.1%	7.0%	5.3%	1.8%	31.6%	15.8%	100.0%
	% of Column	40.0%	54.1%	66.7%	42.9%	33.3%	52.9%	64.3%	53.8%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (f) Insurance (general liability, professional liability, etc.)	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		3					1	4
	% of Row	0.0%	75.0%	0.0%	0.0%	0.0%	0.0%	25.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	0.0%	7.1%	3.8%
02-No	Count of ID	2	21	5	3	1	18	8	58
	% of Row	3.4%	36.2%	8.6%	5.2%	1.7%	31.0%	13.8%	100.0%
	% of Column	40.0%	56.8%	83.3%	42.9%	33.3%	52.9%	57.1%	54.7%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (g) Price of supplies/materials	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		2				1		3
	% of Row	0.0%	66.7%	0.0%	0.0%	0.0%	33.3%	0.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	0.0%	0.0%	2.9%	0.0%	2.8%
02-No	Count of ID	2	22	5	3	1	17	9	59
	% of Row	3.4%	37.3%	8.5%	5.1%	1.7%	28.8%	15.3%	100.0%
	% of Column	40.0%	59.5%	83.3%	42.9%	33.3%	50.0%	64.3%	55.7%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (h) Proposal/bid specifications	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		6		1			1	8
	% of Row	0.0%	75.0%	0.0%	12.5%	0.0%	0.0%	12.5%	100.0%
	% of Column	0.0%	16.2%	0.0%	14.3%	0.0%	0.0%	7.1%	7.5%
02-No	Count of ID	2	18	5	2	1	18	8	54
	% of Row	3.7%	33.3%	9.3%	3.7%	1.9%	33.3%	14.8%	100.0%
	% of Column	40.0%	48.6%	83.3%	28.6%	33.3%	52.9%	57.1%	50.9%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (h) Proposal/bid specifications	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		6		1			1	8
	% of Row	0.0%	75.0%	0.0%	12.5%	0.0%	0.0%	12.5%	100.0%
	% of Column	0.0%	16.2%	0.0%	14.3%	0.0%	0.0%	7.1%	7.5%
02-No	Count of ID	2	18	5	2	1	18	8	54
	% of Row	3.7%	33.3%	9.3%	3.7%	1.9%	33.3%	14.8%	100.0%
	% of Column	40.0%	48.6%	83.3%	28.6%	33.3%	52.9%	57.1%	50.9%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (i) Short or limited time given to prepare bid package or quote	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		5	1			3	4	13
	% of Row	0.0%	38.5%	7.7%	0.0%	0.0%	23.1%	30.8%	100.0%
	% of Column	0.0%	13.5%	16.7%	0.0%	0.0%	8.8%	28.6%	12.3%
02-No	Count of ID	2	19	4	3	1	15	5	49
	% of Row	4.1%	38.8%	8.2%	6.1%	2.0%	30.6%	10.2%	100.0%
	% of Column	40.0%	51.4%	66.7%	42.9%	33.3%	44.1%	35.7%	46.2%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (j) Lack of experience	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		2			1		1	4
	% of Row	0.0%	50.0%	0.0%	0.0%	25.0%	0.0%	25.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	0.0%	33.3%	0.0%	7.1%	3.8%
02-No	Count of ID	2	22	5	3		18	8	58
	% of Row	3.4%	37.9%	8.6%	5.2%	0.0%	31.0%	13.8%	100.0%
	% of Column	40.0%	59.5%	83.3%	42.9%	0.0%	52.9%	57.1%	54.7%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (k) Contract too large	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		4	1				2	7
	% of Row	0.0%	57.1%	14.3%	0.0%	0.0%	0.0%	28.6%	100.0%
	% of Column	0.0%	10.8%	16.7%	0.0%	0.0%	0.0%	14.3%	6.6%
02-No	Count of ID	2	20	4	3	1	18	7	55
	% of Row	3.6%	36.4%	7.3%	5.5%	1.8%	32.7%	12.7%	100.0%
	% of Column	40.0%	54.1%	66.7%	42.9%	33.3%	52.9%	50.0%	51.9%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (l) Selection process/evaluation criteria	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	1	7	1			1	1	11
	% of Row	9.1%	63.6%	9.1%	0.0%	0.0%	9.1%	9.1%	100.0%
	% of Column	20.0%	18.9%	16.7%	0.0%	0.0%	2.9%	7.1%	10.4%
02-No	Count of ID	1	17	4	3	1	17	8	51
	% of Row	2.0%	33.3%	7.8%	5.9%	2.0%	33.3%	15.7%	100.0%
	% of Column	20.0%	45.9%	66.7%	42.9%	33.3%	50.0%	57.1%	48.1%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (m) Unnecessary restrictive contract specifications	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		3	1			1	2	7
	% of Row	0.0%	42.9%	14.3%	0.0%	0.0%	14.3%	28.6%	100.0%
	% of Column	0.0%	8.1%	16.7%	0.0%	0.0%	2.9%	14.3%	6.6%
02-No	Count of ID	2	21	4	3	1	17	7	55
	% of Row	3.6%	38.2%	7.3%	5.5%	1.8%	30.9%	12.7%	100.0%
	% of Column	40.0%	56.8%	66.7%	42.9%	33.3%	50.0%	50.0%	51.9%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (n) Slow payment or non-payment	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		3	1			1	2	7
	% of Row	0.0%	42.9%	14.3%	0.0%	0.0%	14.3%	28.6%	100.0%
	% of Column	0.0%	8.1%	16.7%	0.0%	0.0%	2.9%	14.3%	6.6%
02-No	Count of ID	2	20	4	3	1	17	7	54
	% of Row	3.7%	37.0%	7.4%	5.6%	1.9%	31.5%	13.0%	100.0%
	% of Column	40.0%	54.1%	66.7%	42.9%	33.3%	50.0%	50.0%	50.9%
03-Don't know	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (o) Competing with large companies	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	1	13	2			3	2	21
	% of Row	4.8%	61.9%	9.5%	0.0%	0.0%	14.3%	9.5%	100.0%
	% of Column	20.0%	35.1%	33.3%	0.0%	0.0%	8.8%	14.3%	19.8%
02-No	Count of ID	1	11	2	3	1	15	7	40
	% of Row	2.5%	27.5%	5.0%	7.5%	2.5%	37.5%	17.5%	100.0%
	% of Column	20.0%	29.7%	33.3%	42.9%	33.3%	44.1%	50.0%	37.7%
03-Don't know	Count of ID			1					1
	% of Row	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (p) Changes in the scope of work (after work began)	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		5				1	1	7
	% of Row	0.0%	71.4%	0.0%	0.0%	0.0%	14.3%	14.3%	100.0%
	% of Column	0.0%	13.5%	0.0%	0.0%	0.0%	2.9%	7.1%	6.6%
02-No	Count of ID	2	19	5	3	1	17	8	55
	% of Row	3.6%	34.5%	9.1%	5.5%	1.8%	30.9%	14.5%	100.0%
	% of Column	40.0%	51.4%	83.3%	42.9%	33.3%	50.0%	57.1%	51.9%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.24 Barriers to working as County prime (q) Ease of identifying TBE/MWBE to partner with on County projects	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
0	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
01-Yes	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
02-No	Count of ID	2	20	5	3	1	16	7	54
	% of Row	3.7%	37.0%	9.3%	5.6%	1.9%	29.6%	13.0%	100.0%
	% of Column	40.0%	54.1%	83.3%	42.9%	33.3%	47.1%	50.0%	50.9%
03-Don't know	Count of ID		3				2	2	7
	% of Row	0.0%	42.9%	0.0%	0.0%	0.0%	28.6%	28.6%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	5.9%	14.3%	6.6%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.25 As a prime contractor/vendor, are you required to have bonding?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		10	3	1		6	4	24
	% of Row	0.0%	41.7%	12.5%	4.2%	0.0%	25.0%	16.7%	100.0%
	% of Column	0.0%	27.0%	50.0%	14.3%	0.0%	17.6%	28.6%	22.6%
02-No	Count of ID	2	14	2	2	1	11	5	37
	% of Row	5.4%	37.8%	5.4%	5.4%	2.7%	29.7%	13.5%	100.0%
	% of Column	40.0%	37.8%	33.3%	28.6%	33.3%	32.4%	35.7%	34.9%
03-Don't know	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.26 What is your current aggregate bonding capacity?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Below \$100,000?	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
02-\$100,001 to \$250,000?	Count of ID		2	1					3
	% of Row	0.0%	66.7%	33.3%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	5.4%	16.7%	0.0%	0.0%	0.0%	0.0%	2.8%
03-\$250,001 to \$500,000?	Count of ID		1	1				1	3
	% of Row	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	33.3%	100.0%
	% of Column	0.0%	2.7%	16.7%	0.0%	0.0%	0.0%	7.1%	2.8%
04-\$500,001 to \$1 million?	Count of ID		3		1			1	6
	% of Row	0.0%	50.0%	0.0%	16.7%	0.0%	16.7%	16.7%	100.0%
	% of Column	0.0%	8.1%	0.0%	14.3%	0.0%	2.9%	7.1%	5.7%
05-\$1 million to \$1.5 million?	Count of ID		1	1				1	3
	% of Row	0.0%	33.3%	33.3%	0.0%	0.0%	33.3%	0.0%	100.0%
	% of Column	0.0%	2.7%	16.7%	0.0%	0.0%	2.9%	0.0%	2.8%
06-\$1.5 million to \$3 million?	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
07-\$3 million to \$5 million?	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
08-Over \$5 million?	Count of ID		1					2	4
	% of Row	0.0%	25.0%	0.0%	0.0%	0.0%	25.0%	50.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	14.3%	3.8%
09-Don't know	Count of ID		1					1	2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
X	Count of ID	5	26	3	6	3	28	10	81
	% of Row	6.2%	32.1%	3.7%	7.4%	3.7%	34.6%	12.3%	100.0%
	% of Column	100.0%	70.3%	50.0%	85.7%	100.0%	82.4%	71.4%	76.4%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.27 What is your current single limit bonding capacity?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Below \$100,000?	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
02-\$100,001 to \$250,000?	Count of ID		2	1					3
	% of Row	0.0%	66.7%	33.3%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	5.4%	16.7%	0.0%	0.0%	0.0%	0.0%	2.8%
03-\$250,001 to \$500,000?	Count of ID		1	1				1	4
	% of Row	0.0%	25.0%	25.0%	0.0%	0.0%	25.0%	25.0%	100.0%
	% of Column	0.0%	2.7%	16.7%	0.0%	0.0%	2.9%	7.1%	3.8%
04-\$500,001 to \$1 million?	Count of ID		2		1			1	4
	% of Row	0.0%	50.0%	0.0%	25.0%	0.0%	0.0%	25.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	14.3%	0.0%	0.0%	7.1%	3.8%
05-\$1 million to \$1.5 million?	Count of ID		1					1	2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
06-\$1.5 million to \$3 million?	Count of ID		1					1	2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	7.1%	1.9%
07-\$3 million to \$5 million?	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
08-Over \$5 million?	Count of ID		1					1	3
	% of Row	0.0%	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	7.1%	2.8%
09-Don't know	Count of ID		2	1				1	4
	% of Row	0.0%	50.0%	25.0%	0.0%	0.0%	25.0%	0.0%	100.0%
	% of Column	0.0%	5.4%	16.7%	0.0%	0.0%	2.9%	0.0%	3.8%
X	Count of ID	5	26	3	6	3	28	10	81
	% of Row	6.2%	32.1%	3.7%	7.4%	3.7%	34.6%	12.3%	100.0%
	% of Column	100.0%	70.3%	50.0%	85.7%	100.0%	82.4%	71.4%	76.4%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.28 As a prime contractor/vendor, did you experience discriminatory behavior by the County when attempting to work or while working on a project between 2012 and 2016?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
02-No	Count of ID		20	5	2	1	15	9	52
	% of Row	0.0%	38.5%	9.6%	3.8%	1.9%	28.8%	17.3%	100.0%
	% of Column	0.0%	54.1%	83.3%	28.6%	33.3%	44.1%	64.3%	49.1%
03-Not applicable	Count of ID	1	2				3		6
	% of Row	16.7%	33.3%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	20.0%	5.4%	0.0%	0.0%	0.0%	8.8%	0.0%	5.7%
04-Don't know	Count of ID	1	1		1				3
	% of Row	33.3%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	2.7%	0.0%	14.3%	0.0%	0.0%	0.0%	2.8%
X	Count of ID	3	13	1	4	2	16	5	44
	% of Row	6.8%	29.5%	2.3%	9.1%	4.5%	36.4%	11.4%	100.0%
	% of Column	60.0%	35.1%	16.7%	57.1%	66.7%	47.1%	35.7%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.29 How did you become aware of the discrimination against your company?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
05-Other action	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
X	Count of ID	5	36	6	7	3	33	14	104
	% of Row	4.8%	34.6%	5.8%	6.7%	2.9%	31.7%	13.5%	100.0%
	% of Column	100.0%	97.3%	100.0%	100.0%	100.0%	97.1%	100.0%	98.1%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.31 Which of the following do you consider the primary reason for your company being discriminated against?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
03-Both race and gender	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
05-Other reason	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
X	Count of ID	5	36	6	7	3	33	14	104
	% of Row	4.8%	34.6%	5.8%	6.7%	2.9%	31.7%	13.5%	100.0%
	% of Column	100.0%	97.3%	100.0%	100.0%	100.0%	97.1%	100.0%	98.1%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.32 Specify REASON	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
I don't know	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
(blank)	Count of ID	5	37	6	7	3	33	14	105
	% of Row	4.8%	35.2%	5.7%	6.7%	2.9%	31.4%	13.3%	100.0%
	% of Column	100.0%	100.0%	100.0%	100.0%	100.0%	97.1%	100.0%	99.1%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.33 When did the discrimination first occur?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
04-All of the above	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	5	36	6	7	3	34	14	105
	% of Row	4.8%	34.3%	5.7%	6.7%	2.9%	32.4%	13.3%	100.0%
	% of Column	100.0%	97.3%	100.0%	100.0%	100.0%	100.0%	100.0%	99.1%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.34 Did you file a complaint?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
02-No	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	5	36	6	7	3	34	14	105
	% of Row	4.8%	34.3%	5.7%	6.7%	2.9%	32.4%	13.3%	100.0%
	% of Column	100.0%	97.3%	100.0%	100.0%	100.0%	100.0%	100.0%	99.1%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.35 Are you willing to speak directly to MGT to provide more detail of the alleged discrimination your company has experienced by the County or their prime contractor/vendor?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes (MGT Contact Vernetta Mitchell)	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	5	36	6	7	3	34	14	105
	% of Row	4.8%	34.3%	5.7%	6.7%	2.9%	32.4%	13.3%	100.0%
	% of Column	100.0%	97.3%	100.0%	100.0%	100.0%	100.0%	100.0%	99.1%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.36 In general, which of the following ranges best approximates your company's largest subcontract between January 1, 2012 and December 31, 2016?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-None	Count of ID		5			2			7
	% of Row	0.0%	71.4%	0.0%	0.0%	28.6%	0.0%	0.0%	100.0%
	% of Column	0.0%	13.5%	0.0%	0.0%	66.7%	0.0%	0.0%	6.6%
02-Up to \$50,000?	Count of ID		4	1			5		10
	% of Row	0.0%	40.0%	10.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	10.8%	16.7%	0.0%	0.0%	14.7%	0.0%	9.4%
03-\$50,001 to \$100,000?	Count of ID		2				3		5
	% of Row	0.0%	40.0%	0.0%	0.0%	0.0%	60.0%	0.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	0.0%	0.0%	8.8%	0.0%	4.7%
04-\$100,001 to \$200,000?	Count of ID		1	2			2	1	6
	% of Row	16.7%	33.3%	0.0%	0.0%	0.0%	33.3%	16.7%	100.0%
	% of Column	20.0%	5.4%	0.0%	0.0%	0.0%	5.9%	7.1%	5.7%
05-\$200,001 to \$300,000?	Count of ID		3	2	1	1			7
	% of Row	0.0%	42.9%	28.6%	14.3%	14.3%	0.0%	0.0%	100.0%
	% of Column	0.0%	8.1%	33.3%	14.3%	33.3%	0.0%	0.0%	6.6%
06-\$300,001 to \$400,000?	Count of ID		1	1		1	3		6
	% of Row	16.7%	16.7%	0.0%	16.7%	0.0%	50.0%	0.0%	100.0%
	% of Column	20.0%	2.7%	0.0%	14.3%	0.0%	8.8%	0.0%	5.7%
07-\$400,001 to \$500,000?	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
08-\$500,001 to \$1 million?	Count of ID		1	1	1	3		2	8
	% of Row	12.5%	12.5%	12.5%	37.5%	0.0%	0.0%	25.0%	100.0%
	% of Column	20.0%	2.7%	16.7%	42.9%	0.0%	0.0%	14.3%	7.5%
09-Over \$1 million?	Count of ID		1	1	1		2	2	7
	% of Row	14.3%	14.3%	14.3%	0.0%	0.0%	28.6%	28.6%	100.0%
	% of Column	20.0%	2.7%	16.7%	0.0%	0.0%	5.9%	14.3%	6.6%
10-Don't know	Count of ID						2	2	4
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	14.3%	3.8%
X	Count of ID		1	17	1	2		16	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID			5	37	6	7	3	34	106
Total % of Row			4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	100.0%
Total % of Column			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (a) Performance/payment bond requirements	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		5			1		1	7
	% of Row	0.0%	71.4%	0.0%	14.3%	0.0%	14.3%	0.0%	100.0%
	% of Column	0.0%	13.5%	0.0%	14.3%	0.0%	2.9%	0.0%	6.6%
02-No	Count of ID		4	14	5	4	3	17	54
	% of Row	7.4%	25.9%	9.3%	7.4%	5.6%	31.5%	13.0%	100.0%
	% of Column	80.0%	37.8%	83.3%	57.1%	100.0%	50.0%	50.0%	50.9%
03-Don't know	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID		1	17	1	2		16	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID			5	37	6	7	3	34	106
Total % of Row			4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	100.0%
Total % of Column			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (b) Cost of bidding/proposing	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	1	3	1			2		7
	% of Row	14.3%	42.9%	14.3%	0.0%	0.0%	28.6%	0.0%	100.0%
	% of Column	20.0%	8.1%	16.7%	0.0%	0.0%	5.9%	0.0%	6.6%
02-No	Count of ID	3	16	4	5	3	16	7	54
	% of Row	5.6%	29.6%	7.4%	9.3%	5.6%	29.6%	13.0%	100.0%
	% of Column	60.0%	43.2%	66.7%	71.4%	100.0%	47.1%	50.0%	50.9%
03-Don't know	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (c) Financing	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	1	5			1	1		8
	% of Row	12.5%	62.5%	0.0%	0.0%	12.5%	12.5%	0.0%	100.0%
	% of Column	20.0%	13.5%	0.0%	0.0%	33.3%	2.9%	0.0%	7.5%
02-No	Count of ID	3	14	5	5	2	17	7	53
	% of Row	5.7%	26.4%	9.4%	9.4%	3.8%	32.1%	13.2%	100.0%
	% of Column	60.0%	37.8%	83.3%	71.4%	66.7%	50.0%	50.0%	50.0%
03-Don't know	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (d) Insurance (general liability, professional liability, etc.)	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		4				1		5
	% of Row	0.0%	80.0%	0.0%	0.0%	0.0%	20.0%	0.0%	100.0%
	% of Column	0.0%	10.8%	0.0%	0.0%	0.0%	2.9%	0.0%	4.7%
02-No	Count of ID	4	15	5	5	3	17	7	56
	% of Row	7.1%	26.8%	8.9%	8.9%	5.4%	30.4%	12.5%	100.0%
	% of Column	80.0%	40.5%	83.3%	71.4%	100.0%	50.0%	50.0%	52.8%
03-Don't know	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (e) Price of supplies/materials	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	1	2					2	5
	% of Row	20.0%	40.0%	0.0%	0.0%	0.0%	0.0%	40.0%	100.0%
	% of Column	20.0%	5.4%	0.0%	0.0%	0.0%	0.0%	14.3%	4.7%
02-No	Count of ID	3	17	5	5	3	18	5	56
	% of Row	5.4%	30.4%	8.9%	8.9%	5.4%	32.1%	8.9%	100.0%
	% of Column	60.0%	45.9%	83.3%	71.4%	100.0%	52.9%	35.7%	52.8%
03-Don't know	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (f) Short or limited time given to prepare bid package or quote	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		3		2		1	2	8
	% of Row	0.0%	37.5%	0.0%	25.0%	0.0%	12.5%	25.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	28.6%	0.0%	2.9%	14.3%	7.5%
02-No	Count of ID	4	16	5	3	3	17	5	53
	% of Row	7.5%	30.2%	9.4%	5.7%	5.7%	32.1%	9.4%	100.0%
	% of Column	80.0%	43.2%	83.3%	42.9%	100.0%	50.0%	35.7%	50.0%
03-Don't know	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (g) Lack of experience	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		2				1		3
	% of Row	0.0%	66.7%	0.0%	0.0%	0.0%	33.3%	0.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	0.0%	0.0%	2.9%	0.0%	2.8%
02-No	Count of ID	4	17	5	5	3	17	7	58
	% of Row	6.9%	29.3%	8.6%	8.6%	5.2%	29.3%	12.1%	100.0%
	% of Column	80.0%	45.9%	83.3%	71.4%	100.0%	50.0%	50.0%	54.7%
03-Don't know	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (h) Contract too large	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		5	1	1		2		9
	% of Row	0.0%	55.6%	11.1%	11.1%	0.0%	22.2%	0.0%	100.0%
	% of Column	0.0%	13.5%	16.7%	14.3%	0.0%	5.9%	0.0%	8.5%
02-No	Count of ID	4	14	4	4	3	16	7	52
	% of Row	7.7%	26.9%	7.7%	7.7%	5.8%	30.8%	13.5%	100.0%
	% of Column	80.0%	37.8%	66.7%	57.1%	100.0%	47.1%	50.0%	49.1%
03-Don't know	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (i) Slow payment or non-payment	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		3	2	1		1		7
	% of Row	0.0%	42.9%	28.6%	14.3%	0.0%	14.3%	0.0%	100.0%
	% of Column	0.0%	8.1%	33.3%	14.3%	0.0%	2.9%	0.0%	6.6%
02-No	Count of ID	4	15	3	4	3	17	6	52
	% of Row	7.7%	28.8%	5.8%	7.7%	5.8%	32.7%	11.5%	100.0%
	% of Column	80.0%	40.5%	50.0%	57.1%	100.0%	50.0%	42.9%	49.1%
03-Don't know	Count of ID		2					1	3
	% of Row	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	33.3%	100.0%
	% of Column	0.0%	5.4%	0.0%	0.0%	0.0%	0.0%	7.1%	2.8%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (j) Competing with large companies	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	2	11	4	1	2	8	1	29
	% of Row	6.9%	37.9%	13.8%	3.4%	6.9%	27.6%	3.4%	100.0%
	% of Column	40.0%	29.7%	66.7%	14.3%	66.7%	23.5%	7.1%	27.4%
02-No	Count of ID	2	8	1	4	1	10	6	32
	% of Row	6.3%	25.0%	3.1%	12.5%	3.1%	31.3%	18.8%	100.0%
	% of Column	40.0%	21.6%	16.7%	57.1%	33.3%	29.4%	42.9%	30.2%
03-Don't know	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (k) Solicitation of subcontractor bids after contract award (i.e. bid shopping)	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	1	5	1			3	2	12
	% of Row	8.3%	41.7%	8.3%	0.0%	0.0%	25.0%	16.7%	100.0%
	% of Column	20.0%	13.5%	16.7%	0.0%	0.0%	8.8%	14.3%	11.3%
02-No	Count of ID	3	13	4	5	3	14	4	46
	% of Row	6.5%	28.3%	8.7%	10.9%	6.5%	30.4%	8.7%	100.0%
	% of Column	60.0%	35.1%	66.7%	71.4%	100.0%	41.2%	28.6%	43.4%
03-Don't know	Count of ID		2				1	1	4
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	25.0%	25.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	0.0%	0.0%	2.9%	7.1%	3.8%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (l) Awarded scope of work reduced or eliminated	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		3		2		3		8
	% of Row	0.0%	37.5%	0.0%	25.0%	0.0%	37.5%	0.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	28.6%	0.0%	8.8%	0.0%	7.5%
02-No	Count of ID	4	16	5	3	3	15	7	53
	% of Row	7.5%	30.2%	9.4%	5.7%	5.7%	28.3%	13.2%	100.0%
	% of Column	80.0%	43.2%	83.3%	42.9%	100.0%	44.1%	50.0%	50.0%
03-Don't know	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.37 Barriers to working as County subcontractor (m) Not contacted to provide quote	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		10	2	1	2	4	3	22
	% of Row	0.0%	45.5%	9.1%	4.5%	9.1%	18.2%	13.6%	100.0%
	% of Column	0.0%	27.0%	33.3%	14.3%	66.7%	11.8%	21.4%	20.8%
02-No	Count of ID	4	9	3	4	1	13	3	37
	% of Row	10.8%	24.3%	8.1%	10.8%	2.7%	35.1%	8.1%	100.0%
	% of Column	80.0%	24.3%	50.0%	57.1%	33.3%	38.2%	21.4%	34.9%
03-Don't know	Count of ID		1				1	1	3
	% of Row	0.0%	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	7.1%	2.8%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.38 Between January 1, 2012 and December 31, 2016, has your company ever submitted a bid, quote or proposal with a prime contractor or vendor for a project with the County, were informed that you were the lowest bidder/selected firm, and then found out that another subcontractor was actually doing the	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID						1	1	2
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	7.1%	1.9%
02-No	Count of ID	4	20	5	5	3	17	4	58
	% of Row	6.9%	34.5%	8.6%	8.6%	5.2%	29.3%	6.9%	100.0%
	% of Column	80.0%	54.1%	83.3%	71.4%	100.0%	50.0%	28.6%	54.7%
03-Don't know	Count of ID							2	2
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	1.9%
X	Count of ID	1	17	1	2		16	7	44
	% of Row	2.3%	38.6%	2.3%	4.5%	0.0%	36.4%	15.9%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	50.0%	41.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.39 As a subcontractor, do prime contractors on County projects require your company to have a bond for your type of work?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	1	7	2	2	1	1	4	18
	% of Row	5.6%	38.9%	11.1%	11.1%	5.6%	5.6%	22.2%	100.0%
	% of Column	20.0%	18.9%	33.3%	28.6%	33.3%	2.9%	28.6%	17.0%
02-No	Count of ID	3	13	3	3	2	16	2	42
	% of Row	7.1%	31.0%	7.1%	7.1%	4.8%	38.1%	4.8%	100.0%
	% of Column	60.0%	35.1%	50.0%	42.9%	66.7%	47.1%	14.3%	39.6%
03-Don't know	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
X	Count of ID	1	17	1	2		16	8	45
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.40 As a subcontractor, did your company experience discriminatory behavior between January 1, 2012 and December 31, 2016 from a prime contractor/vendor working or bidding/proposing on a County project?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		5						5
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	13.5%	0.0%	0.0%	0.0%	0.0%	0.0%	4.7%
02-No	Count of ID	4	9	4	5	1	17	4	44
	% of Row	9.1%	20.5%	9.1%	11.4%	2.3%	38.6%	9.1%	100.0%
	% of Column	80.0%	24.3%	66.7%	71.4%	33.3%	50.0%	28.6%	41.5%
03-Not applicable	Count of ID		3	1		2			6
	% of Row	0.0%	50.0%	16.7%	0.0%	33.3%	0.0%	0.0%	100.0%
	% of Column	0.0%	8.1%	16.7%	0.0%	66.7%	0.0%	0.0%	5.7%
04-Don't know	Count of ID		3				1	2	6
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	16.7%	33.3%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	2.9%	14.3%	5.7%
X	Count of ID	1	17	1	2		16	8	45
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.41 How did you become aware of the discrimination against your company?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Verbal comment	Count of ID		3						3
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%
03-Action taken against the company	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
05-Other action	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	5	32	6	7	3	34	14	101
	% of Row	5.0%	31.7%	5.9%	6.9%	3.0%	33.7%	13.9%	100.0%
	% of Column	100.0%	86.5%	100.0%	100.0%	100.0%	100.0%	100.0%	95.3%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.42 Specify DISCRIMINATORY ACTION	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
Never responded to my quote.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
(blank)	Count of ID	5	36	6	7	3	34	14	105
	% of Row	4.8%	34.3%	5.7%	6.7%	2.9%	32.4%	13.3%	100.0%
	% of Column	100.0%	97.3%	100.0%	100.0%	100.0%	100.0%	100.0%	99.1%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.43 Which of the following do you consider the primary reason for your company being discriminated against?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Owner's race or ethnicity	Count of ID		5						5
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	13.5%	0.0%	0.0%	0.0%	0.0%	0.0%	4.7%
X	Count of ID	5	32	6	7	3	34	14	101
	% of Row	5.0%	31.7%	5.9%	6.9%	3.0%	33.7%	13.9%	100.0%
	% of Column	100.0%	86.5%	100.0%	100.0%	100.0%	100.0%	100.0%	95.3%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.44 Specify REASON	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
(blank)	Count of ID	5	37	6	7	3	34	14	106
	% of Row	4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
	% of Column	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.45 When did the discrimination first occur?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-During the bidding process	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
04-All of the above	Count of ID		3						3
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%
05-Don't know	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
X	Count of ID	5	32	6	7	3	34	14	101
	% of Row	5.0%	31.7%	5.9%	6.9%	3.0%	33.7%	13.9%	100.0%
	% of Column	100.0%	86.5%	100.0%	100.0%	100.0%	100.0%	100.0%	95.3%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.46 Did you file a complaint?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
02-No	Count of ID		5						5
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	13.5%	0.0%	0.0%	0.0%	0.0%	0.0%	4.7%
X	Count of ID	5	32	6	7	3	34	14	101
	% of Row	5.0%	31.7%	5.9%	6.9%	3.0%	33.7%	13.9%	100.0%
	% of Column	100.0%	86.5%	100.0%	100.0%	100.0%	100.0%	100.0%	95.3%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.47 Are you willing to speak directly to MGT to provide more detail of the alleged discrimination your company has experienced by primes contracted with the County?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
02-No	Count of ID		5						5
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	13.5%	0.0%	0.0%	0.0%	0.0%	0.0%	4.7%
X	Count of ID	5	32	6	7	3	34	14	101
	% of Row	5.0%	31.7%	5.9%	6.9%	3.0%	33.7%	13.9%	100.0%
	% of Column	100.0%	86.5%	100.0%	100.0%	100.0%	100.0%	100.0%	95.3%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns										
Q.48 Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the "good faith effort" requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for a: (a) County project	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total	
01-Yes	Count of ID		4				1		5	
	% of Row	0.0%	80.0%	0.0%	0.0%	0.0%	20.0%	0.0%	100.0%	
	% of Column	0.0%	10.8%	0.0%	0.0%	0.0%	2.9%	0.0%	4.7%	
02-No	Count of ID	3	14	5	5	3	14	4	48	
	% of Row	6.3%	29.2%	10.4%	10.4%	6.3%	29.2%	8.3%	100.0%	
	% of Column	60.0%	37.8%	83.3%	71.4%	100.0%	41.2%	28.6%	45.3%	
03-Don't know	Count of ID	1	2				3	2	8	
	% of Row	12.5%	25.0%	0.0%	0.0%	0.0%	37.5%	25.0%	100.0%	
	% of Column	20.0%	5.4%	0.0%	0.0%	0.0%	8.8%	14.3%	7.5%	
X	Count of ID	1	17	1	2		16	8	45	
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%	
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%	
Total Count of ID		5	37	6	7	3	34	14	106	
Total % of Row			4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns										
Q.48 Have you experienced or observed a situation in which a prime contractor/vendor includes minority or woman subcontractors on a bid or proposal to satisfy the "good faith effort" requirements, and then drops the company as a subcontractor after winning the award for no legitimate reason for a: (b) Non-County	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total	
01-Yes	Count of ID	2	1				2		5	
	% of Row	40.0%	20.0%	0.0%	0.0%	0.0%	40.0%	0.0%	100.0%	
	% of Column	40.0%	2.7%	0.0%	0.0%	0.0%	5.9%	0.0%	4.7%	
02-No	Count of ID	2	17	5	5	3	13	4	49	
	% of Row	4.1%	34.7%	10.2%	10.2%	6.1%	26.5%	8.2%	100.0%	
	% of Column	40.0%	45.9%	83.3%	71.4%	100.0%	38.2%	28.6%	46.2%	
03-Don't know	Count of ID		2				3	2	7	
	% of Row	0.0%	28.6%	0.0%	0.0%	0.0%	42.9%	28.6%	100.0%	
	% of Column	0.0%	5.4%	0.0%	0.0%	0.0%	8.8%	14.3%	6.6%	
X	Count of ID	1	17	1	2		16	8	45	
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%	
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%	
Total Count of ID		5	37	6	7	3	34	14	106	
Total % of Row			4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns										
Q.49 Experienced the following as a form of discrimination? (a) Harassment	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total	
01-Yes	Count of ID		4						4	
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
	% of Column	0.0%	10.8%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	
02-No	Count of ID	4	16	5	5	3	17	5	55	
	% of Row	7.3%	29.1%	9.1%	9.1%	5.5%	30.9%	9.1%	100.0%	
	% of Column	80.0%	43.2%	83.3%	71.4%	100.0%	50.0%	35.7%	51.9%	
03-Don't know	Count of ID						1	1	2	
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%	
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	7.1%	1.9%	
X	Count of ID	1	17	1	2		16	8	45	
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%	
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%	
Total Count of ID		5	37	6	7	3	34	14	106	
Total % of Row			4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.49 Experienced the following as a form of discrimination? (b) Unequal or unfair treatment	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	1	7	1					9
	% of Row	11.1%	77.8%	11.1%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	18.9%	16.7%	0.0%	0.0%	0.0%	0.0%	8.5%
02-No	Count of ID	3	12	4	5	3	17	5	49
	% of Row	6.1%	24.5%	8.2%	10.2%	6.1%	34.7%	10.2%	100.0%
	% of Column	60.0%	32.4%	66.7%	71.4%	100.0%	50.0%	35.7%	46.2%
03-Don't know	Count of ID		1				1	1	3
	% of Row	0.0%	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	7.1%	2.8%
X	Count of ID	1	17	1	2		16	8	45
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.49 Experienced the following as a form of discrimination? (c) Bid shopping or bid manipulation	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		8				3	2	13
	% of Row	0.0%	61.5%	0.0%	0.0%	0.0%	23.1%	15.4%	100.0%
	% of Column	0.0%	21.6%	0.0%	0.0%	0.0%	8.8%	14.3%	12.3%
02-No	Count of ID	4	11	5	5	3	14	3	45
	% of Row	8.9%	24.4%	11.1%	11.1%	6.7%	31.1%	6.7%	100.0%
	% of Column	80.0%	29.7%	83.3%	71.4%	100.0%	41.2%	21.4%	42.5%
03-Don't know	Count of ID		1				1	1	3
	% of Row	0.0%	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	7.1%	2.8%
X	Count of ID	1	17	1	2		16	8	45
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.49 Experienced the following as a form of discrimination? (d) Double standards in performance	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		8				1		9
	% of Row	0.0%	88.9%	0.0%	0.0%	0.0%	11.1%	0.0%	100.0%
	% of Column	0.0%	21.6%	0.0%	0.0%	0.0%	2.9%	0.0%	8.5%
02-No	Count of ID	4	11	5	5	3	16	5	49
	% of Row	8.2%	22.4%	10.2%	10.2%	6.1%	32.7%	10.2%	100.0%
	% of Column	80.0%	29.7%	83.3%	71.4%	100.0%	47.1%	35.7%	46.2%
03-Don't know	Count of ID		1				1	1	3
	% of Row	0.0%	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	7.1%	2.8%
X	Count of ID	1	17	1	2		16	8	45
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.49 Experienced the following as a form of discrimination? (e) Denial of opportunity to bid	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		6	1		1			8
	% of Row	0.0%	75.0%	12.5%	0.0%	12.5%	0.0%	0.0%	100.0%
	% of Column	0.0%	16.2%	16.7%	0.0%	33.3%	0.0%	0.0%	7.5%
02-No	Count of ID	4	13	4	5	2	17	5	50
	% of Row	8.0%	26.0%	8.0%	10.0%	4.0%	34.0%	10.0%	100.0%
	% of Column	80.0%	35.1%	66.7%	71.4%	66.7%	50.0%	35.7%	47.2%
03-Don't know	Count of ID		1				1	1	3
	% of Row	0.0%	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	7.1%	2.8%
X	Count of ID	1	17	1	2		16	8	45
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.49 Experienced the following as a form of discrimination? (f) Unfair denial of contract award	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		7						7
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	18.9%	0.0%	0.0%	0.0%	0.0%	0.0%	6.6%
02-No	Count of ID	4	11	4	5	3	17	5	49
	% of Row	8.2%	22.4%	8.2%	10.2%	6.1%	34.7%	10.2%	100.0%
	% of Column	80.0%	29.7%	66.7%	71.4%	100.0%	50.0%	35.7%	46.2%
03-Don't know	Count of ID		2	1			1	1	5
	% of Row	0.0%	40.0%	20.0%	0.0%	0.0%	20.0%	20.0%	100.0%
	% of Column	0.0%	5.4%	16.7%	0.0%	0.0%	2.9%	7.1%	4.7%
X	Count of ID	1	17	1	2		16	8	45
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.49 Experienced the following as a form of discrimination? (g) Unfair termination	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	1	6						7
	% of Row	14.3%	85.7%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	16.2%	0.0%	0.0%	0.0%	0.0%	0.0%	6.6%
02-No	Count of ID	3	13	5	5	3	17	5	51
	% of Row	5.9%	25.5%	9.8%	9.8%	5.9%	33.3%	9.8%	100.0%
	% of Column	60.0%	35.1%	83.3%	71.4%	100.0%	50.0%	35.7%	48.1%
03-Don't know	Count of ID		1				1	1	3
	% of Row	0.0%	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	7.1%	2.8%
X	Count of ID	1	17	1	2		16	8	45
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.49 Experienced the following as a form of discrimination? (h) Unequal price quotes from suppliers	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID		6						6
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	16.2%	0.0%	0.0%	0.0%	0.0%	0.0%	5.7%
02-No	Count of ID	4	14	5	5	3	17	4	52
	% of Row	7.7%	26.9%	9.6%	9.6%	5.8%	32.7%	7.7%	100.0%
	% of Column	80.0%	37.8%	83.3%	71.4%	100.0%	50.0%	28.6%	49.1%
03-Don't know	Count of ID						1	2	3
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	14.3%	2.8%
X	Count of ID	1	17	1	2		16	8	45
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.50 How often do prime contractors/vendors who use your company as a subcontractor on public sector projects with M/WBE goals solicit your company on projects (private or public) without TBE/MWBE goals?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Very often	Count of ID		2	3			6		11
	% of Row	0.0%	18.2%	27.3%	0.0%	0.0%	54.5%	0.0%	100.0%
	% of Column	0.0%	5.4%	50.0%	0.0%	0.0%	17.6%	0.0%	10.4%
02-Sometimes	Count of ID		5		1		3		9
	% of Row	0.0%	55.6%	0.0%	11.1%	0.0%	33.3%	0.0%	100.0%
	% of Column	0.0%	13.5%	0.0%	14.3%	0.0%	8.8%	0.0%	8.5%
03-Seldom	Count of ID	3	6		1	2	2	1	15
	% of Row	20.0%	40.0%	0.0%	6.7%	13.3%	13.3%	6.7%	100.0%
	% of Column	60.0%	16.2%	0.0%	14.3%	66.7%	5.9%	7.1%	14.2%
04-Never	Count of ID	1	4	2	3		5	2	17
	% of Row	5.9%	23.5%	11.8%	17.6%	0.0%	29.4%	11.8%	100.0%
	% of Column	20.0%	10.8%	33.3%	42.9%	0.0%	14.7%	14.3%	16.0%
05-Not applicable	Count of ID		1				1	2	4
	% of Row	0.0%	25.0%	0.0%	0.0%	25.0%	0.0%	50.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	33.3%	0.0%	14.3%	3.8%
06-Don't know	Count of ID		2				2	1	5
	% of Row	0.0%	40.0%	0.0%	0.0%	0.0%	40.0%	20.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	0.0%	0.0%	5.9%	7.1%	4.7%
X	Count of ID	1	17	1	2		16	8	45
	% of Row	2.2%	37.8%	2.2%	4.4%	0.0%	35.6%	17.8%	100.0%
	% of Column	20.0%	45.9%	16.7%	28.6%	0.0%	47.1%	57.1%	42.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.51 Has your company applied for a commercial (business) bank loan or line of credit January 1, 2012 and December 31, 2016?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	3	19		4	3	11	2	42
	% of Row	7.1%	45.2%	0.0%	9.5%	7.1%	26.2%	4.8%	100.0%
	% of Column	60.0%	51.4%	0.0%	57.1%	100.0%	32.4%	14.3%	39.6%
02-No	Count of ID	2	17	6	3		19	8	55
	% of Row	3.6%	30.9%	10.9%	5.5%	0.0%	34.5%	14.5%	100.0%
	% of Column	40.0%	45.9%	100.0%	42.9%	0.0%	55.9%	57.1%	51.9%
03-Don't know	Count of ID		1				4	4	9
	% of Row	0.0%	11.1%	0.0%	0.0%	0.0%	44.4%	44.4%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	11.8%	28.6%	8.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.52 Were you or your company approved or denied for a commercial (business) bank loan or line of credit?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Approved	Count of ID	2	9		4	3	10	1	29
	% of Row	6.9%	31.0%	0.0%	13.8%	10.3%	34.5%	3.4%	100.0%
	% of Column	40.0%	24.3%	0.0%	57.1%	100.0%	29.4%	7.1%	27.4%
02-Denied	Count of ID	1	10					1	12
	% of Row	8.3%	83.3%	0.0%	0.0%	0.0%	0.0%	8.3%	100.0%
	% of Column	20.0%	27.0%	0.0%	0.0%	0.0%	0.0%	7.1%	11.3%
03-Don't know	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
X	Count of ID	2	18	6	3		23	12	64
	% of Row	3.1%	28.1%	9.4%	4.7%	0.0%	35.9%	18.8%	100.0%
	% of Column	40.0%	48.6%	100.0%	42.9%	0.0%	67.6%	85.7%	60.4%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.53 What was the highest amount of commercial bank loan your company received?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Up to \$50,000?	Count of ID		3			1	2		6
	% of Row	0.0%	50.0%	0.0%	0.0%	16.7%	33.3%	0.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	33.3%	5.9%	0.0%	5.7%
02-\$50,001 to \$100,000?	Count of ID		1			1	2		4
	% of Row	0.0%	25.0%	0.0%	0.0%	25.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	33.3%	5.9%	0.0%	3.8%
03-\$100,001 to \$300,000?	Count of ID		1			2	4		8
	% of Row	0.0%	12.5%	0.0%	25.0%	12.5%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	28.6%	33.3%	11.8%	0.0%	7.5%
04-\$300,001 to \$500,000?	Count of ID		1			1			2
	% of Row	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	14.3%	0.0%	0.0%	0.0%	1.9%
05-\$500,001 to \$1 million?	Count of ID	1	1				1		3
	% of Row	33.3%	33.3%	0.0%	0.0%	0.0%	33.3%	0.0%	100.0%
	% of Column	20.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	2.8%
06-\$1 million to \$3 million?	Count of ID	1	1			1			3
	% of Row	33.3%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	2.7%	0.0%	14.3%	0.0%	0.0%	0.0%	2.8%
09-Over \$10 million?	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
X	Count of ID	3	29	6	3		24	14	79
	% of Row	3.8%	36.7%	7.6%	3.8%	0.0%	30.4%	17.7%	100.0%
	% of Column	60.0%	78.4%	100.0%	42.9%	0.0%	70.6%	100.0%	74.5%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.54 Which of the following do you believe was the primary reason for your being denied a loan or line of credit?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
0	Count of ID	4	27	6	7	3	34	13	94
	% of Row	4.3%	28.7%	6.4%	7.4%	3.2%	36.2%	13.8%	100.0%
	% of Column	80.0%	73.0%	100.0%	100.0%	100.0%	100.0%	92.9%	88.7%
02-Insufficient Business History	Count of ID		3						3
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%
03-Confusion about the Process	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
04-Race or Ethnicity of Owner	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
06-Don't Know	Count of ID		3						3
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%
07-Other	Count of ID		1	2				1	4
	% of Row	25.0%	50.0%	0.0%	0.0%	0.0%	0.0%	25.0%	100.0%
	% of Column	20.0%	5.4%	0.0%	0.0%	0.0%	0.0%	7.1%	3.8%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.55 Please SPECIFY Other	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
Personal credit history and lack sales because I'm a new business.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
The lenders lack of understanding the construction business, mainly, retainage.	Count of ID							1	1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.9%
The loan officer just stated that the company did not qualified and did not provide any other explanations.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
They don't support us because we contracted with the government, and they aren't reliable at paying. And they said prime contractors are the worst at not bullying the subcontractor, so the banks don't think they want to support us. Slow payment hurts cash flow with no line of credit.	Count of ID	1							1
	% of Row	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
(blank)	Count of ID	4	35	6	7	3	34	13	102
	% of Row	3.9%	34.3%	5.9%	6.9%	2.9%	33.3%	12.7%	100.0%
	% of Column	80.0%	94.6%	100.0%	100.0%	100.0%	100.0%	92.9%	96.2%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.56 The following questions are related to work you have done or attempted to do in the private sector marketplace. Private sector is defined as non-government and non-Dane County businesses or companies. There is an informal network of prime contractors/vendors and subcontractors that has excluded my company from doing business in the private sector. Do you agree, neither agree nor disagree	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Agree	Count of ID	1	11		2		5		19
	% of Row	5.3%	57.9%	0.0%	10.5%	0.0%	26.3%	0.0%	100.0%
	% of Column	20.0%	29.7%	0.0%	28.6%	0.0%	14.7%	0.0%	17.9%
02-Neither agree nor disagree	Count of ID		5		2	1	8	3	19
	% of Row	0.0%	26.3%	0.0%	10.5%	5.3%	42.1%	15.8%	100.0%
	% of Column	0.0%	13.5%	0.0%	28.6%	33.3%	23.5%	21.4%	17.9%
03-Disagree	Count of ID	3	14	5	3	1	20	10	56
	% of Row	5.4%	25.0%	8.9%	5.4%	1.8%	35.7%	17.9%	100.0%
	% of Column	60.0%	37.8%	83.3%	42.9%	33.3%	58.8%	71.4%	52.8%
04-Don't know	Count of ID	1	7	1			1	1	12
	% of Row	8.3%	58.3%	8.3%	0.0%	8.3%	8.3%	8.3%	100.0%
	% of Column	20.0%	18.9%	16.7%	0.0%	33.3%	2.9%	7.1%	11.3%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.57 Have you or your company experienced discriminatory behavior when attempting to do work or working in the private sector between 2012 and 2015?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes	Count of ID	2	11				3		16
	% of Row	12.5%	68.8%	0.0%	0.0%	0.0%	18.8%	0.0%	100.0%
	% of Column	40.0%	29.7%	0.0%	0.0%	0.0%	8.8%	0.0%	15.1%
02-No	Count of ID	2	20	6	7	2	31	12	80
	% of Row	2.5%	25.0%	7.5%	8.8%	2.5%	38.8%	15.0%	100.0%
	% of Column	40.0%	54.1%	100.0%	100.0%	66.7%	91.2%	85.7%	75.5%
03-Do not work in the private sector	Count of ID	1	3					1	5
	% of Row	20.0%	60.0%	0.0%	0.0%	0.0%	0.0%	20.0%	100.0%
	% of Column	20.0%	8.1%	0.0%	0.0%	0.0%	0.0%	7.1%	4.7%
04-Don't know	Count of ID		3			1		1	5
	% of Row	0.0%	60.0%	0.0%	0.0%	20.0%	0.0%	20.0%	100.0%
	% of Column	0.0%	8.1%	0.0%	0.0%	33.3%	0.0%	7.1%	4.7%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.58 How did you become aware of the discrimination against your company?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Verbal comment	Count of ID		7				1		8
	% of Row	0.0%	87.5%	0.0%	0.0%	0.0%	12.5%	0.0%	100.0%
	% of Column	0.0%	18.9%	0.0%	0.0%	0.0%	2.9%	0.0%	7.5%
02-Written statement/documents	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
03-Action taken against the company	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
04-Don't know	Count of ID		1				1		2
	% of Row	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	2.9%	0.0%	1.9%
05-Other action	Count of ID	2	2						4
	% of Row	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	40.0%	5.4%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%
X	Count of ID	3	26	6	7	3	31	14	90
	% of Row	3.3%	28.9%	6.7%	7.8%	3.3%	34.4%	15.6%	100.0%
	% of Column	60.0%	70.3%	100.0%	100.0%	100.0%	91.2%	100.0%	84.9%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.59 Specify DISCRIMINATORY ACTION	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
behavioral pattern	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
No letter of commitment.	Count of ID		1						1
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
We get requests from UW Madison and unless we are the lowest bidder we don't get hired. Competitors who are a larger company can dictate a lower price so we can't compete.	Count of ID		1						1
	% of Row	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
You just do not get selected.	Count of ID		1						1
	% of Row	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
(blank)	Count of ID		3	35	6	7	3	34	14
	% of Row	2.9%	34.3%	5.9%	6.9%	2.9%	33.3%	13.7%	100.0%
	% of Column	60.0%	94.6%	100.0%	100.0%	100.0%	100.0%	100.0%	96.2%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.60 Which of the following do you consider the primary reason for your company being discriminated against?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Owner's race or ethnicity	Count of ID		9						9
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	24.3%	0.0%	0.0%	0.0%	0.0%	0.0%	8.5%
02-Owner's gender	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
03-Both race and gender	Count of ID		2						2
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	5.4%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%
04-Don't know	Count of ID		1						1
	% of Row	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
05-Other reason	Count of ID		1				2		3
	% of Row	33.3%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	2.8%
X	Count of ID		3	26	6	7	3	31	14
	% of Row	3.3%	28.9%	6.7%	7.8%	3.3%	34.4%	15.6%	100.0%
	% of Column	60.0%	70.3%	100.0%	100.0%	100.0%	91.2%	100.0%	84.9%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.61 Specify REASON	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
Attorney for the other company protecting the turf of the law firm.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
Solo practioner, not associated w/ psychiatrist, no crisis hotline. won't assist me w/papers.	Count of ID						1		1
	% of Row	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% of Column	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.9%
We are a smaller company. Discrimination comes in many forms. It's easier to bully a small company.	Count of ID	1							1
	% of Row	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
(blank)	Count of ID	4	37	6	7	3	32	14	103
	% of Row	3.9%	35.9%	5.8%	6.8%	2.9%	31.1%	13.6%	100.0%
	% of Column	80.0%	100.0%	100.0%	100.0%	100.0%	94.1%	100.0%	97.2%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.62 When did the discrimination first occur?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-During the bidding process	Count of ID	1	2				3		6
	% of Row	16.7%	33.3%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% of Column	20.0%	5.4%	0.0%	0.0%	0.0%	8.8%	0.0%	5.7%
04-All of the above	Count of ID		7						7
	% of Row	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	0.0%	18.9%	0.0%	0.0%	0.0%	0.0%	0.0%	6.6%
05-Don't know	Count of ID	1	2						3
	% of Row	33.3%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% of Column	20.0%	5.4%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%
X	Count of ID	3	26	6	7	3	31	14	90
	% of Row	3.3%	28.9%	6.7%	7.8%	3.3%	34.4%	15.6%	100.0%
	% of Column	60.0%	70.3%	100.0%	100.0%	100.0%	91.2%	100.0%	84.9%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns									
Q.63 Are you willing to speak directly to MGT to provide more detail of the alleged discrimination your company has experienced in the private sector?	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total
01-Yes (MGT Contact Vernetta Mitchell)	Count of ID	2	4				1		7
	% of Row	28.6%	57.1%	0.0%	0.0%	0.0%	14.3%	0.0%	100.0%
	% of Column	40.0%	10.8%	0.0%	0.0%	0.0%	2.9%	0.0%	6.6%
02-No	Count of ID		7				2		9
	% of Row	0.0%	77.8%	0.0%	0.0%	0.0%	22.2%	0.0%	100.0%
	% of Column	0.0%	18.9%	0.0%	0.0%	0.0%	5.9%	0.0%	8.5%
X	Count of ID	3	26	6	7	3	31	14	90
	% of Row	3.3%	28.9%	6.7%	7.8%	3.3%	34.4%	15.6%	100.0%
	% of Column	60.0%	70.3%	100.0%	100.0%	100.0%	91.2%	100.0%	84.9%
Total Count of ID		5	37	6	7	3	34	14	106
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D: VENDOR SURVEY RESULTS

Race/Ethnicity of Ownership, Management, or Control - Number and % of Rows & Columns										
Q.64 That completes the survey. On behalf of the Dane County Government, thank you for your participation in this interview.	Values	Asian or Pacific Islander	Black or African American	Hispanic American or Latino	Native American or American Indian	Other	Woman-Owned	Non-Minority or Woman Owned	Grand Total	
01-Construction	Count of ID		13	3	3	1	10	1	31	
	% of Row	0.0%	41.9%	9.7%	9.7%	3.2%	32.3%	3.2%	100.0%	
	% of Column	0.0%	35.1%	50.0%	42.9%	33.3%	29.4%	7.1%	29.2%	
02-Architectural and Engineering Services	Count of ID	1	1		1	1	1	1	6	
	% of Row	16.7%	16.7%	0.0%	16.7%	16.7%	16.7%	16.7%	100.0%	
	% of Column	20.0%	2.7%	0.0%	14.3%	33.3%	2.9%	7.1%	5.7%	
03-Professional Services	Count of ID	2	6	2	1	1	7	2	21	
	% of Row	9.5%	28.6%	9.5%	4.8%	4.8%	33.3%	9.5%	100.0%	
	% of Column	40.0%	16.2%	33.3%	14.3%	33.3%	20.6%	14.3%	19.8%	
04-General and Nonprofessional Services	Count of ID		3				1		4	
	% of Row	0.0%	75.0%	0.0%	0.0%	0.0%	25.0%	0.0%	100.0%	
	% of Column	0.0%	8.1%	0.0%	0.0%	0.0%	2.9%	0.0%	3.8%	
05-Goods & Commodities	Count of ID	1	3		1		5	6	16	
	% of Row	6.3%	18.8%	0.0%	6.3%	0.0%	31.3%	37.5%	100.0%	
	% of Column	20.0%	8.1%	0.0%	14.3%	0.0%	14.7%	42.9%	15.1%	
06-Other	Count of ID	1	11	1	1		10	4	28	
	% of Row	3.6%	39.3%	3.6%	3.6%	0.0%	35.7%	14.3%	100.0%	
	% of Column	20.0%	29.7%	16.7%	14.3%	0.0%	29.4%	28.6%	26.4%	
Total Count of ID		5	37	6	7	3	34	14	106	
Total % of Row		4.7%	34.9%	5.7%	6.6%	2.8%	32.1%	13.2%	100.0%	
Total % of Column		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

APPENDIX E

In-depth Interview Guide

Dane County Contracting and Procurement Evaluation



APPENDIX E: IN-DEPTH INTERVIEW GUIDE

Program Evaluation of Contracting and Procurement Equity in Dane County Government Business Owner Interview Guide

READ: The purpose of this interview is to gather information on your experiences, perceptions, and points of view on doing business or attempting to do business with the Dane County Government, its prime contractors/vendors, and the private sector. Your responses and comments should focus on the period between January 1, 2012 and December 31, 2016.

By participating in this interview, you acknowledge that:

- The qualitative input you will provide is given freely and represents an accurate reflection of your experiences doing business or attempting to do business with Dane County Government and/or its primes.
- You have not been coerced or received any remuneration for your comments.
- You understand that your name nor firm name will be published in the report or provided to Dane County Government.
- That your participation in this interview has no known risks or direct benefits to your or your firm.

The reference to "primes" in this interview refers to firms that have received contracts, bid on, or submitted proposals directly to Dane County Government.

1. Which of the following best describes your company's primary line of business? (Try to get a good feel for what they do.)
 - a) Construction Services (general contracting, construction management, carpentry, site work, electrical, etc.) Specify _____
 - b) Architectural and Engineering Services (civil engineering, environmental engineering, mechanical engineering, etc.) Specify _____
 - c) Professional Services (accounting, legal services, IT consulting, consulting, etc.) Specify _____
 - d) General or Nonprofessional Services (janitorial services, auto repair, maintenance services, etc.) Specify _____
 - e) Goods & Commodities (vehicles, office supplies, furniture, equipment, etc.) Specify _____

If the firm is unclear, please indicate their description:

Specify _____

2. How many combined years of experience do you or the primary owner(s) of your firm have in your primary line of business?

0 – 5 years	6 – 10 years	11 – 15 years	16 – 20 years	20 + years
1	2	3	4	5

3. Between January 1, 2012 and December 31, 2016, what was the average number of employees on your company's payroll, including full-time and part-time staff?

0 – 10	11 – 20	21 – 30	31 – 40	41+
1	2	3	4	5

4. Is at least 51 percent of your company owned, managed, and controlled by a woman or women?

Yes	No	Don't know
1	2	3

Q5. Is your company at least 51 percent owned, managed, and controlled by a person or people of one of the following racial or ethnic group(s)? [REQUIRE ANSWER]

[Get as much detail as possible.]

Non-Hispanic White/Caucasian	Black/African American	Asian American	Hispanic American or Latino	Native American/American Indian	Other (Specify below)	Don't know
1	2	3	4	5	6	7

Other (Specify) _____

- 6. In what year was your business established or purchased by the most recent owner(s)?
- 7. Does your company bid/quote/propose primarily as a prime contractor/consultant/vendor, a subcontractor, or both?

8. Have you ever submitted a bid, quote, or proposal with Dane County Government or on a Dane County contract?

Did you win the contract?

If you did not, was there a bid or proposal requirement which was a barrier to winning?

9. Have you ever protested a bid, proposal, or contract awarded by Dane County Government?

If yes, please provide as much detail as possible on why and the results.

10. Which of the following categories best approximates your company's gross revenues for calendar year 2016?

- Up to \$50,000?
- \$50,001 to \$100,000?
- \$100,001 to \$300,000?
- \$300,001 to \$500,000?
- \$500,001 to \$1 million?
- \$1,000,001 to \$3 million?
- \$3,000,001 to \$5 million?
- \$5,000,001 to \$10 million?
- Over \$10 million?
- Don't Know

11. What share of these gross revenues was earned from Dane County Government, the private sector, and other public government sector projects? (Must total 100%) *Public sector includes the City of Madison, State of Wisconsin, and similar agencies.*

Dane County ____%

Private Sector ____%

Other Public Sector ____%

12. Does your company hold any of the following certifications? Check if "yes."

- Minority Business Enterprise (MBE)* _____
- Woman Business Enterprise (WBE)* _____
- Target Business Enterprise (TBE)* _____
- Disadvantaged Business Enterprise (DBE)* _____

FOR PRIMES

13. In your experience, what are the barriers to attempting to do work or working on any of Dane County Government's projects as a prime contractor/consultant or vendor:

Possible answers:

- Prequalification requirements
 - Bid bond requirement
 - Performance/payment bond requirement
 - Cost of bidding/proposing
 - Financing
 - Insurance (general liability, professional liability, etc.)
 - Price of supplies/materials
 - Proposal/Bid specifications
 - Short or limited time given to prepare bid package or quote
 - Limited knowledge of purchasing contracting policies and procedures
 - Lack of experience
 - Lack of personnel
 - Contract too large
 - Selection process/evaluation criteria
 - Unnecessary restrictive contract specifications
 - Slow payment or nonpayment
 - Competing with large companies
 - Changes in the scope of work (after work began)
 - Meeting MWBE requirements or good faith effort requirements
 - Ease of identifying MWBE to partner with on the Dane County Governments projects
 - Other? SPECIFY
14. As an MWBE prime, do you believe you are receiving fair treatment once you are awarded the contract/purchase order and performing at the approved worksite? *(If Applicable)*
15. Has the absence of a MWBE goals program impacted your firm's ability to win contracts with Dane County Government? *(If Applicable)*
- If so, how?
16. As a prime contractor/consultant or vendor did you experience discriminatory behavior by Dane County staff when attempting to do work or working on their projects?

If yes, explain how you felt you were discriminated against and why? *(Ask if they have documented evidence to support their response)*

Did you file a complaint? If so, what was the result?

If not, why not?

FOR SUBCONTRACTORS

17. Approximately how many times have you / your firm been awarded a subcontract with primes on Dane County Government projects or contracts?
18. As an MWBE subcontractor, do you believe you are receiving fair treatment once you are awarded a subcontract and are performing at the approved worksite? *(If Applicable)*
19. Has a prime contractor/consultant or vendor contracted with your firm to satisfy a bid or proposal requirements then not utilize your services once their contract has been awarded? If so, has this happened on a Dane County Government project?
20. Have you ever submitted a bid with a prime contractor for a project with Dane County Government, were informed that you were the lowest bidder, and then found out that another subcontractor was doing the work?

If yes, please provide details on what happened.

21. As a subcontractor, did you experience discrimination from a prime contractor/consultant or vendor when attempting to do work or working on Dane County Government projects?

If yes, explain how you felt you were discriminated against and why? *(Ask if they have documented evidence to support their response)*

Did you file a complaint? If so, what was the result?

If not, why not?

22. In your experience, have there been any barriers to attempting to work or working on projects as a subcontractor with primes on Dane County Government projects:

Possible answers:

- o Performance/payment bond requirement
- o Cost of bidding/proposing
- o Financing
- o Insurance (general liability, professional liability, etc.)
- o Price of supplies/materials
- o Short or limited time given to prepare bid estimate or quote
- o Lack of experience
- o Lack of personnel
- o Contract too large
- o Slow payment or nonpayment
- o Competing with large companies

-
-
- o Solicitation of subcontractor bids after contract award (i.e. bid shopping)
 - o Awarded scope of work changed, reduced, or eliminated
 - o Other? SPECIFY

23. Do you feel there is an informal network of prime contractors or vendors that has excluded your company from doing business in the private sector?

If yes, please explain why you think that informal network exists. (Ask them to provide details on what they experienced or observed. Ask if they have documented evidence to support their response.)

24. How often do prime contractors/consultants or vendors who contract with your firm as a subcontractor on public-sector projects with MWBE goals solicit your firm on projects (private or public) without MWBE goals?

25. As a subcontractor, did you experience discriminatory treatment from a prime contractor/consultant or vendor when attempting to do work or working in the private sector?

If yes, explain how you felt you were discriminated against and why?

All INTERVIEWEES

26. Do you have any recommendations on how Dane County Government can improve utilization of MWBEs on projects and purchases?

27. In your opinion, what are the biggest obstacles faced by MWBE businesses in securing contracts with Dane County Government or prime contractors/vendors contracted with Dane County Government?

28. Have you experienced access to capital as being an impediment to securing contracts with Dane County Government or subcontracts on Dane County Government projects?

If yes, describe how?

29. Have you experienced bonding as being an impediment to securing contracts with Dane County Government or subcontracts on Dane County Government projects?

If yes, describe how?

30. Is there anything that we have not covered that you feel will be helpful to this study?

APPENDIX F

Focus Group Survey Instrument – Prime Contractors

Dane County Contracting and Procurement Evaluation



APPENDIX F: FOCUS GROUP SURVEY INSTRUMENT – PRIME CONTRACTORS

Dane County Government
Prime Contractors

FOCUS GROUP SURVEY

Q1. Which ONE of the following is your company's primary line of business?

- a) Construction (construction, general contractor, carpentry, electrical, site work, HVAC, drywall, etc.):

Specify _____

- b) Architecture & Engineering Services (architecture, engineering, structural, surveying):

Specify _____

- c) Professional Services (consulting, counseling, accounting, etc.):

Specify _____

- d) Standard or Nonprofessional Services (security, janitorial, transportation, etc.):

Specify _____

- e) Goods & Commodities (vehicles, furniture, office supplies, etc.):

Specify _____

- f) Other:

Specify _____

Q2. Is more than 50% of your company owned and controlled by a woman or women?

- Yes 1
 No 2
 Don't Know 3

FOCUS GROUP SURVEY - PRIMES

Q3. Is more than 50% of the company owned and controlled by one of the following racial or ethnic groups?

- Anglo/Caucasian/White 1
- Black or African American 2
- Asian 3
- Hispanic or Latino 4
- American Indian/Native American 5
- No Response/Don't Know 6
- Other 7 Specify: _____

Q4. In your company's business line, how many years of experience does the primary owner(s) of your firm have?

- 0 – 3 years 1
- 6 – 10 years 2
- 11 – 15 years 3
- 16 – 20 years 4
- 20 + years 5

Q5. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?

- 0 - 10 1
- 11 - 20 2
- 21 - 30 3
- 31 - 40 4
- 41+ 5

Q6. Which of the following categories best approximates your company's gross revenues for calendar year 2016?

- Up to \$50,000? 1
- \$50,001 to \$100,000? 2
- \$100,001 to \$300,000? 3
- \$300,001 to \$500,000? 4
- \$500,001 to \$1 million? 5
- \$1,000,001 to \$3 million? 6
- \$3,000,001 to \$5 million? 7
- \$5,000,001 to \$10 million? 8
- Over \$10 million? 9
- Don't Know 10



FOCUS GROUP SURVEY - PRIMES

Q7. Is your company certified business as a Targeted Business Enterprise (TBE)?

- Yes 1
- No 2
- Don't Know 3

Q8. Does your company hold any of the following certifications? Check all that applies.

- MBE 1
- SBE 2
- WBE 3
- Other 4 Specify _____

Q9. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2012 and December 31, 2016?

- Not applicable 1
- Up to \$50,000? 2
- \$50,001 to \$100,000? 3
- \$100,001 to \$300,000? 4
- \$300,001 to \$500,000? 5
- \$500,001 to \$1 million? 6
- \$1,000,001 to \$3 million? 7
- \$3,000,001 to \$5 million? 8
- \$5,000,001 to \$10 million? 9
- Over \$10 million? 10
- Don't Know 11



FOCUS GROUP SURVEY - PRIMES

Q10. Are you required to have bonding for the type of work your company bids or proposes?

- Yes 1
- No 2

Q10a. If yes, what is your current aggregate bonding limit?

- Below \$100,000 1
- \$100,001 to \$250,000 2
- \$250,001 to \$500,000 3
- \$500,001 to \$1,000,000 4
- \$1,000,001 to \$1,500,000 5
- \$1,500,001 to \$3,000,000 6
- \$3,000,001 to \$5,000,000 7
- Over\$ 5 million 8
- Don't know 9

Q10b. What is your current single project bonding limit?

- Below \$100,000 1
- \$100,001 to \$250,000 2
- \$250,001 to \$500,000 3
- \$500,001 to \$1,000,000 4
- \$1,000,001 to \$1,500,000 5
- \$1,500,001 to \$3,000,000 6
- \$3,000,001 to \$5,000,000 7
- Over\$ 5 million 8
- Don't know 9

Please provide your contact information just in case we have any further questions?

Company Name:	
Contact Person:	
Contact Person Title:	
Company Address:	
Company Phone Number:	

Thank you for your valuable comments.



APPENDIX G

Focus Group Survey Instrument – Subcontractors

Dane County Contracting and Procurement Evaluation

APPENDIX G: FOCUS GROUP SURVEY INSTRUMENT – SUBCONTRACTORS

Dane County Government
Subcontractors

FOCUS GROUP SURVEY

Q1. Which ONE of the following is your company's primary line of business?

1. Construction (construction, general contractor, carpentry, electrical, site work, HVAC, drywall, etc.):

Specify _____

2. Architecture & Engineering Services (architecture, engineering, structural, surveying):

Specify _____

3. Professional Services (consulting, counseling, accounting, etc.):

Specify _____

4. Standard or Nonprofessional Services (security, janitorial, transportation, etc.):

Specify _____

5. Goods & Commodities (vehicles, furniture, office supplies, etc.):

6. Specify _____

7. Other:

Specify _____

Q2. Is more than 50% of your company owned and controlled by a woman or women?

- Yes 1
 No 2
 Don't Know 3

FOCUS GROUP SURVEY – SUBCONTRACTORS

Q3. Is more than 50% of the company owned and controlled by one of the following racial or ethnic groups?

- Anglo/Caucasian/White 1
- Black or African American 2
- Asian 3
- Hispanic or Latino 4
- American Indian 5
- No Response/Don't Know 6
- Other 7 Specify: _____

Q4. In your company's business line how many years of experience does the primary owner(s) of your firm have?

- 0 – 3 years 1
- 6 – 10 years 2
- 11 – 15 years 3
- 16 – 20 years 4
- 20 + years 5

Q5. Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff?

- 0 - 10 1
- 11 - 20 2
- 21 - 30 3
- 31 - 40 4
- 41+ 5



FOCUS GROUP SURVEY – SUBCONTRACTORS

Q6. Which of the following categories best approximates your company's gross revenues for calendar year 2016?

- Up to \$50,000? 1
- \$50,001 to \$100,000? 2
- \$100,001 to \$300,000? 3
- \$300,001 to \$500,000? 4
- \$500,001 to \$1 million? 5
- \$1,000,001 to \$3 million? 6
- \$3,000,001 to \$5 million? 7
- \$5,000,001 to \$10 million? 8
- Over \$10 million? 9
- Don't Know 10

Q7. Is your company certified business as a Targeted Business Enterprise (TBE)?

- Yes 1
- No 2
- Don't Know 3

Q8. Does your company hold any of the following certifications? Check all that applies.

- MBE 1
- SBE 2
- WBE 3
- Other 4 Specify _____



FOCUS GROUP SURVEY – SUBCONTRACTORS

Q13. Which of the following categories best approximates your company's largest subcontract awarded between January 1, 2012 and December 31, 2016?

- Not applicable 1
- Up to \$50,000? 2
- \$50,001 to \$100,000? 3
- \$100,001 to \$200,000? 4
- \$200,001 to \$300,000? 5
- \$300,001 to \$400,000? 6
- \$400,001 to \$500,000? 7
- \$500,001 to \$1 million? 8
- Over \$1 million? 9
- Don't Know 10

Q14. Are you required to have bonding for the type of work your company bids?

- Yes 1
- No 2

Q14a. If yes, what is your current aggregate bonding limit?

- Below \$100,000 1
- \$100,001 to \$250,000 2
- \$250,001 to \$500,000 3
- \$500,001 to \$1,000,000 4
- \$1,000,001 to \$1,500,000 5
- \$1,500,001 to \$3,000,000 6
- \$3,000,001 to \$5,000,000 7
- Over \$ 5 million 8
- Don't know 9

Q14b. What is your current single project bonding limit?

- Below \$100,000 1
- \$100,001 to \$250,000 2
- \$250,001 to \$500,000 3
- \$500,001 to \$1,000,000 4
- \$1,000,001 to \$1,500,000 5
- \$1,500,001 to \$3,000,000 6
- \$3,000,001 to \$5,000,000 7
- Over \$ 5 million 8
- Don't know 9



FOCUS GROUP SURVEY – SUBCONTRACTORS

Please provide your contact information just in case we have any further questions?

Company Name:	
Contact Person:	
Contact Person Title:	
Company Address:	
Company Phone Number:	

Thank you for your valuable comments.

APPENDIX H

Stakeholder Interview Guide

Dane County Contracting and Procurement Evaluation



APPENDIX H: STAKEHOLDER INTERVIEW GUIDE

Program Evaluation of Contracting and Procurement Equity in Dane County Government Stakeholders Interview Guide

INTRODUCTION

Hello, my name is _____, with MGT Consulting Group and I am calling to get input from area trade associations and business organizations for a Program Evaluation of Contracting and Procurement Equity in Dane County (County). This evaluation will examine the procurement of services and products by the County, the subcontracting practices of prime contractors or service providers contracted with the County, and firms' experiences doing business in the private sector marketplace. The intention of this evaluation is to help Dane County government improve opportunities for minority and Targeted Business Enterprise (TBE) contracting and bring more racial and social equity to Dane County spending on goods and services.

As an organization that provides professional development, advocacy, and/or business assistance to area businesses, your organization has been selected to participate in a stakeholder interview. During the interview, I will ask you to give details 1) on your partnerships with Dane County Government, if any, 2) services you provide to your members or the general business community, 3) issues or concerns expressed by your members regarding doing business or attempting to do business with the County or their primes, and 4) suggested recommendations to improve the County's procurement process.

I'd like to schedule a date and time to meet with you to conduct this very important interview. Our meeting should last about an hour. When can we schedule your interview?

If you would like more information on the Program Evaluation of Contracting and Procurement Equity contact Ms. Vernetta Mitchell of MGT Consulting at (704) 531-4098 or email at vmitchell@mgtconsulting.com. The contract administration with Dane County is Ms. Lisa MacKinnon at (608) 267-1529.

**Dane County
Program Evaluation of Contracting and Procurement Equity
Stakeholder Interview Guide**

Interview Details	
Organization Name:	Date:
Interviewee Name:	
Interviewee Title:	Interviewee Phone Number: ()
Interviewee's Email:	
Type of Organization:	
Interviewer Name:	

I'd like to start by having you tell me about your own organization, its structure, and work with Minority and Women Business Enterprises (MWBEs).

1. Please tell me about the industries you serve, size, ethnic/racial makeup, etc. of your membership.
2. Does your organization offer capacity building or business development program(s) for your members? If so, please elaborate on the types of programs.
3. Does your organization specifically recruit minority and women business enterprises (MWBE) firms as a part of your membership campaigns? If so, what are some of the methods you use?
4. When organizations seek contractors that provide the types of services Dane County Government procures, do they ever indicate having difficulty finding MWBE firms in your area to bid on those contracts? If so, why is it difficult? (e.g., not enough qualified MWBE firms, etc.)
5. In the industry your organization represents in general, are there barriers to entry for MWBE firms? Explain the basis of your response.

Now, I have a few questions specific to Dane County Government and its procurement processes.

6. Does your organization have a working relationship or partnership with Dane County? If so, how do you work with Dane County and with which department(s)? (this includes any committees, councils, etc.)
7. Are you familiar with the procurement of goods and services process or guidelines of Dane County? If so, do you believe the current processes create barriers for minority and women businesses to win contracts? If so, why do you believe this to be true?
8. Do you have recommendations for modifying Dane County's procurement process to be more inclusive of MWBE participation? If so, what are they?



**Dane County
Program Evaluation of Contracting and Procurement Equity
Stakeholder Interview Guide**

9. Can you suggest ways the County could better connect with vendors who might advance racial and social equity in the procurement process?
10. Do you have recommendations to improve Dane County's procurement processes in general? If so, what are they?
11. Are you aware of any barriers minority- and women-owned firms, or locally-owned small businesses face beyond the process and guidelines when trying to do business with prime firms working on Dane County contracts? If so, what are the barriers?

Finally, I'd like to ask about business and contract opportunities for MWBEs in the region beyond those available through Dane County Government.

12. Are you aware of any barriers minority- and women-owned firms, or locally owned small businesses face with doing business or trying to do business with the private sector in Dane County? If so, what are they?
13. To your knowledge, do MWBE firms have greater challenges than non-MWBE firms receiving and maintaining insurance, bonding, and financing required to execute contracts or subcontracts? Explain the basis of your response.

Those are all the formal questions I have for you today.

14. Are there any other issues that you think are important that I haven't asked about, or additional comments you'd like to make?

On behalf of Dane County Government, I want to thank you for participating in this interview. Your feedback will be invaluable to the County as it seeks to advance racial and social equality in the contracting and procurement processes.