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# City and County of Denver

## Minority/Women Owned/Disadvantaged Business Enterprise Disparity Study

THE CITY AND COUNTY OF DENVER

MINORITY/ WOMEN-OWNED/ DISADVANTAGED BUSINESS ENTERPRISE DISPARITY STUDY

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## E.0 EXECUTIVE SUMMARY

### E.1 INTRODUCTION

In July 2011, MGT of America, Inc. (MGT), was retained to conduct a Comprehensive Disparity Study for the City of Denver (City) to provide current data on the Denver Small Business Opportunity (DSBO) programs. In this chapter, MGT provides findings for the City. This study consisted of fact-finding to analyze City procurement trends and practices for the study period from January 1, 2005 through December 31, 2011; to evaluate the impact of race- and gender-neutral remedial efforts; and to evaluate various options for future program development.

### E.2 FINDINGS FOR M/WBE AVAILABILITY, UTILIZATION AND DISPARITY

#### FINDING E-1: HISTORICAL M/WBE UTILIZATION

Percent of Minority and Women Business Enterprise (M/WBE) utilization in the 2006 and 2007 disparity studies is presented in **Exhibit E-1** below.

EXHIBIT E-1  
M/WBE PERCENTAGE UTILIZATION  
CONSTRUCTION, PROFESSIONAL SERVICES, AND GOODS AND SERVICES  
PRIME CONTRACTING AND SUBCONTRACTING

PROCUREMENT CATEGORY	MBE	WBE	M/WBE
Construction (2000-2005)	8.8%	4.1%	12.9%
Professional Services (2000-2005)	18.2%	7.3%	25.4%
Goods and Services (2003-2004)	1.3%	6.7%	8.0%

Source: Construction and Professional Services: NERA, *Race, Sex, and Business Enterprise: Evidence from Denver, Colorado*, May 5, 2006; Goods and Services: BBC, *Procurement Opportunity Study, City and County of Denver*, 2007.

#### FINDING E-2: M/W/DBE UTILIZATION AND DISPARITY

The dollar value of Minority and Women Business Enterprise (M/WBE) utilization by the City over the current study period within the relevant market was as follows:

- ◆ MBEs were paid \$198.9 million (9.92% of the total) for construction; WBEs were paid \$75.1 million (3.75% of the total) for construction. There was substantial disparity for all M/WBE groups for Denver projects.
- ◆ MBEs were paid for \$49.3 million (19.11% of the total) for construction-related professional services. WBEs were paid \$23.0 million (8.93% of the total) for construction-related professional services. There was substantial disparity for all M/WBE groups for Denver projects.

- ◆ MBEs were paid for \$13.8 million (1.84% of the total) for selected goods<sup>1</sup> and services<sup>2</sup>. WBEs were paid \$7.7 million (1.04% of the total) for selected goods and services. There was substantial disparity for all M/WBE groups for Denver projects.
- ◆ MBEs earned \$337.8 million in concession revenue (35.89% of the total concessions excluding car rental). WBEs earned \$58.8 million in concession revenue (6.22% of the total concessions excluding car rental). There was substantial disparity for Asian Americans, Native Americans and Nonminority Women.

In summary, the percent of Minority and Women Business Enterprise (M/WBE) utilization over the current study period is presented in **Exhibit E-2** below.

EXHIBIT E-2  
M/WBE PERCENTAGE UTILIZATION  
CONSTRUCTION AND SELECTED GOODS AND SERVICES  
PRIME CONTRACTING AND SUBCONTRACTING

PROCUREMENT CATEGORY	MBE	WBE	M/WBE
Construction	9.92%	3.75%	13.66%
Construction-Related Professional Services	19.11%	8.93%	28.04%
Selected Goods and Services	1.84%	1.04%	2.88%
Concession Revenue	35.89%	6.22%	42.10%

Source: MGT developed a Master Procurement Database, Master Contracting Database, Master Concession Database, and Master Availability Database.

Percent of dollars is taken from the utilization analysis presented in this report.

## E.2 COMMENDATIONS AND RECOMMENDATIONS

Most of the following commendations and recommendations are based on multiple findings and do not necessarily tie to one finding.

### COMMENDATION AND RECOMMENDATION E-1: DEFINED SELECTION POOL PROGRAM

Denver should be commended for starting a Defined Selection Pool program for SBEs. A strong SBE program is central to maintaining a narrowly tailored program to promote M/WBE utilization. In particular, Denver should focus on increasing M/WBE utilization through its SBE program in general and Defined Selection Pool Program in particular. Denver does not face constitutional restrictions on its SBE program, only those procurement restrictions imposed by State law. Specific suggestions for the Denver SBE program can be found in features of other SBE programs around the United States, which are discussed in Appendix S: Selected Policies of Other M/W/DBE Programs.

<sup>1</sup> Goods are defined as computer and computer-related goods; software; office machines; furniture stores; machinery; equipment; supplies; electrical and lighting apparatus; appliances and equipment; electronic parts; and industrial supplies.

<sup>2</sup> Services are defined building management and maintenance; parking; security; general business; maintenance and repair including landscaping; waste management; and communication equipment-related services.

## COMMENDATION AND RECOMMENDATION E-2: NARROWLY TAILORED M/WBE PROGRAM

This study provides evidence to support continuing the Denver M/WBE program and extending the program to selected goods and services studied in this report. This conclusion is based primarily on statistical disparities in current M/WBE utilization; substantial disparities in the private marketplace; evidence of discrimination in business formation and revenue earned from self-employment; the very low M/WBE utilization in private sector commercial construction; evidence of passive participation in private sector disparities; credit disparities; and anecdotal evidence of discrimination. Denver should tailor its women and minority participation policy to remedy each of these specific disparities. The core theme should be that prime contractors should document their outreach efforts and the reasons why they may have rejected qualified M/WBEs that were the low-bidding subcontractors. As such the focus of the Denver subcontracting program should be in business areas where there are subcontracting opportunities.

Denver should be commended for its narrowly tailored program features, including, establishing an SBE program; collaborating with business development organizations; developing project goals that vary from aspirational goals; placing no goals on some projects; avoiding rigid quotas; using waivers; and holding regular program reviews.

## RECOMMENDATION E-3: S/M/WBE ASPIRATIONAL GOALS

Current aspirational goals are 22 percent for construction, 15 percent for professional services, and 0 percent for goods and general services. Possible revised aspirational goals are 24 percent for construction, 33 percent for professional services and 8 percent general services and 5 percent for goods.

## I.0 INTRODUCTION

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### I.1 BACKGROUND

In July 2011, the City and County of Denver (City) contracted with MGT of America, Inc., (MGT) to conduct a Minority/Women Owned/Disadvantaged Business Enterprise (M/W/DBE) Disparity Study and a Registered Apprenticeship Utilization Study. The Registered Apprenticeship Utilization Study is a companion to this report.

### I.2 OVERVIEW OF STUDY APPROACH

MGT followed a carefully designed work plan that allowed study team members to fully analyze availability and utilization with regard to the utilization of M/W/DBEs in the procurement practices of the City. The Availability and Disparity study analyzed the following three (3) categories of contracting opportunities in order to identify with particularity whether a statistical disparity exists from which may be inferred the existence of past or present public or private discrimination in the appropriate local market area:

- 1) The award and procurement of Construction and Construction-related Professional Services contracts funded by the City and awarded by the City's Department of Public Works, the Department of General Services, Department of Aviation and other City user departments and agencies.
- 2) The award and procurement of concession related goods and services contracts at Denver International Airport.
- 3) The procurement of services by the City's Department of General Services Purchasing Division specific to: General Business Services, Building Management and Maintenance Services, Parking Services, Furniture, Fixtures, and Equipment (FF&E), Communication Equipment and Services, Security Services, Maintenance and Repair Services including Landscaping, and Waste Management Services, referred to as General Services Purchasing Division Procured Services (G.S.P.D. Procured Services).

The work plan consisted of, but was not limited to, the following major tasks:

- ◆ Establish data parameters and finalizing a work plan.
- ◆ Conduct a legal review.
- ◆ Review policies, procedures, and programs.
- ◆ Conduct market area and utilization analysis.
- ◆ Determine the availability of qualified firms.
- ◆ Analyze the utilization and availability data for disparity.
- ◆ Conduct a survey of business owners.
- ◆ Collect and analyze anecdotal information.

- ◆ Prepare and present the final report for the study.

### I.3 REPORT ORGANIZATION

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

- 2.0** Presents an overview of controlling legal precedents that impact remedial procurement programs.
- 3.0** Provides a review of Denver's M/W/DBE programs and race- and gender-neutral efforts.
- 4.0** Presents the methodology used to determine the City's relevant market area and statistical analysis of vendor utilization by the City for procurement of contracting, concession related goods and services, and services activities.
- 5.0** Provides a discussion of the availability of firms and the levels of disparity for vendors as well as a review of the multivariate analysis for the City.
- 6.0** Provides an analysis of the presence of disparity in the private sector and its effect on the ability of firms to win procurement contracts from the City.
- 7.0** Presents an analysis of anecdotal data collected from the survey of business owners, personal interviews, focus groups, and public hearings.
- 8.0** A summary of the findings presented in previous chapters.

We recommend reading the report in its entirety to understand the basis for the findings and conclusions presented in **Chapter 8.0**.

## 2.0 LEGAL FRAMEWORK

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### 2.1 INTRODUCTION

This chapter provides the legal background for the City and County of Denver Minority/Women-Owned/Disadvantaged Business Enterprise Disparity Study. The material that follows does not constitute legal advice to the city and county of Denver on minority business programs, affirmative action, or any other matter. Instead, it provides a context for the statistical and anecdotal analyses that appear in subsequent chapters of this report.

The Supreme Court decisions in *City of Richmond v. J.A. Croson Company*<sup>3</sup> (*Croson*) and later cases have established and applied the constitutional standards for government contracting affirmative action programs. This chapter identifies and analyzes those decisions, summarizing how courts evaluate the constitutionality of race-specific and gender-specific programs. Decisions of the Tenth Circuit, which includes the city of Denver, offer the most directly binding authority, but where those decisions leave issues unsettled, the review considers decisions from other circuits.

By way of a preliminary outline, the courts have determined that an affirmative action program involving governmental procurement of goods or services must meet the following standards:

- ♦ A remedial race-conscious program is subject to strict judicial scrutiny under the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution.
  - Strict scrutiny has two basic components: a compelling governmental interest in the program and narrow tailoring of the program.
  - To survive the strict scrutiny standard, a remedial race-conscious program must be based on a compelling governmental interest.
    - \* “Compelling interest” means the government must prove past or present racial discrimination requiring remedial attention.
    - \* There must be a specific “strong basis in the evidence” for the compelling governmental interest.
    - \* Statistical evidence is preferred and possibly necessary as a practical matter; anecdotal evidence is permissible and can offer substantial support, but it probably cannot stand on its own. A program designed to address the compelling governmental interest must be narrowly tailored to remedy the identified discrimination. “Narrow tailoring” means the remedy must fit the findings.
    - \* The evidence showing compelling interest must guide the tailoring very closely.
    - \* Race-neutral alternatives must be considered first.

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<sup>3</sup> *Richmond v. Croson*, 488 U.S. 469 (1989).

- A lesser standard, intermediate judicial scrutiny, applies to programs that establish gender preferences.
  - \* To survive the intermediate scrutiny standard, a remedial gender-conscious program must serve important governmental objectives and be substantially related to the achievement of those objectives.
  - \* The evidence does not need to be as strong and the tailoring does not need to be as specific under the lesser standard.

## 2.2 STANDARDS OF REVIEW FOR RACE-SPECIFIC AND GENDER-SPECIFIC PROGRAMS

### 2.2.1 RACE-SPECIFIC PROGRAMS: THE CROSON DECISION

*Croson* established the framework for testing the validity of programs based on racial discrimination. It held that programs established by local governments to set goals for the participation of minority- and woman-owned companies, must be supported by evidence of past discrimination in the awarding of their contracts.

In 1983, the Richmond City Council adopted a Minority Business Utilization Plan (the Plan) following a public hearing in which seven citizens testified about historical societal discrimination. In adopting the Plan, the council also relied on a study indicating that “while the general population of Richmond was 50 percent African American, only 0.67 percent of the city’s prime construction contracts had been awarded to minority businesses in the five-year period from 1978 to 1983.”<sup>4</sup>

The evidence before the council also established that a variety of state and local contractor associations had little or no minority business membership. The council relied on statements by a council member whose opinion was that “the general conduct of the construction industry in this area, the state, and around the nation, is one in which race discrimination and exclusion on the basis of race is widespread.”<sup>5</sup> There was, however, no direct evidence of race discrimination on the part of the city in its contracting activities, and no evidence that the city’s prime contractors had discriminated against minority-owned subcontractors.<sup>6</sup>

The Plan required the city’s prime contractors to subcontract at least 30 percent of the dollar amount of each contract to one or more minority-owned business enterprises (MBEs). The Plan did not establish any geographic limits for eligibility. Therefore, an otherwise qualified MBE from anywhere in the United States could benefit from the 30 percent set-aside.

J.A. Croson Company, a non-MBE mechanical plumbing and heating contractor, filed a lawsuit against the city of Richmond alleging that the Plan was unconstitutional because it violated the Equal Protection Clause of the Fourteenth Amendment. After a considerable record of litigation and appeals, the Fourth

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<sup>4</sup> *Croson*, at 479-80.

<sup>5</sup> *Id.* at 480.

<sup>6</sup> *Id.*

Circuit struck down the Plan and the Supreme Court affirmed this decision.<sup>7</sup> The Supreme Court determined that strict scrutiny was the appropriate standard of judicial review for MBE programs, so that a race-conscious program must be based on a compelling governmental interest and be narrowly tailored to achieve its objectives. This standard requires a firm evidentiary basis for concluding that the underutilization of minorities is a product of past discrimination.<sup>8</sup>

*Croson* established that a local government could not rely on society-wide discrimination as the basis for a race-based program but, instead, was required to identify discrimination within the company's jurisdiction,<sup>9</sup> such as the local construction market.

### 2.2.2 GENDER-SPECIFIC PROGRAMS

The Supreme Court has not addressed the specific issue of a gender-based classification in the context of a woman-owned business enterprise (WBE) program. *Croson* was limited to the review of an MBE program. In evaluating gender-based classifications, the Court has used what some call "intermediate scrutiny," a less stringent standard of review than the "strict scrutiny" applied to race-based classifications. Intermediate scrutiny requires that classifying persons on the basis of sex "must carry the burden of showing an exceedingly persuasive justification for the classification."<sup>10</sup> The classification meets this burden "only by showing at least that the classification serves important governmental objectives and that the discriminatory means employed are substantially related to the achievement of those objectives."<sup>11</sup>

The Tenth Circuit, on the second appeal in *Concrete Works of Colorado v. City and County of Denver (Concrete Works IV)*,<sup>12</sup> approved the constitutionality of a WBE program based on evidence comparable to that supporting an MBE program that the court also upheld in the same decision. *Concrete Works IV* offered no independent guidance on the level of evidence required to support a WBE program.

### 2.2.3 AN OVERVIEW OF THE APPLICABLE CASE LAW

*Croson* did not find a compelling justification for a complete MBE program. *Croson* found the city of Richmond's evidence to be inadequate as a matter of law. Nevertheless, subsequent cases in other federal circuits have addressed applications of the law that were not considered in *Croson*. Thus, it becomes necessary to look to the decisions of other federal circuits to predict the level of evidence that might be required to establish a government contracting affirmative action program.

The discussion in this review will also attend closely to the most relevant decisions in the area of government contracting. Justice O'Connor, distinguishing her majority opinion on affirmative action in law school admissions from her opinions in government contracting cases, wrote:

<sup>7</sup> *Id.* at 511.

<sup>8</sup> *Id.* at 493.

<sup>9</sup> *Id.* at 497 (1989).

<sup>10</sup> *Miss. Univ. for Women v. Hogan*, 458 U.S. 718, 724 (1982) (quoting *Kirchberg v. Feenstra*, 450 U.S. 455, 461 (1981)); see also *United States v. Virginia*, 518 U.S. 515, 531 (1996), *Nguyen v. U.S.*, 533 U.S. 53, 60 (2001).

<sup>11</sup> *Miss. Univ. for Women*, 458 U.S. at 724 (quoting *Wengler v. Druggists Mut. Ins. Co.*, 446 U.S. 142, 150 (1980)); see also *Virginia*, *supra*, at 533, *Nguyen*, *supra*, at 60.

<sup>12</sup> 321 F.3d 950 (10th Cir. 2003).



*Context matters when reviewing race-based governmental action under the Equal Protection Clause. . . . Not every decision influenced by race is equally objectionable and strict scrutiny is designed to provide a framework for carefully examining the importance and the sincerity of the reasons advanced by the governmental decision-maker for the use of race in that particular context.*<sup>13</sup>

Further, some caution must be exercised in relying upon opinions of the federal district courts, which make both findings of fact and holdings of law. As to holdings of law, the district courts are ultimately subject to rulings by their circuit courts. As to matters of fact, their decisions depend heavily on the precise record before them, in these cases frequently including matters such as evaluations of the credibility and expertise of witnesses. Such findings are not binding precedents outside their districts, even if they may indicate the kind of evidence and arguments that might succeed elsewhere.

Finally, the ways in which municipalities participate in national disadvantaged business enterprise (DBE) programs is a specialized issue distinct from that of supporting municipal programs, even if the same kinds of evidence and same levels of review apply. In *Adarand Constructors, Inc. v. Peña*,<sup>14</sup> the Supreme Court decided that federal DBE programs should be examined by the same strict scrutiny standard that *Crosby* mandated for state and local programs. Nevertheless, cases considering national DBE programs have many important distinctions from cases considering municipal programs, particularly when it comes to finding a compelling governmental interest.<sup>15</sup> The national DBE cases have somewhat more application in determining whether a local program is narrowly tailored, as discussed in Section 2.6 below.

Thus, the majority of this review will be based on decisions of the federal circuit courts, with an emphasis on Tenth Circuit law, applying *Crosby* to city or county programs designed to increase participation by M/WBEs in government contracting. That is not a large body of case law. While other cases are useful as to particular points, only a handful of circuit court cases have reviewed strictly local M/WBE programs and given clear, specific, and binding guidance about the adequacy of a complete factual record including thorough, local disparity studies with at least some statistical analysis.<sup>16</sup>

Only two circuit court decisions since *Crosby* have passed definitively on thorough, strictly local disparity studies: *Engineering Contractors Association of South Florida, Inc.*,<sup>17</sup> and *Concrete Works IV*.<sup>18</sup> In *Concrete Works IV*, the Tenth Circuit, after holding that the district court had used an improper standard for weighing the evidence, went on to evaluate the evidence and determine that it was adequate as a matter of law to establish a compelling justification for Denver's program. The Supreme Court refused to hear the appeal in *Concrete Works IV*,<sup>19</sup> although the refusal in itself has no precedential effect. The dissent to that denial, written by Justice Scalia with the Chief Justice joining, argues that these cases may

<sup>13</sup> *Grutter v. Bollinger*, 539 U.S. 306, 327 (2003).

<sup>14</sup> *Adarand Constructors, Inc. v. Peña*, 515 U.S. 200 (1995).

<sup>15</sup> See, e.g., *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000), cert. granted in part sub nom. *Adarand Constructors, Inc. v. Mineta*, 532 U.S. 941 (2001); cert. dismissed as improvidently granted, 534 U.S. 103 (2001); *Sherbrooke Turf v. Minn. Dep't of Transp.*, 345 F.3d 964 (8th Cir. 2003).

<sup>16</sup> In one of the three directly applicable circuit court cases, the Third Circuit evaded the issue of compelling justification after lengthy discussion, holding that the Philadelphia M/WBE program was unconstitutional because it was not narrowly tailored. See *Contractors Ass'n of Eastern Pa. v. City of Phila.*, 91 F.3d 586, 605 (3rd Cir. 1996).

<sup>17</sup> 122 F.3d 895 (11th Cir. 1997).

<sup>18</sup> 321 F.3d 950 (10th Cir. 2003).

<sup>19</sup> *Concrete Works v. City and County of Denver*, Scalia, J. dissenting, 124 S.Ct. 556, 557-60 (2003).

mark a split in approach among the circuits that will need to be reconciled. By contrast, in *Engineering Contractors*, the Eleventh Circuit ultimately upheld the district court finding that Dade County's (FL) disparity studies were not adequate to support an M/WBE program, at least in the face of rebuttal evidence.<sup>20</sup>

### 2.3 TO WITHSTAND STRICT SCRUTINY, AN M/WBE PROGRAM MUST BE BASED ON THOROUGH EVIDENCE SHOWING A COMPELLING GOVERNMENTAL INTEREST

*Croson* identified two necessary factors for establishing racial discrimination sufficiently to demonstrate a compelling governmental interest in establishing an M/WBE program. First, there needs to be identified discrimination in the relevant market.<sup>21</sup> Second, "the governmental actor enacting the set-aside program must have somehow perpetuated the discrimination to be remedied by the program,"<sup>22</sup> either actively or at least passively with "the infusion of tax dollars into a discriminatory industry."<sup>23</sup>

Although the Supreme Court in *Croson* did not specifically define the methodology that should be used to establish the evidentiary basis required by strict scrutiny, the Court did outline governing principles. Lower courts have expanded the Supreme Court's *Croson* guidelines and have applied or distinguished these principles when asked to decide the constitutionality of state, county, and city programs that seek to enhance opportunities for minorities and women.

#### 2.3.1 COMPELLING INTERESTS OTHER THAN REMEDYING DISCRIMINATION

For government contracting programs, courts have yet to find a compelling governmental interest for affirmative action other than remedying discrimination in the relevant marketplace. In other arenas, diversity has served as a compelling governmental interest for affirmative action. For example, the Ninth Circuit upheld race-based admission standards at an experimental elementary school in order to provide a more real world education experience.<sup>24</sup> In *Petit v. Chicago*,<sup>25</sup> the Seventh Circuit relied on *Grutter v. Bollinger* in stating that urban police departments had "an even more compelling need for diversity" than universities and upheld the Chicago program "under the Grutter standards."<sup>26</sup>

The holding that other compelling interests may support affirmative action does not yet appear to have any application to public contracting.<sup>27</sup> The Tenth Circuit in *Concrete Works* did not consider any other compelling interests for the M/WBE program outside of remedying discrimination.

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<sup>20</sup> Compare *Cone Corp. v. Hillsborough County*, 908 F.2d 908 (11th Cir. 1990), an earlier decision of the Eleventh Circuit reversing summary judgment against an MBE program where more limited statistical evidence was found adequate to require a trial on the merits in the face of a relatively weak challenge.

<sup>21</sup> *Croson*, 488 U.S. at 492, 509-10.

<sup>22</sup> *Coral Constr.*, 941 F.2d at 916.

<sup>23</sup> *Id.* at 922.

<sup>24</sup> *Hunter v. Regents of Univ. of Ca.*, 190 F.3d 1061 (9th Cir. 1999).

<sup>25</sup> *Petit v. Chi.*, 352 F.3d 1111 (7th Cir. 2003).

<sup>26</sup> *Id.*

<sup>27</sup> *Grutter v. Bollinger*, 539 U.S. 306 (2003). For an argument that other bases could serve as a compelling interest in public contracting, see Michael K. Fridkin, "The Permissibility of Non-Remedial Justifications for Racial Preferences in Public Contracting," 24 *N. Ill. U. L. Rev.* 509 (Summer 2004).

### 2.3.2 BURDEN OF PROOF

The Tenth Circuit in *Concrete Works IV* ruled that the district court in reviewing the evidence should only have asked whether Denver had demonstrated strong evidence from which an inference of past or present discrimination could be drawn.<sup>28</sup> Denver was not required to prove the existence of discrimination. The Tenth Circuit went on to state that Denver did not have the “burden of establishing by a preponderance that not only were there inferences to discrimination, but in fact that the inferences were correct.”<sup>29</sup> The Tenth Circuit also clarified the burden faced by the plaintiff in these cases, so that “once Denver meets its burden, [the plaintiff] must introduce credible particularized evidence to rebut [the city’s] initial showing of the existence of a compelling interest.”<sup>30</sup>

### 2.3.3 POST-ENACTMENT EVIDENCE

The Supreme Court in *Croson* found pre-enactment evidence of discrimination insufficient to justify the program. The defendant in *Croson* did not seek to defend its program based on post-enactment evidence. However, following *Croson*, a number of circuits did defend the use of post-enactment evidence to support the establishment of a local public affirmative action program.<sup>31</sup>

The federal circuit courts had been in substantial agreement permissible uses for post-enactment evidence. The Tenth Circuit has ruled that evidence collected after establishment of an M/WBE program, but before the reenactment of the program can be considered in evaluating the program’s constitutionality.<sup>32</sup> In addition, the Tenth Circuit held that post-enactment evidence is relevant to determining whether the M/WBE program is narrowly tailored.<sup>33</sup>

The Supreme Court case of *Shaw v. Hunt* (Shaw) raised anew the issue of post-enactment evidence in defending local public sector affirmative action programs.<sup>34</sup> Shaw involved the use of racial factors in drawing voting districts in North Carolina. In Shaw, the Supreme Court rejected the use of reports providing evidence of discrimination in North Carolina because the reports were not developed before the voting districts were designed. Thus, the critical issue was whether the legislative body believed that discrimination had existed before the districts were drafted.<sup>35</sup> Following the Shaw decision, two district courts rejected the use of post-enactment evidence in the evaluation of the constitutionality of local minority business programs.<sup>36</sup>

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<sup>28</sup> *Concrete Works IV*, 321 F.2d at 970 (10th Cir. 2003).

<sup>29</sup> *Id.*

<sup>30</sup> *Concrete Works IV*, 321 F.2d at 959.

<sup>31</sup> See, e.g., *Eng’g Contractors v. Dade County*, 122 F.3d 895 (11th Cir. 1997); *Contractors Ass’n v. Phila.*, 6 F.3d 990, 1009 n. 18 (3rd Cir. 1993); *Concrete Works v. City and County of Denver*, 36 F.3d 1513 (10th Cir. 1994).

<sup>32</sup> *Concrete Works II*, 36 F.3d 1513, 1521 (10th Cir. 1994).

<sup>33</sup> *Concrete Works II*, 36 F.3d at 1521.

<sup>34</sup> *Shaw v. Hunt*, 517 U.S. 899 (1996).

<sup>35</sup> *Id.* at 910.

<sup>36</sup> *Associated Util. Contrs. of Md., Inc. v. Mayor of Baltimore*, 83 F.Supp.2d 613, 620-22 (D.Md. 2000) (saying that inquiry must be restricted to evidence which the City actually considered before enacting the numerical goals); *W. Tenn. Chapter of Associated Builders & Contrs., Inc. v. Me. City Sch.*, 64 F.Supp.2d 714, 718-21 (W.D. Tenn. 1999) (concluding that admitting post-enactment evidence to show a compelling interest was contrary to federal precedent and, therefore, post-enactment evidence may not be used to demonstrate that the government’s interest in remedying prior discrimination was compelling).

### 2.3.4 RACIAL CLASSIFICATIONS SUBJECT TO STRICT SCRUTINY

In *Scott v. Jackson*,<sup>37</sup> the city argued that its disadvantaged business program was not a racial classification subject to strict scrutiny because (1) it was based upon disadvantage, not race, and (2) it was a goals program and not a quota. The Fifth Circuit disagreed with the claim that the Jackson program was not a racial classification because the city used the federal Section 8(d), which grants a rebuttable presumption of social and economic disadvantage to firms owned by minorities.<sup>38</sup> Such a presumption is subject to strict scrutiny. The Fifth Circuit also noted that strict scrutiny applied not simply when race-conscious measures were required, but also when such measures were authorized or encouraged.<sup>39</sup>

## 2.4 SUFFICIENTLY STRONG EVIDENCE OF SIGNIFICANT STATISTICAL DISPARITIES BETWEEN QUALIFIED MINORITIES AVAILABLE AND MINORITIES UTILIZED WILL SATISFY STRICT SCRUTINY AND JUSTIFY A NARROWLY TAILORED M/WBE PROGRAM

The Supreme Court in *Croson* stated that “where gross statistical disparities can be shown, they alone in a proper case may constitute prima facie proof of a pattern or practice of discrimination.”<sup>40</sup> But the statistics must go well beyond comparing the rate of minority presence in the general population to the rate of prime construction contracts awarded to MBEs. The Court in *Croson* objected to such a comparison, indicating that the proper statistical evaluation would compare the percentage of qualified MBEs in the relevant market with the percentage of total municipal construction dollars awarded to them.<sup>41</sup>

To meet this more precise requirement, courts have accepted the use of a disparity index.<sup>42</sup> The Supreme Court in *Croson* recognized statistical measures of disparity that compared the number of qualified and available M/WBEs with the rate of municipal construction dollars actually awarded to M/WBEs in order to demonstrate discrimination in a local construction industry.<sup>43</sup> The Tenth Circuit has used disparity indices in its discussion of cases without opining on the merits of the indices themselves.<sup>44</sup>

### 2.4.1 DETERMINING AVAILABILITY

To perform proper disparity analysis, the government must determine “availability”—the number of qualified minority contractors willing and able to perform a particular service for the municipality. In *Croson*, the Court stated, “Where there is a significant statistical disparity between the number of qualified minority contractors willing and able to perform a particular service and the number of such

<sup>37</sup> *Scott v. City of Jackson*, 199 F.3d 206 (5th Cir. 1999).

<sup>38</sup> *Scott*, 199 F.3d at 216-17.

<sup>39</sup> *Id.* at 215 (quoting *Bras v. Cal. Pub. Utilities Comm’n.*, 59 F.3d 869, 875 (9th Cir. 1995)).

<sup>40</sup> *Croson*, 488 U.S. at 501, quoting *Hazelwood Sch. Div. v. United States*, 433 U.S. 299, 307-308 (1977).

<sup>41</sup> *Id.* at 471.

<sup>42</sup> See, e.g., *Eng’g. Contractors Ass’n of S. Fla., Inc.*, 122 F.3d at 914; *Concrete Works IV*, 321 F.3d at 964-69.

<sup>43</sup> *Croson*, 488 U.S. at 503-504.

<sup>44</sup> *Concrete Works II*, at 1524; *Concrete Works IV*, at 962.

contractors actually engaged by the locality or the locality's prime contractors, an inference of discriminatory exclusion could arise."<sup>45</sup>

An accurate determination of availability also permits the government to meet the requirement that it "determine the precise scope of the injury it seeks to remedy" by its program.<sup>46</sup> Following *Croson's* statements on availability, lower courts have considered how legislative bodies may determine the precise scope of the injury sought to be remedied by an MBE program. Nevertheless, the federal courts have not provided clear guidance on the best data sources or techniques for measuring M/WBE availability.

At least one commentator has suggested using bidder data to measure M/WBE availability,<sup>47</sup> but *Croson* does not require the use of bidder data to determine availability. In *Concrete Works IV*, in the context of plaintiffs' complaint that the city of Denver had not used bidder data, the Tenth Circuit noted that bid information also has its limits. Firms that bid may not be qualified or able, and firms that do not bid may be qualified and able, to undertake agency contracts.<sup>48</sup>

#### 2.4.2 RACIAL CLASSIFICATIONS

In determining availability, choosing the appropriate racial groups to consider becomes an important threshold interest.<sup>49</sup> In *Croson*, the Supreme Court criticized the city of Richmond's inclusion of "Spanish-speaking, Oriental, Indian, Eskimo, or Aleut persons" in its affirmative action program.<sup>50</sup> These groups had not previously participated in city contracting, and "the random inclusion of racial groups that, as a practical matter, may never have suffered from discrimination in the construction industry in Richmond suggests that perhaps the city's purpose was not in fact to remedy past discrimination."<sup>51</sup> To evaluate availability properly, data must be gathered for each racial group in the marketplace.

#### 2.4.3 RELEVANT MARKET AREA

Another issue in availability analysis is the definition of the relevant market area. Specifically, the question is whether the relevant market area should be defined as the area from which a specific percentage of purchases are made, the area in which a specific percentage of willing and able contractors may be located, or the area determined by a fixed geopolitical boundary.

The Supreme Court did not establish how the relevant market area should be defined. The Tenth Circuit in *Concrete Works II*, *Concrete Works of Colorado*, a non-M/WBE construction company, argued that *Croson* precluded consideration of discrimination evidence from the six-county Denver Metropolitan Statistical Area (MSA), so that Denver should use data only from within the city and county of Denver. The Tenth Circuit, interpreting *Croson*, concluded, "The relevant area in which to measure discrimination . . . is the local construction market, but that is not necessarily confined by jurisdictional boundaries."<sup>52</sup>

<sup>45</sup> *Croson*, 488 U.S. at 509 (emphasis added).

<sup>46</sup> *Id.* at 498.

<sup>47</sup> G. LaNoue, "Who Counts? Determining the Availability of Minority Businesses for Contracting After *Croson*," 21 *Harvard Journal of Law and Public Policy* 793, 833 (1998).

<sup>48</sup> *Concrete Works IV*, 321 F.3d at 983-84.

<sup>49</sup> Racial Groups, as the term is used herein, include both racial and ethnic categories.

<sup>50</sup> *Croson*, 488 U.S. at 506.

<sup>51</sup> *Id.*

<sup>52</sup> *Concrete Works II*, at 1520.

The court further stated, “It is important that the pertinent data closely relate to the jurisdictional area of the municipality whose program we scrutinize, but here Denver’s contracting activity, insofar as construction work is concerned, is closely related to the Denver MSA.”<sup>53</sup> The Tenth Circuit ruled that since more than 80 percent of Denver Department of Public Works construction and design contracts were awarded to firms located within the Denver MSA, the appropriate market area should be the Denver MSA, not the city and county of Denver alone.<sup>54</sup> Accordingly, data from the Denver MSA were “adequately particularized for strict scrutiny purposes.”<sup>55</sup>

#### 2.4.4 FIRM QUALIFICATIONS

Another availability consideration is whether M/WBE firms are qualified to perform the required services. In *Croson*, the Supreme Court noted that although gross statistical disparities may demonstrate prima facie proof of discrimination, “when special qualifications are required to fill particular jobs, comparisons to the general population (rather than to the smaller group of individuals who possess the necessary qualifications) may have little probative value.”<sup>56</sup> The Court, however, did not define the test for determining whether a firm is qualified. The Tenth Circuit did note that bidding on projects “says nothing about whether those firms are qualified.”<sup>57</sup>

Considering firm qualifications is important not only to assess whether M/WBEs in the relevant market area can provide the goods and services required, but also to ensure proper comparison between the number of qualified M/WBEs and the total number of similarly qualified contractors in the marketplace.<sup>58</sup> In short, proper comparisons ensure the required integrity and specificity of the statistical analysis.

#### 2.4.5 WILLINGNESS

*Croson* requires that an “available” firm must be not only qualified but also “willing” to provide the required services. In this context, it can be difficult to determine whether a business is willing. Some District courts have approved including businesses in the availability pool that may not be on the government’s certification list.<sup>59</sup> *Concrete Works IV* did not separately discuss willingness and did state that the plaintiff did not introduce evidence that MBEs bid at lower rates than non-MBEs.<sup>60</sup>

#### 2.4.6 ABILITY

Another availability consideration is whether the firms being considered are able to perform a particular service. Those who challenge affirmative action often question whether M/WBE firms have the “capacity” to perform particular services.

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<sup>53</sup> *Id.*

<sup>54</sup> *Id.*

<sup>55</sup> *Id.*

<sup>56</sup> *Croson*, 488 U.S. at 501, quoting *Hazelwood Sch. Dist. v. United States*, 433 U.S. 299, 308, n.13 (1977).

<sup>57</sup> *Concrete Works IV*, at 983.

<sup>58</sup> See *Hazelwood Sch. Dist.*, 433 U.S. at 308; *Contractors Ass’n*, 91 F.3d at 603.

<sup>59</sup> In *Concrete Works II*, Denver’s availability analysis indicated that while most MBEs and WBEs had never participated in City contracts, “almost all firms contacted indicated that they were interested in municipal work. (*Concrete Works II*, 36 F.3d at 1529).

<sup>60</sup> *Concrete Works IV*, 321 F.3d at 983.



The Tenth Circuit in *Concrete Works II* and *IV* recognized the shortcomings of this treatment of firm size.<sup>61</sup> In *Concrete Works IV*, the court noted that the small size of such firms can itself be a result of discrimination.<sup>62</sup> The Tenth Circuit acknowledged the city of Denver’s argument that a small construction firm’s precise capacity can be highly elastic.<sup>63</sup> Under this view, the relevance of firm size may be somewhat diminished.

#### 2.4.7 ANECDOTAL EVIDENCE OF DISCRIMINATION IN DISPARITY STUDIES

Most disparity studies present anecdotal evidence along with statistical data. The Supreme Court in *Croson* discussed the relevance of anecdotal evidence and explained, “Evidence of a pattern of individual discriminatory acts can, if supported by appropriate statistical proof, lend support to a local government’s determination that broader remedial relief is justified.”<sup>64</sup>

*Croson* did not expressly consider the form or level of specificity required for anecdotal evidence. Not only have courts found that a municipality does not have to specifically identify all the discriminatory practices impeding M/WBE utilization, but the Tenth Circuit in *Concrete Works IV* also held that anecdotal evidence collected by a municipality did not have to present corroborating evidence. The court stated:

*There is no merit to the [plaintiff’s] argument that witnesses’ accounts must be verified to provide support for Denver’s burden. Anecdotal evidence is nothing more than a witness’ narrative of an incident told from the witness’ perspective and including the witness’ perceptions/ In this case, the anecdotal evidence was not subject to rigorous cross-examination...Denver was not required to present corroborating evidence and [the plaintiff] was free to present its own witnesses to either refute the incidents described by Denver’s witnesses or to relate their own perceptions on discrimination in the Denver construction industry.*<sup>65</sup>

### 2.5 THE GOVERNMENTAL ENTITY OR AGENCY ENACTING AN M/WBE PROGRAM MUST BE SHOWN TO HAVE ACTIVELY OR PASSIVELY PERPETUATED THE DISCRIMINATION

In *Croson*, the Supreme Court stated, “It is beyond dispute that any public entity, state or federal, has a compelling interest in assuring that public dollars, drawn from the tax contributions of all citizens, do not serve to finance the evil of private prejudice.”<sup>66</sup> *Croson* provided that the government “can use its spending powers to remedy private discrimination, if it identifies that discrimination with the particularity required by the Fourteenth Amendment.”<sup>67</sup> The government agency’s active or passive participation in discriminatory practices in the marketplace may show the compelling interest. That is, courts mainly seek to ensure that M/WBE programs are based on findings of active or passive

<sup>61</sup> *Concrete Works II*, 36 F.3d at 1528-29; *Concrete Works IV*, 321 F.3d at 980-92.

<sup>62</sup> *Concrete Works IV*, 321 F.3d at 980-84.

<sup>63</sup> *Id.* at 981.

<sup>64</sup> *Croson*, 488 U.S. at 509.

<sup>65</sup> *Concrete Works IV*, 321 F.3d at 989.

<sup>66</sup> *Coral Constr.*, 941 F.2d at 922 (citing *Croson*, 488 U.S. at 492) (emphasis added).

<sup>67</sup> See *Croson*; see generally I. Ayres and F. Vars, “When Does Private Discrimination Justify Public Affirmative Action?” 98 *Columbia Law Review* 1577 (1998).

discrimination in the government contracting marketplace, and not simply attempts to remedy general societal discrimination. Defining passive participation, *Croson* stated, “Thus, if the city could show that it had essentially become a “passive participant” in a system of racial exclusion practiced by elements of the local construction industry, we think it clear that the city could take affirmative steps to dismantle such a system.”<sup>68</sup>

The Tenth Circuit decision in *Adarand v. Slater* concluded that evidence of private sector discrimination provided a compelling interest for a DBE program.<sup>69</sup> In *Concrete Works IV*, the Tenth Circuit upheld the relevance of data from the private marketplace to establish a factual predicate for M/WBE programs.<sup>70</sup> Later cases have reaffirmed that the government has a compelling interest in avoiding the financing of private discrimination with public dollars.<sup>71</sup>

*Concrete Works IV* expressly cited as evidence of discrimination that M/WBE contractors used for business with the city of Denver were not used by the same prime contractors for private sector contracts.<sup>72</sup> The Tenth Circuit in *Concrete Works IV* also found a decline in M/WBE utilization following program termination was evidence that prime contractors were not willing to use M/WBEs in the absence of legal requirements.<sup>73</sup>

Finally, some courts have been willing to see capital market discrimination as part of the required nexus between private and public contracting discrimination, even if capital market discrimination could arguably be seen as simply part of broader societal discrimination. In *Adarand v. Slater*, the Tenth Circuit favorably cited evidence of capital market discrimination as relevant in establishing the factual predicate for the federal DBE program.<sup>74</sup> The same court, in *Concrete Works IV*, found that barriers to business formation were relevant insofar as this evidence demonstrated that M/WBEs were “precluded at the outset from competing for public construction contracts.”<sup>75</sup> Along related lines, the court also found a regression analysis of census data to be relevant evidence showing barriers to M/WBE formation.<sup>76</sup>

## 2.6 TO WITHSTAND STRICT SCRUTINY, AN M/WBE PROGRAM MUST BE NARROWLY TAILORED TO REMEDY IDENTIFIED DISCRIMINATION

The discussion of compelling interest in the court cases has been extensive, but narrowly tailoring may be the more critical issue.<sup>77</sup>

<sup>68</sup> *Croson*, 488 U.S. at 492.

<sup>69</sup> *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000).

<sup>70</sup> *Concrete Works IV*, 321 F.3d at 969.

<sup>71</sup> *Associated Gen. Contractors of Ohio, Inc. v. Drabik*, 214 F.3d 730, 734-35 (6th Cir. 2000). See also *Concrete Works II*, 36 F.3d at 1529; *Coral Constr.*, 941 F.2d at 916; *AGC v. New Haven*, 791 F.Supp. 941, 947 (D.Conn. 1992).

<sup>72</sup> *Concrete Works IV*, 321 F.3d at 984-85.

<sup>73</sup> *Concrete Works IV*, 321 F.3d at 985; see also *Sherbrooke Turf*, 345 F.3d at 973.

<sup>74</sup> *Adarand v. Slater*, 228 F.3d at 1169-70 (10<sup>th</sup> Cir. 2000).

<sup>75</sup> *Concrete Works IV*, 321 F.2d at 977. The district court had rejected evidence of credit market discrimination as adequate to provide a factual predicate for an M/W program. *Concrete Works v. City and County of Denver*, 86 F.Supp.2d 1042 (D. Colo. 2000) (*Concrete Works I*).

<sup>76</sup> *Id.* at 990.

<sup>77</sup> See *Croson*, 488 U.S. at 493



Many courts have found that even when an entity has a compelling interest to enact an M/WBE program, these programs are not narrowly tailored.<sup>78</sup> However, in *Concrete Works IV*, the court found a compelling interest for a local M/WBE program, but did not consider the issue of narrow tailoring.<sup>79</sup> Instead, the Tenth Circuit held that the plaintiffs had waived any challenge to the original district court ruling that the program was narrowly tailored.<sup>80</sup>

The federal courts have found that the DBE program established pursuant to federal regulations (49 CFR, Part 26) issued under the Transportation Equity Act (TEA-21) (1998) has been narrowly tailored to serve a compelling interest.<sup>81</sup> The federal courts had previously ruled that there was a factual predicate for the federal Department of Transportation (DOT) DBE program, but that in its earlier versions the program was not narrowly tailored.<sup>82</sup> Subsequent rulings provide some guidance as to what program configurations the courts will judge to be narrowly tailored. Following Supreme Court precedent, the Tenth Circuit has identified the following elements of narrow tailoring: the necessity for the relief and the efficacy of alternative remedies; the flexibility and duration of the relief, including the availability of waiver provisions; the relationship of the numerical goals to the relevant labor market; over/under inclusiveness; and the impact of the relief on the rights of third parties.<sup>83</sup>

### 2.6.1 RACE-NEUTRAL ALTERNATIVES

Concerning race-neutral alternatives, the Supreme Court in *Croson* concluded that a governmental entity must demonstrate that it has evaluated the use of race-neutral means to increase minority business participation in contracting or purchasing activities. In upholding the narrow tailoring of federal DBE regulations, the Tenth Circuit stated that “if a recipient can meet its overall goal through race-neutral means, it must implement its program without the use of race-conscious contracting measures, and enumerate a list of race-neutral measures.”<sup>84</sup> Those measures included “overcome bonding and financing obstacles, providing technical assistance, [and] establishing programs to assist start-up firms.”<sup>85</sup>

Strict scrutiny does not mandate that every race-neutral measure be considered and found wanting. The Eighth Circuit also affirmed that “narrow tailoring does not require exhaustion of every conceivable race-neutral alternative,” but it does require “serious, good faith consideration of workable race-neutral alternatives.”<sup>86</sup>

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<sup>78</sup> See, e.g., *Verdi v. DeKalb County Schl. Dist.*, 135 Fed. App’x 262 (11th Cir. 2005); *Eng’g Contractors Ass’n of S. Fla., Inc.*, 122 F.3d at 926-29; *Contractors Ass’n of E. Pa., Inc.*, 91 F.3d at 605.

<sup>79</sup> *Concrete Works IV*, 321 F.3d at 992.

<sup>80</sup> *Id.*

<sup>81</sup> *Adarand v. Slater*, 228 F.3d 1147; *Sherbrooke Turf*, 345 F.3d 964; *W. States Paving v. Washington Dep’t of Transp.*, 407 F.3d 983 (9th Cir. 2005).

<sup>82</sup> In 1998, in *Sherbrooke I*, the Minnesota district court had ruled that while there was a compelling interest for the DBE program, the program was not narrowly tailored. In 1996, before the new DBE regulations, the district court in Colorado, upon remand from the 1995 U.S. Supreme Court, had made a similar ruling in *Adarand v. Peña*.

<sup>83</sup> *Adarand v. Slater*, 228 F.3d at 1177 (10<sup>th</sup> Cir. 2000) (citing *U.S. v. Paradise*, 480 U.S. 149, 171 (1987)).

<sup>84</sup> *Adarand v. Slater*, 228 F.3d. at 1179.

<sup>85</sup> *Id.*

<sup>86</sup> *Sherbrooke Turf*, at 972 (citing *Grutter*, 123 S. Ct. at 2344-45). See also *Coral Construction*, 941 F.2d at 923; *AGCC v. Coalition for Economic Equity*, 950 F.2d 1401, 1417 (9th Cir 1991). The Tenth Circuit has not opined on this issue.

### 2.6.2 FLEXIBILITY AND DURATION OF THE REMEDY

The Tenth Circuit found that “the present version of the regulations have increased the flexibility of the government’s DBE programs.”<sup>87</sup> The Eighth Circuit noted that,

*A State may obtain waivers or exemptions from any requirement and is not penalized for a good faith failure to meet its overall goal. In addition, the program limits preferences to small businesses falling beneath an earnings threshold, and any individual whose net worth exceeds \$750,000 cannot qualify as economically disadvantaged.*<sup>88</sup>

DBE and M/WBE programs achieve flexibility by using waivers and variable project goals to avoid merely setting a quota.<sup>89</sup> *Crososon* favorably mentioned the contract-by-contract waivers in the federal DOT DBE program.<sup>90</sup> Virtually all successful MBE programs have this waiver feature in their enabling legislation. As for project goals, the approved DBE provisions set aspirational, not mandatory, goals; expressly forbid quotas; and use overall goals simply as a framework for setting local contract goals, if any, based on local data. All of these factors have impressed the courts that have upheld the constitutionality of the revised DOT DBE program.<sup>91</sup>

With respect to program duration, in *Adarand v. Peña*, the Supreme Court wrote that a program should be “appropriately limited such that it will not last longer than the discriminatory effects it is designed to eliminate.”<sup>92</sup> The Tenth Circuit noted the limits in the revised DBE program, in the fact that the DBE program is subject to periodic congressional reauthorization and the DBE graduation provisions.<sup>93</sup> Other appellate courts have noted possible mechanisms for limiting program duration: required termination if goals have been met<sup>94</sup> and decertification of MBEs who achieve certain levels of success, or mandatory review of MBE certification at regular, relatively brief periods.<sup>95</sup> Governments thus have some duty to ensure that they update their evidence of discrimination regularly enough to review the need for their programs and to revise programs by narrowly tailoring them to fit the fresh evidence.<sup>96</sup> Whether all of these provisions are necessary in every case remains an open question.

### 2.6.3 RELATIONSHIP OF GOALS TO AVAILABILITY

Narrow tailoring under the *Crososon* standard requires that remedial goals be in line with measured availability. Merely setting percentages without a carefully selected basis in statistical studies, as the city of Richmond did in *Crososon* itself, has played a strong part in decisions finding other programs unconstitutional.<sup>97</sup>

<sup>87</sup> *Adarand v. Slater*, 228 F.3d at 1181. See also *Sherbrooke Turf*, at 972.

<sup>88</sup> *Sherbrooke Turf*, at 972 (citing 49 C.F.R. § 26.67(b)).

<sup>89</sup> M/WBE set-asides and bid preferences were not directly addressed in by the Tenth Circuit in *Concrete Works IV* or *Adarand v. Slater*.

<sup>90</sup> *Crososon*, 488 U.S. at 489.

<sup>91</sup> *Adarand v. Slater*, 228 F.3d at 1181. See also *Sherbrooke Turf*, at 972.

<sup>92</sup> *Adarand Constructors v. Peña*, 515 U.S. at 238 (internal quotations and citations omitted).

<sup>93</sup> *Adarand v. Slater*, 228 F.3d at 1180-81.

<sup>94</sup> *Sherbrooke*, 345 F.3d at 972.

<sup>95</sup> *Adarand v. Slater*, 228 F.3d at 1179, 1180.

<sup>96</sup> *Roth v. US Dept of Defense*, 262 F.3d 1306, 1331 (Fed Cir 2011) (commenting on the possible staleness of information after 7, 12, and 17 years).

<sup>97</sup> See, e.g., *Builders Ass’n of Greater Chi.*, 256 F.3d 642, 647 (7th Cir. 2001).

By contrast, the Tenth, Ninth, and Eighth Circuits have approved the goal-setting process for the DOT DBE program, as revised in 1999.<sup>98</sup> The approved DOT DBE regulations require that goals be based on one of several methods for measuring DBE availability.<sup>99</sup> The Tenth Circuit noted that the DBE goals are tied to the relevant markets and there “is little danger of arbitrariness in the setting of such goals, as was the case in *Croson*.”<sup>100</sup>

Moreover, the approved DBE regulations use built-in mechanisms to ensure that DBE goals are not set excessively high relative to DBE availability. For example, the approved DBE goals are to be set aside if the overall goal has been met for two consecutive years by race-neutral means. The approved DBE contract goals also must be reduced if overall goals have been exceeded with race-conscious means for two consecutive years.

#### 2.6.4 BURDEN ON THIRD PARTIES

Narrow tailoring also requires minimizing the burden of the program on third parties. The Eighth Circuit stated the following with respect to the revised DBE program:

*Congress and DOT have taken significant steps to minimize the race-based nature of the DBE program. Its benefits are directed at all small businesses owned and controlled by the socially and economically disadvantaged. While TEA21 creates a rebuttable presumption that members of certain racial minorities fall within that class, the presumption is rebuttable, wealthy minority owners and wealthy minority-owned firms are excluded, and certification is available to persons who are not presumptively disadvantaged but can demonstrate actual social and economic disadvantage. Thus, race is made relevant in the program, but it is not a determinative factor.*<sup>101</sup>

Waivers and good faith compliance are also tools that serve this purpose of reducing the burden on third parties.<sup>102</sup> The DOT DBE regulations have also sought to reduce the program burden on non-DBEs by avoiding DBE concentration in certain specialty areas.<sup>103</sup> These features have gained the approval of the Tenth Circuit.<sup>104</sup>

#### 2.6.5 OVERINCLUSION

Narrow tailoring also involves limiting the number and type of beneficiaries of the program. As noted above, there has to be evidence of discrimination to justify a group-based remedy, and over-inclusion of uninjured individuals or groups can endanger the entire program.<sup>105</sup> Federal DBE programs have succeeded in part because regulations covering DBE certification do not provide blanket protection to minorities.<sup>106</sup> Moreover, the Tenth Circuit noted that, “the Constitution does not erect a barrier to the

<sup>98</sup> *Adarand v. Slater*, 228 F.3d at 1182; *Sherbrooke Turf*, 345 F.3d at 972. *W. States*, 407 F.3d at 995.

<sup>99</sup> 49 CFR, Section 26, Part 45.

<sup>100</sup> *Adarand v. Slater*, 228 F.3d at 1182.

<sup>101</sup> *Sherbrooke Turf*, 345 F.3d at 973.

<sup>102</sup> 49 CFR, Section 26, Part 53.

<sup>103</sup> 49 CFR, Section 26, Part 33.

<sup>104</sup> *Adarand v. Slater*, 228 F.3d at 1182.

<sup>105</sup> See, e.g., *Builders Ass’n of Greater Chi.*, 256 F.3d at 647.

<sup>106</sup> *Sherbrooke Turf*, 345 F.3d 964, 972-73.

government's effort to combat discrimination based on broad racial classifications that might prevent it from enumerating particular ethnic origins falling within such classifications."<sup>107</sup>

Critically, the MBE program must be limited in its geographical scope to the boundaries of the enacting government's marketplace. The Supreme Court indicated in *Croson* that a local agency has the power to address discrimination only within its own marketplace. One fault of the Richmond MBE program was that minority firms were certified from around the United States.<sup>108</sup> In *Concrete Works II*, the Tenth Circuit held that the more extensive but still local designation of the entire Denver MSA constituted the marketplace to which the programs could apply.<sup>109</sup>

## 2.7 SMALL BUSINESS PROCUREMENT PREFERENCES

Small business procurement preferences have existed since the 1940s. The first small business program had its origins in the Smaller War Plants Corporation (SWPC), established during World War II.<sup>110</sup> The SWPC was created to channel war contracts to small business. In 1947, Congress passed the Armed Forces Procurement Act, declaring, "It is the policy of Congress that a fair proportion of the purchases and contracts under this chapter be placed with small business concerns."<sup>111</sup> Continuing this policy, the 1958 Small Business Act requires that government agencies award a "fair proportion" of procurement contracts to small business concerns.<sup>112</sup> The regulations are designed to implement this general policy.<sup>113</sup>

Section 8(b)(11) of the Small Business Act authorizes the Small Business Administration (SBA) to set aside contracts for placement with small business concerns. The SBA has the power:

*...to make studies and recommendations to the appropriate Federal agencies to insure that a fair proportion of the total purchases and contracts for property and services for the Government be placed with small-business enterprises, to insure that a fair proportion of Government contracts for research and development be placed with small-business concerns, to insure that a fair proportion of the total sales of Government property be made to small-business concerns, and to insure a fair and equitable share materials, supplies, and equipment to small-business concerns.*<sup>114</sup>

Every acquisition of goods and services anticipated to be between \$3,000 and \$150,000 is set aside exclusively for small business unless the contracting officer has a reasonable expectation of fewer than two bids by small businesses.<sup>115</sup>

<sup>107</sup> *Adarand v. Slater*, 228 F.3d at 1186.

<sup>108</sup> *Croson*, 488 U.S. at 508.

<sup>109</sup> *Concrete Works II*, 36 F.3d at 1520.

<sup>110</sup> See, generally, Thomas J. Hasty III, "Minority Business Enterprise Development and the Small Business Administration's 8(a) Program: Past, Present, and (Is There a) Future?" *Military Law Review* 145 (Summer 1994): 1-112.

<sup>111</sup> 10 U.S.C. § 2301 (1976).

<sup>112</sup> 15 U.S.C. § 631(a).

<sup>113</sup> See 32 C.F.R. §§ 1-701.1 to 1-707.7.

<sup>114</sup> 15 U.S.C. § 637(b)(11).

<sup>115</sup> *Federal Acquisition Regulations* 19.502-2. The dollar thresholds for small business set-asides have changed over time.

There has been only one constitutional challenge to the long-standing federal SBE programs. In *J.H. Rutter Rex Manufacturing v. United States*,<sup>116</sup> a federal vendor unsuccessfully challenged the Army's small business set-aside as in violation of the due process clause of the Fifth Amendment to the U.S. Constitution, as well as the Administrative Procedures Act and the Armed Forces Procurement Act.<sup>117</sup> The court held that classifying businesses as small was not a "suspect classification" subject to strict scrutiny. Instead, the court ruled:

*Since no fundamental rights are implicated, we need only determine whether the contested socioeconomic legislation rationally relates to a legitimate governmental purpose... Our previous discussion adequately demonstrates that the procurement statutes and the regulations promulgated there under are rationally related to the sound legislative purpose of promoting small businesses in order to contribute to the security and economic health of this Nation.*<sup>118</sup>

A large number of state and local governments have maintained small business preference programs for many years.<sup>119</sup> No district court cases were found overturning a state and local small business reference program. One reason for the low level of litigation in this area is that there is no significant organizational opposition to SBE programs. There are no reported cases of Associated General Contractors (AGC) litigation against local SBE programs. And the legal foundations that have typically sued M/WBE programs have actually promoted SBE procurement preference programs as a race-neutral substitute for M/WBE programs.

## 2.8 CONCLUSIONS

As summarized earlier, when governments develop and implement a contracting program that is sensitive to race and gender, they must understand the case law that has developed in the federal courts. These cases establish specific requirements that must be addressed so that such programs can withstand judicial review for constitutionality and prove to be just and fair. Under the developing trends in the application of the law, local governments must engage in specific fact-finding processes to compile a thorough, accurate, and specific evidentiary foundation to determine whether there is, in fact, discrimination sufficient to justify an affirmative action plan. Further, local governments must continue to update this information and revise their programs accordingly.

While the Supreme Court has yet to return to this exact area of law to sort out some of the conflicts, the circuit courts have settled on the core standards. Though there are differences among the circuits in the level of deference granted to the finder of fact, these differences do not appear to be profound. The differences in the individual outcomes have been, overwhelmingly, differences in the level of evidence, mostly concerning the rigor with which disparity studies have been conducted and then used as the foundation for narrowly tailored remedies. Ultimately, MBE and WBE programs can withstand challenges if local governments comply with the requirements outlined by the courts.

<sup>116</sup> 706 F.2d 702 (5th Cir. 1983), cert. denied, 464 U.S. 1008 (1983).

<sup>117</sup> Administrative Procedures Act, 5 U.S.C. §§ 552(a)(1)(E) (1976) and the "fair proportion" language of the Armed Forces Procurement Act, 10 U.S.C. § 2301 et seq. (1976), and the Small Business Act, 15 U.S.C. § 631 et seq. (1976).

<sup>118</sup> *J. H. Rutter Rex Mfg.*, at 706 F.2d at 713 (emphasis added).

<sup>119</sup> For example, Florida started a small business preference program in 1985 (FL St Sec. 287); Minnesota, in 1979 (Mn Stat 137.31); New Jersey, in 1993 (N.J.S.A 52:32-17).

## 3.0 REVIEW OF CONTRACTING POLICIES, PROCEDURES, AND PROGRAMS

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This chapter focuses on policies and procedures used by the City and County of (Denver). It provides a brief description of the remedial efforts undertaken by Denver with regard to procurement in the categories of construction and construction-related professional services, procurement of concessions, and procurement of services by the City's Department of General Services Purchasing Division.

Our review is presented in 13 sections. **Section 3.1** describes the methodology used to conduct the review of contracting policies, procedures, and programs. **Sections 3.2** through **3.12** cover programs to assist minority-, and woman-owned business enterprises (M/WBEs), disadvantaged business enterprises (DBEs), and small business enterprises (SBEs).

### 3.1 METHODOLOGY

This section discusses the steps taken to summarize Denver's race- and gender-based programs; and race- and gender-neutral programs. Our review focused on elements of the remedial programs that might affect M/WBE utilization. The analysis included the following steps:

Collection, review, and summarization of Denver contracting and purchasing policies currently in use. This included discussions with managers regarding the changes that contracting and purchasing policies underwent during the study period and their effects on the remedial programs.

Development of questionnaires administered to key Denver contracting and purchasing staff and officials to determine how existing contracting and purchasing policies have been implemented. Interviews were conducted with Denver management and staff regarding the application of policies, discretionary use of policies, exceptions to written policies and procedures, and impact of policies on key users.

Review of applicable Denver ordinances, regulations, resolutions, and policies that guide the remedial programs. This included discussing with both Denver personnel and program participants the operations, policies, and procedures of the remedial programs and any remedial policy changes over time.

Finally, MGT collected and reviewed copies of previous studies of minority business and M/WBE development in the geographic region and performed a comprehensive review of race- and gender-neutral programs.

In all, nine interviews were conducted with current Denver staff between August and November of 2011. Denver documents collected and reviewed for this portion of the study are itemized in **Exhibit 3-1**.

REVIEW OF CONTRACTING POLICIES, PROCEDURES, AND PROGRAMS

EXHIBIT 3-1  
DOCUMENTS REVIEWED DURING POLICY AND PROCEDURE REVIEW

INDEX	DESCRIPTION
<b>PROCUREMENT &amp; PROCUREMENT-RELATED DOCUMENTS</b>	
1.	Denver Revised Municipal Code, <u>Chapter 20 – Finance, Article IV. - Contracts, Purchases And Conveyances</u>
2.	Denver Revised Municipal Code, <u>Chapter 20 - Finance, Article VII. - Prompt Payment To Contractors, Vendors, Suppliers of Goods And Services To City And Lessors of City</u>
3.	City and County of Denver, Office of the City Attorney, Contract Basics, 2010
4.	Purchasing_Policy_Manual_Dated_10142010Reviseddraft0110
5.	City and County of Denver, Mayor’s 2012 Proposed Budget
6.	Departments of Aviation and Public Works of the City and County of Denver Rules for Prequalification of Construction Contractors, July 2009
7.	Rules and Regulations Governing the Denver Municipal Airport System
8.	DIA Concession Policy July 18, 2007
9.	City and County of Denver, Mayor’s 2011 Proposed Budget
10.	Fiscal Rule 8.0
<b>M/WBE, DBE &amp;SBE DOCUMENTS</b>	
11.	City and County of Denver Division Of Small Business Opportunity [Sample] Construction Contract Compliance Plan For M/WBE Participation
12.	Denver Office of Economic Development Division of Small Business Opportunity 2010 Annual Report
13.	Denver Office of Economic Development Division of Small Business Opportunity 2009 Annual Report
14.	Denver Office of Economic Development Division of Small Business Opportunity 2008 Annual Report
15.	Denver Office of Economic Development Division of Small Business Opportunity 2007 Annual Report
16.	City and County of Denver, 2009 Defined Selection Bid Pool – Construction Empowerment Initiative
17.	City and County of Denver M/WBE Goal Submissions
18.	City and County of Denver, 2012 Goals Committee Schedule
19.	Denver Office of Economic Development, ACDBE Participation at DIA (PowerPoint)
20.	Denver Office of Economic Development Division of Small Business, 2011 Activities Scorecard
21.	NERA, Race, Sex, and Business Enterprise: Evidence from Denver, Colorado, May 5, 2006
22.	BBC, Procurement Opportunity Study, City and County of Denver, February 26, 2007
23.	CEI Final Rules Regulations 2-28-08
24.	DBE Reports to FAA from 2005-2010
25.	DIA Taskforce Report-Final 6-24-11
26.	DSBO-C5-Sub_Bckgrnd_Info_Form 022511
27.	DSBO-C1-Prime_Bckgrnd 022311
28.	DSBO, Letter of Intent, Rev 113010



EXHIBIT 3-1 (CONTINUED)  
DOCUMENTS REVIEWED DURING POLICY AND PROCEDURE REVIEW

INDEX	DESCRIPTION
29.	DSBO, Contractor's/Consultant's Certification of Payment (CCP)
30.	Denver <u>Revised Municipal Code</u> , Chapter 28, Article VII. - Opportunities For Small Business Enterprises In City Contracts For Construction, Reconstruction And Remodeling, And Professional Design And Construction Services, And In Concession Agreements, Through Defined Selection Pool Contracts And Concession Agreements
31.	Denver <u>Revised Municipal Code</u> , Chapter 28, Article III, Division 3. - Nondiscrimination In City Contracts For Construction, Reconstruction, And Remodeling, And Professional Design And Construction Services
32.	Denver <u>Revised Municipal Code</u> , Chapter 28, Article V, - Nondiscrimination In City Contracts For Goods And Services
33.	Joint Venture Eligibility Form (Bid Doc Version (Final 6-16-09))rev1-6-11
34.	<i>Concrete Works v. Denver</i> , 823 F. Supp. 821 (D. Colo. 1993)
35.	<i>Concrete Works v. Denver</i> , 36 F.3d 1513 (10 <sup>th</sup> Cir 1994)
36.	<i>Concrete Works v. Denver</i> , 86 F. Supp. 2d 1042 (D Colo 2000)
37.	<i>Concrete Works v. Denver</i> , 321 F.3 950 (10 <sup>th</sup> Cir 2003)
38.	<i>Concrete Works v. Denver, Scalia, J. dissenting</i> , No. 02-1673, 540 US ---- (2003).
39.	Division of Small Business Opportunity, Report to City Council, Business, Workforce, and Sustainability Committee, March 23, 2011
40.	DBE ACDBE SBE SBEC M/WBE Renewal Application
41.	Office of the Auditor, Audit Services Division City and County of Denver , DSBO Performance Audit, April 2011
42.	Office of the Auditor, Audit Services Division City and County of Denver , DSBO Performance Audit, June 2011 (PowerPoint)
43.	Required form 'C': ACDBE Participation and Commitment Form
44.	Denver International Airport FFY 2011-2013 DBE Goal Setting Methodology
45.	Denver Revised Municipal Code, Chapter 28, Article V, - Nondiscrimination In City Contracts For Goods And Services (Article V sunset April 30, 2001
46.	April 20, 2000 Memorandum, Re: Rescission of Purchase Policy/Procedure, Directive No. 98-11 Re: "MBE/WBE – Operational compliance with Ordinance 305 & 304"

### 3.2 HISTORICAL BACKGROUND OF REMEDIAL PROGRAMS

#### 3.2.1 DENVER M/WBE ORDINANCES

Denver has had an M/WBE program for some time. Many of the features of the current M/WBE program originated in earlier M/WBE ordinances. An Affirmative Action Office was established in the Denver Department of Public Works (DPW) in 1973. In 1977, the Denver City Council passed a resolution establishing a voluntary M/WBE program. In 1983, Denver passed Ordinance No. 246, with a five-year term, which set M/WBE goals for DPW construction projects. Denver City Council passed Ordinance No. 424 in 1988, setting new goals for M/WBEs in construction and professional design services. Following the 1989 U.S. Supreme Court decision in *Richmond v Croson*, and a completed disparity study, Denver passed a revised M/WBE ordinance (Ordinance No. 513) 1990.<sup>120</sup> Ordinance 513

<sup>120</sup> Denver, Co., Rev. Mun. Code § 28-31 et seq.



defined minority as “Black, Hispanic, Asian-American, or American Indian descent.”<sup>121</sup> M/WBE aspirational goals were not set on Goods and Other Services. The 1990 ordinance provided that “a bidder who does not enter into a contract with a qualified W/MBE that has quoted the bidder the lowest price for the subcontract work will be deemed nonresponsive.”<sup>122</sup> At the same time, bidders were not required to use M/WBEs that did not submit the lowest bid, or were unqualified. In determining qualifications, primes were allowed to consider the prime’s past experience with a certain subcontractor.<sup>123</sup> Certified M/WBE primes were allowed to meet the goal with their own forces. Ordinance 513 also set size standards and annual review for M/WBE certification.

In 1996, M/WBE Ordinance No. 304 was enacted, which, among other things, extended the 1990 ordinance to include coverage of the program to certain privately financed projects on Denver-owned land and making technical adjustments to the 1990 ordinance. The 1998 M/WBE Ordinance No. 948 made some further adjustments, including the elimination of the ability of M/WBEs prime contractors to perform themselves towards satisfaction of the goal and a reduction in M/WBE goals. A summary of Denver’s historical M/WBE aspirational goals before 2000 is set forth in [Exhibit 3-2](#) below.

EXHIBIT 3-2  
M/WBE ASPIRATIONAL ANNUAL GOALS  
CITY AND COUNTY OF DENVER  
1983 - 1998

ORDINANCE	CONSTRUCTION		PROFESSIONAL SERVICES	
	MBE	WBE	MBE	WBE
1983	20%	5%	NA	NA
1988	25%	12%	29%	15%
1990	16%	12%	10%	10%
1996	16%	12%	10%	10%
1998	10%	10%	10%	10%

Source: City and County of Denver M/WBE Ordinances.

On April 15, 1996 the City enacted Article V (Nondiscrimination In City Contracts For Goods And Services) which discussed a process for setting goals on goods and services. Based on a 2000 rescission memo, this Article was sunset in 2001. There has not been an M/W/SBE ordinance for goods and services established since that time.

### 3.2.2 LITIGATION

Concrete Works of Colorado filed a constitutional challenge to the Denver M/WBE program in 1992. The federal District Court in Denver granted summary judgment for Denver in 1993.<sup>124</sup> The federal Appeals Court for the Tenth Circuit reversed and remanded the case the case to the District court to resolve, at

<sup>121</sup> Denver, Co., Rev. Mun. Code § 28-54.

<sup>122</sup> Denver, Co., Rev. Mun. Code § 28-58(9).

<sup>123</sup> Denver, Co., Rev. Mun. Code § § 28-54, 28-58.

<sup>124</sup> *Concrete Works v. Denver*, 823 F.Supp. 821 (D. Colo. 1993).

trial, certain factual disputes concerning the evidence underlying Denver's Ordinance.<sup>125</sup> Upon remand, and after trial, the District Court found the Denver M/WBE program unconstitutional in 2000.<sup>126</sup> In August 2000, Denver adopted an SBE ordinance (No. 623), to encourage the use of small businesses. The Tenth Circuit overturned the 2000 district court decision in 2003, concluding that Denver had demonstrated: 1) a compelling interest in remediating racial discrimination in the Denver construction industry; 2) an important governmental interest in remediating gender discrimination in that industry; and 3) the City's M/WBE ordinance was narrowly tailored.<sup>127</sup> The U.S. Supreme Court declined to hear the case.<sup>128</sup>

Denver then reestablished its M/WBE program through the Construction Empowerment Initiative (CEI) on January 1, 2007 with a scheduled sunset date of June 30, 2013.<sup>129</sup> Features of the current M/WBE (Nondiscrimination) ordinance are discussed below.

### 3.2.3 PREVIOUS DISPARITY STUDIES

Denver has procured several disparity studies in the past. Several studies relevant to minority contracting were produced before the *Croson* decision, including a 1979 report on DPW major bond projects and a 1981 Peat Marwick Study. The first post-*Croson* disparity study was released in 1990, which was part of the basis for the 1990 M/WBE Ordinance No 513. Another study of Department of General Services (DGS) construction remodeling was conducted in 1991. A 1992 report for the Regional Transit District found substantial disparities for MBEs and WBEs. A 1995 disparity study conducted by BBC provided evidence for the 1996 Ordinance no. 304. A 1997 disparity study conducted by NERA in 1997 provided evidence for 1998 Denver Ordinance No. 948.

The 2006 Denver Disparity study, also conducted by NERA, analyzed construction and professional services data. Percentage M/WBE utilization from the 2006 Denver disparity study is reported in **Exhibit 3-3** below. For both Denver and Denver International Airport (DIA) the strongest M/WBE percentage utilization was in professional services.

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<sup>125</sup> *Concrete Works v. Denver*, 36 F.3d 1513 (10<sup>th</sup> Cir 1994).

<sup>126</sup> *Concrete Works v. Denver*, 86 F. Supp. 2d 1042 (D Colo 2000).

<sup>127</sup> *Concrete Works v. Denver*, 321 F.3 950 (10<sup>th</sup> Cir 2003).

<sup>128</sup> *Concrete Works v. Denver, Scalia, J. dissenting*, No. 02-1673, 540 US ---- (2003). Further discussion of this line of cases is found in the legal chapter above

<sup>129</sup> Denver, Co., Rev. Mun. Code § 28-82, 83.

EXHIBIT 3-3  
 SBE/MBE/WBE PERCENTAGE UTILIZATION  
 CONSTRUCTION AND PROFESSIONAL SERVICES  
 PRIME CONTRACTING AND SUBCONTRACTING  
 2000-05

PROCUREMENT CATEGORY	MBE	WBE	M/WBE	SBE
<b>DENVER</b>				
<b>Construction</b>	8.76%	4.09%	12.86%	18.23%
<b>Professional Services</b>	18.15%	7.26%	25.41%	19.02%
<b>DENVER INTERNATIONAL AIRPORT AND OTHER DENVER DIVISIONS<sup>130</sup></b>				
<b>Construction</b>	6.22%	2.71%	8.93%	10.89%
<b>Professional Services</b>	24.42%	9.27%	33.69%	22.74%

Source: NERA, Race, Sex, and Business Enterprise: Evidence from Denver, Colorado, May 5, 2006, Tables 7.1 and 7.2.

Two of Denver’s previous disparity studies have included review of the procurement of goods and services. Those studies were conducted in 1991 and 2007. The Denver 2007 Disparity Study conducted by BBC, reported data on professional service, goods and general services. Percentage M/WBE utilization from the 2007 Denver Disparity Study is reported in **Exhibit 3-4** below. Again, the strongest M/WBE percentage utilization was in professional services.

EXHIBIT 3-4  
 MBE/WBE PERCENTAGE UTILIZATION  
 PROFESSIONAL SERVICES, GOODS AND  
 GENERAL SERVICES  
 PRIME CONTRACTING  
 2003-04

PROCUREMENT CATEGORY	MBE	WBE	M/WBE
<b>Professional Services</b>	6.6%	21.3%	27.9%
<b>Goods</b>	1.0%	8.8%	9.8%
<b>General Services</b>	0.8%	3.4%	4.2%

Source: BBC, Procurement Opportunity Study, City and County of Denver, February 26, 2007, Figures II-17, III-29 and IV-39.

<sup>130</sup> Other Denver Divisions included Transportation, the Denver Art Museum, Engineering, Wastewater Management, the Denver Zoo, the Stapleton Redevelopment Project, Parks & Recreation, the Department of Safety, the last remaining 1998 bond project, and the World Port Cargo Facility at DIA. NERA, *Race, Sex, and Business Enterprise: Evidence from Denver, Colorado*, May 5, 2006, at 43.

### 3.3 M/WBE GOAL SETTING

#### 3.3.1 M/WBE ANNUAL GOAL SETTING

The current Denver M/WBE ordinance provides for annual aspirational goal setting, but does not itself set specific aspirational goals.<sup>131</sup> Current aspirational goals for Denver M/WBE/DBE/SBE programs are set forth in **Exhibit 3-5** below.

EXHIBIT 3-5  
ASPIRATIONAL GOALS  
M/WBE, DBE, SBE PROGRAMS  
CITY AND COUNTY OF DENVER 2011

PROGRAM	ANNUAL GOAL
M/WBE Construction	22%
M/WBE Professional Design Services	15%
SBE	N/A
DBE	15%
ACDBE	36%
SBEC	N/A

Source: Office of the Auditor, DSBO Performance Audit, April 2011, p. 9.

#### 3.3.2 M/WBE PROJECT GOAL SETTING FOR CONSTRUCTION AND PROFESSIONAL DESIGN SERVICES

The Denver M/WBE program covers the areas of construction, reconstruction and remodeling, and professional design and construction services. The program excludes contracts in the SBE program.<sup>132</sup> The Denver ordinance contains a section on an M/WBE program for goods and services.<sup>133</sup> However, this program expired in 2001.

During the study period, the Denver M/WBE program has been primarily a subcontractor goals program with no race- or gender-conscious set-asides or bid preferences and no mandatory joint ventures for M/WBE prime contractors. Joint ventures with M/WBEs are allowed.

The current Denver M/WBE ordinance provides for goal committees.<sup>134</sup> There are three goal committees: Professional Services, Construction and Heavy Highway. Each committee meets twice a month and has nine members, including M/WBE and non-M/WBE industry representatives.<sup>135</sup> The Goal Committees look at past project goals, scopes of work and M/WBE availability in the database to make their goals recommendations. The Goal Committees also assist with DBE goal setting on federally funded projects.<sup>136</sup> There is a goals module in the Denver B2G data reporting system, but this module has not been employed yet.

<sup>131</sup> Denver, Co., Rev. Mun. Code § 28-58(a).

<sup>132</sup> Denver, Co., Rev. Mun. Code § 28-53.

<sup>133</sup> Denver, Co., Rev. Mun. Code § 28-117 et seq. Nondiscrimination In City Contracts For Goods And Services.

<sup>134</sup> Denver, Co., Rev. Mun. Code § 28-59(d).

<sup>135</sup> CEI Final Rules Regulations 2-28-08, Rule V.B.5, Rule V.B.1(a).

<sup>136</sup> CEI Final Rules Regulations 2-28-08, Rule 8.

The M/WBE ordinance requires M/WBE project goals:

based upon a percentage of the dollar value of all work on such contract, and, as set out below, the availability of MBEs and WBEs to perform the anticipated work and the city's progress toward meeting the annual goal; provided that, if the director determines it to be in the best interests of the city, the director may in his or her sole discretion waive the application of a project goal for a given contract. The goal percentage assigned by the director to each such contract may vary from contract to contract consistent with meeting the appropriate overall annual goals, when established. The DSBO [Division of Small Business Opportunity] shall establish a methodology for the setting of the project goal, including the methodology to be followed by the goal committees, through rules and regulations. Such methodology shall consider the following factors:

(1) To the extent applicable, the effect on the annual goal achievement of the varying levels of availability of MBEs and WBEs among industry groupings associated with individual projects and the effect on annual goal achievement of the project goal compliance being achieved through good-faith efforts resulting in non-utilization of MBEs and WBEs.

(2) The reasonably known availability of MBEs and WBEs in specific industry groupings which are associated with individual projects.<sup>137</sup>

As noted above, since its inception the Denver M/WBE program has set project goals distinct from overall aspirational goals and has not set goals on every project. There is current evidence that the Denver M/WBE project goal setting process has not been a rigid quota. In data on 883 contracts awarded from 2007 through 2009, 108 projects (12.2 percent) had no M/WBE goal (**Exhibit 3-6**).<sup>138</sup> In addition, half of these contracts had goals of less than 10 percent. Over 82.7 percent of the contracts had a goal less or equal to 20 percent. The median M/WBE project goal in this data was 11.0 percent.

EXHIBIT 3-6  
DISTRIBUTION OF PROJECT WITH  
RACE/GENDER CONSCIOUS GOALS  
CITY AND COUNTY OF DENVER  
2007 THROUGH 2009

DENVER M/WBE GOAL	NUMBER	PERCENT
0 %	108	12.2%
≤10 %	327	37.0%
≤20 %	295	33.4%
>20%	153	17.3%
Total	883	100%

Source: DSBO, Denver Contracts Awarded 2007-2009.

<sup>137</sup> Denver, Co., Rev. Mun. Code § 28-59(a).

<sup>138</sup> The data did not indicate whether or not these contracts were subject to the M/WBE requirements. Nevertheless, this data is evidence that Denver did not mechanically impose M/WBE goals on every contract.

### 3.3.3 GOOD FAITH EFFORTS REQUIREMENTS

The Denver nondiscrimination ordinance has an extensive ten-point good faith efforts language in the event the proposer fails to meet the proposed M/WBE project goal, as follows:

The statement of good faith efforts shall include a specific response and verification with respect to each of the following good faith effort categories, which may be further defined by rule or regulation. A bidder or proposer may include any additional information it believes may be relevant. Failure of a bidder or proposer to show good faith efforts as to any one (1) of the following categories shall render its overall good faith effort showing insufficient and its bid or proposal non-responsive:

(1) If prebid or preselection meetings are scheduled by the city at which MBEs and WBEs may be informed of subcontracting or joint venture opportunities under a proposed contract to be bid, or procured pursuant to the competitive selection process, attendance at such prebid or preselection meetings is not mandatory; however, bidders and proposers are responsible for the information provided at these meetings.

(2) The bidder or proposer must solicit through all reasonable and available means, the interest of all MBEs and WBEs certified in the scopes of work of the contract. The bidder or proposer must solicit the interest of such MBEs and WBEs within sufficient time, prior to the bid opening or date of final project-specific proposal in the case of a competitive selection process, to allow such MBEs and WBEs to respond to the solicitation. The bidder or proposer must determine with certainty if the MBEs and WBEs are interested by demonstrating appropriate steps to follow up initial solicitations.

(3) The bidder or proposer must select portions of the work of the contract to be performed by MBEs and WBEs in order to increase the likelihood that the project goal will be achieved. This includes, where appropriate, breaking out contract work items into economically feasible units to facilitate MBE and WBE participation as subcontractors or joint venturers, and for bidder or proposer self-performed work, as suppliers, manufacturers, manufacturer's representatives and brokers, all reasonably consistent with industry practice, even when the bidder or proposer would otherwise prefer to perform these work items with its own forces. The bidder or proposer must identify what portions of the contract will be self-performed and what portions of the contract will be opened to solicitation of bids, proposals and quotes from MBE and WBEs. All portions of the contract not self-performed must be solicited for MBE and WBE participation. The ability or desire of a bidder or proposer to perform the work of a contract with its own forces does not relieve the bidder or proposer of the responsibility to meet the project goal or demonstrate good faith efforts to do so.

(4) The bidder or proposer, consistent with industry practice, must provide MBEs and WBEs at a clearly stated location with timely, adequate access to and information about the plans, specifications, and requirements of the contract, including bonding and insurance requirements, if any, to assist them in responding to a solicitation.

(5) The bidder or proposer must negotiate in good faith with interested MBEs and WBEs and provide written documentation of such negotiation with each such MBE or WBE.

(6) For each MBE or WBE which contacted the bidder or proposer or which the bidder or proposer contacted or attempted to subcontract or joint venture with, consistent with industry practice, the bidder or proposer must supply a statement giving the reasons why the bidder or proposer and the MBE or WBE did not succeed in negotiating a subcontracting, supplier, manufacturer, manufacturer's representative, broker or joint venture agreement, as applicable.

(7) The bidder or proposer must provide verification that it rejected each non-utilized MBE and WBE because the MBE or WBE did not submit the lowest bid or it was not qualified. Such verification shall include a verified statement of the amounts of all bids received from potential or utilized subcontractors, suppliers, manufacturers, manufacturer's representatives, brokers or joint venturers on the contract, whether or not they are MBEs or WBEs. In making such a determination of not being qualified, the bidder or proposer shall be guided by the definition of qualified in section 28-54(42), but evidence of lack of qualification must be based on factors other than solely the amount of the MBE's or WBE's bid. For each MBE or WBE found not to be qualified by the bidder or proposer, the verification shall include a statement giving the bidder's or proposer's reasons for its conclusion. A bidder's or proposer's industry standing or group memberships may not be the cause of rejection of an MBE or WBE. A bidder or proposer may not reject an MBE or WBE as being unqualified without sound reasons based on a reasonably thorough investigation and assessment of the MBE's or WBE's capabilities and expertise.

(8) If requested by a solicited MBE or WBE, the bidder or proposer must make reasonable efforts to assist interested MBEs and WBEs in obtaining bonding, lines of credit, or insurance as required by the city or by the bidder or proposer, provided that the bidder or proposer need not provide financial assistance toward this effort.

(9) If requested by a solicited MBE or WBE, the bidder or proposer must make reasonable efforts to assist interested MBEs and WBEs in obtaining necessary and competitively priced equipment, supplies, materials, or related assistance or services for performance under the contract, provided that the bidder or proposer need not provide financial assistance toward this effort.

(10) The bidder or proposer must use the DSBO MBE/WBE directories to identify, recruit, and place MBEs and WBEs.<sup>139</sup>

Of particular note in this list is good faith efforts item number (7), which continues the policy of allowing bidders to reject the bids of M/WBEs that are not the low bid, and/or are not qualified.

### 3.3.4 INCLUSION LANGUAGE IN REQUESTS FOR PROPOSALS (RFPs)

While the M/WBE program does not cover goods and services, Denver has included diversity and inclusiveness language in some of its RFPs similar to the following clause in a recent Denver RFP for services:

The City encourages the use of qualified small business concerns doing business within the metropolitan area that are owned and controlled by, economically or socially disadvantaged individuals, including but not limited to, African Americans, Hispanics, Native Americans

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<sup>139</sup> Denver, Co., Rev. Mun. Code § 28-62. See also CEI Final Rules & Regulations 2-28-08, Rule VII.

(American Indians), Asians, and/or women. Proposers are encouraged, with respect to the goods or services to be provided under this RFP, to use a process that includes small business concerns, including minority and woman owned companies, when considering and selecting any subcontractors or suppliers. All proposers that intend to use subcontractors, sub consultants, or suppliers with their proposals will provide: 1) a list of all such subcontractors, sub consultants, and/or suppliers; 2) a separate listing of all subcontractors, subconsultants, or suppliers that identified themselves as being a member or members of the categories listed above, if such information is provided; 3) and a statement that the proposals of all identified subcontractors, sub consultants, and/or suppliers were fully reviewed in detail on the same basis as that of other subcontractors, sub consultants, and/or suppliers not falling within those categories.

If a proposal from a qualified subcontractor, sub consultant, and/or supplier within the categories listed above is not selected as a successful subcontractor, sub consultant, and/or supplier for this RFP, the successful proposer will include an adequate explanation of all efforts taken to fully and fairly review all proposals submitted.<sup>140</sup>

### 3.4 DBE PROGRAM

Data on Denver International Airport (DIA) DBE goals from FY 2004 through FY 2011 are presented in **Exhibit 3-7** below. For most of the period (FY 2005 through FY 2009), the overall DBE goals were 21.7 percent and entirely race- and gender-conscious. This overall DBE goal was a substantial increase from 7.8 percent overall DBE goal in FY 2004. The current DBE goal is 17.18 percent. In submissions to the Federal Aviation Authority DIA proposed to meet most of the DBE aspirational goal through race conscious means from 2004 through 2013.

EXHIBIT 3-7  
DENVER DBE ANNUAL GOALS, PARTICIPATION  
FY 2004 THROUGH FY 2011

FY	DBE GOAL	RACE NEUTRAL GOAL	RACE-AND GENDER-CONSCIOUS GOAL
2004	7.8%	2.7%	5.1%
2005	21.7%	0.0%	21.7%
2006	21.7%	0.0%	21.7%
2007	21.7%	0.0%	21.7%
2008	21.7%	0.0%	21.7%
2009	21.7%	0.0%	21.7%
2010	15.3%	0.7%	14.6%
2011-13	17.18%	0.47%	16.71%

Source: Denver Uniform Reports of DBE Commitments, Awards and Payments, FY 2004-10; Denver International Airport FFY 2011-2013 DBE Goal Setting Methodology.

<sup>140</sup> Request For Proposal, Request for Proposal No. 6681, Minority/Women Owned/Disadvantaged Business Enterprise Disparity Study and Registered Apprenticeship Study, April 26, 2011, p. 8-9.



### 3.5 DEFINED SELECTION POOL PROGRAM

The Defined Selection Pool Program reserves contracts for SBEs in construction, professional design, construction services contracts, and concession agreements. As noted above, contracts covered by the M/WBE program are excluded from coverage of the Defined Selection Pool program.<sup>141</sup>

The 2000 Denver SBE program was originally a subcontractor program, and then became the Defined Selection Pool Program in 2007. The SBE ordinance allows for projects under the Defined Selection Pool Program to require additional SBE participation as subcontractors/ subconsultants, and/or suppliers.<sup>142</sup> In this case, a SBE bidder cannot satisfy the SBE subcontractor/supplier participation requirement through self-performance. There are no good faith efforts waivers for SBE subcontractor/supplier participation requirements; therefore, the requirement must be satisfied.

The SBE subcontractor requirements do not apply to airport concessions.<sup>143</sup> There is a Small Business Enterprise Concessions (SBEC) program for airport concession, designed to serve as an incubator for SBEs to get involved in concessions at DIA.

The Defined Selection Pool Program is scheduled to sunset on June 30, 2013.<sup>144</sup>

### 3.6 CERTIFICATION

#### 3.6.1 M/WBE CERTIFICATION

The Denver ordinance defines minority business enterprise as:

A business enterprise which is certified by the director under this division 3 as meeting all of the requirements for certification set forth in sections 28-55 and 28-56 as an MBE, and which is found by the director to meet all of the following requirements:

(a) It shall be at least fifty-one (51) percent owned by one (1) or more eligible socially and economically disadvantaged minority individuals by whom certification is being sought; or, in the case of a corporation, at least fifty-one (51) percent of its stock shall be owned by one (1) or more eligible socially and economically disadvantaged minority individuals; or, in the case of a partnership, one (1) or more general partners shall be eligible socially and economically disadvantaged minority individuals; or, in the case of a limited liability company, one (1) or more managers and members shall be eligible socially and economically disadvantaged minority individuals; and

(b) It shall be managed by and its policies, decisions and daily business operations shall be independently managed and controlled by one (1) or more eligible socially and economically disadvantaged minority individuals by whom certification is being sought; and

<sup>141</sup> Denver, Co., Rev. Mun. Code § 28-203.

<sup>142</sup> Denver, Co., Rev. Mun. Code § 28-215. The Defined Selection Pool program also allows for joint ventures.

<sup>143</sup> Denver, Co., Rev. Mun. Code § 28-215(c).

<sup>144</sup> Denver, Co., Rev. Mun. Code § 28-234(b).

(c) It shall perform a commercially useful function, and the socially and economically disadvantaged minority individuals by whom certification is being sought shall possess expertise in the area(s) of the business enterprise certification; and

(d) It shall be doing business in the city's marketplace.<sup>145</sup>

The Denver M/WBE Ordinance defines “minority individual” as:

(i) Blacks/African-Americans, which includes persons having origins in any of the black racial groups of Africa;

(ii) Hispanic-Americans, which includes persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture or origin, regardless of race;

(iii) Native-Americans, which includes persons who are American Indians, Eskimos, Aleuts, or native Hawaiians; or

(iv) Asian-Americans (persons whose origins are in any of the original peoples of the far east, southeast Asia, the islands of the pacific or the northern Marianas, or the Indian subcontinent).<sup>146</sup>

The above groups are deemed to be presumptively socially disadvantaged. However, the Denver ordinance also allows other disadvantaged individuals to become certified, providing as follows:

Alternatively, on a case-by-case basis for the purposes of this division 3, an individual found by the city to have been subjected to individualized racial or ethnic prejudice or cultural bias within American society within the city's marketplace because of his or her identity as a member of a group other than the groups referenced in subsection (a) above, without regard to individual qualities, and therefore determined by the director to be individually socially disadvantaged under this subsection (b). Individual social disadvantage must stem from circumstances beyond the individual's control. Evidence of individual social disadvantage must include:

(i) At least one (1) objective, distinguishing feature that has contributed to social disadvantage, such as disability, long-term residence in an environment isolated from the mainstream of American society within the city's marketplace or other similar barriers not common to individuals who are not socially disadvantaged.

(ii) Personal experiences of substantial and chronic social disadvantage in American society within the city's marketplace.

(iii) Negative impact on entry into or advancement in the city's marketplace and participating on city contracts because of the disadvantage, as demonstrated by the individual's education, employment and business history.<sup>147</sup>

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<sup>145</sup> Denver, Co., Rev. Mun. Code § 28-54(33).

<sup>146</sup> Denver, Co., Rev. Mun. Code § 28-54(34)(a).

<sup>147</sup> Denver, Co., Rev. Mun. Code § 28-54(34)(b).

Owners of certified firms are required to meet the U.S. DOT personal net worth standards for DBEs (which is currently \$1.32 million).<sup>148</sup> For the purposes of the net worth standard assets exclude home equity and the ownership interest in the business. The size standards for certification are 50 percent of the Small Business Administration (SBA) size standards.<sup>149</sup> M/WBEs are only certified only for the business area(s) for which they apply and in which they have had continued business activity for at least six months.<sup>150</sup>

The General Services Purchasing Division (GSPD) does not require that minority and women owned businesses be certified through the DSBO or other entities. Purchasing is working to enhance vendor records in the City’s financial system with M/WBE data to develop a single source that could be utilized by all city staff, including buyers, to identify M/WBE firms and report on their utilization.

In recent years, the Purchasing Division began obtaining M/WBE information from several sources in order to append vendor records using their PeopleSoft system. These sources included the following:

- ◆ Denver Division of Small Business Opportunity (DSBO)
- ◆ Dun and Bradstreet
- ◆ Rocky Mountain E-Purchasing System (BidNet)<sup>151</sup>
- ◆ Rocky Mountain Supplier Diversity Council

### 3.6.2 SBE CERTIFICATION

SBEs are also subject to size and personal net worth standards. For SBE certification, a firm’s average annual revenues for the previous three years cannot exceed 50 percent of the applicable SBA size standard.<sup>152</sup> Additionally, they are also subject to the personal net worth level determined by the U.S. DOT DBE program. One exception is for the SBEC firms which as subject to the personal net worth limits of the Airport Concessions DBE program (ACDBE), which is currently \$750,000.

### 3.6.3 DBE CERTIFICATION

In 2002, Colorado DOT and Denver entered into a Unified Certification Program (UCP). The Colorado UCP was approved by U.S. DOT in 2004. There were 1,035 certified DBEs in the state of Colorado in February 2012.<sup>153</sup>

### 3.6.4 NUMBER OF CERTIFIED FIRMS

A recent DSBO Activities Scorecard reported 1,033 unique certified firms in 2011,<sup>154</sup> as broken down in **Exhibit 3-8**. The strongest growth was in the number of certified M/WBE, which grew by 476 firms, 178.9 percent, after the enactment of the Construction Empowerment Initiative.

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<sup>148</sup> Denver, Co., Rev. Mun. Code § 28-54(7).

<sup>149</sup> Denver, Co., Rev. Mun. Code § 28-56(a).

<sup>150</sup> Denver, Co., Rev. Mun. Code § 28-55(b).

<sup>151</sup> Rocky Mountain E-Purchasing system is self-certification.

<sup>152</sup> Denver, Co., Rev. Mun. Code § 28-206(a).

<sup>153</sup> Colorado UCP directory, <https://coucp.dbesystem.com/FrontEnd/VendorSearchPublic.asp?XID=2902&TN=coucp>.

EXHIBIT 3-8  
 NUMBER OF CERTIFIED FIRMS  
 CITY AND COUNTY OF DENVER  
 2007 TO 2011

	2007	2008	2009	2010	2011	% GROWTH
M/WBE	266	418	527	579	742	178.9%
DBE	506	553	631	677	632	24.9%
SBE	610	621	726	780	852	39.7%
ACDBE	72	88	99	104	136	88.9%
SBEC	24	26	21	18	19	-20.8%
Total Firms	NA	NA	866	925	1,033	19.3%

Source: DSBO Annual Reports for 2007, 2008, 2009, 2010 and 2011 DSBO Activities Scorecard.

Firms outside of the Denver MSA can be certified under the Denver ordinance. The majority (70.9 %) of certified firms in the Denver directory come from four counties: Adams, Arapahoe, Denver and Jefferson (**Exhibit 3-9**). Over 30.6 percent of certified firms are located in Denver County. About 19.8 percent of certified firms in the Denver directory were from other Colorado counties, or from outside of Colorado.

EXHIBIT 3-9  
 DISTRIBUTION OF CERTIFIED FIRMS  
 BY COUNTY  
 CITY AND COUNTY OF DENVER  
 2011

COUNTY	NUMBER OF CERTIFIED FIRMS	PERCENT OF CERTIFIED FIRMS
Adams	98	10.7%
Arapahoe	142	15.5%
Boulder	42	4.6%
Broomfield	6	0.7%
Denver	280	30.6%
Douglas	46	5.0%
Jefferson	129	14.1%
Other Colorado Counties	94	10.3%
Outside Colorado	78	8.5%
Total	915	100%

Source: DSBO, Report to City Council, March 23, 2011.

Denver is the only organization certifying M/WBEs in the Denver area. During the study period, DSBO conducted an annual review of every certified firm, even for DBE certifications that are valid for three years. DSBO earned \$61,750 in fees for certification in 2009.<sup>154</sup> Denver also reports that the length of time it takes to certify firms fell from 148 days in 2009 to 113 days in 2010. DSBO has set an objective of 70 days for certification in 2011.

<sup>154</sup> 2011 DSBO Activities Scorecard.

<sup>155</sup> Office of the Auditor, DSBO Performance Audit, April 2011, p. 12.

### 3.7 DSBO OFFICE

The Denver Division of Small Business Opportunity (DSBO) is part of the Denver Office of Economic Development. The DSBO administers the M/WBE, SBE, SBEC and DBE Programs, and the ACDBE programs. The Denver Municipal Code gives DSBO the following responsibilities:

- (1) Formulating, proposing and implementing rules and regulations for the development, implementation, administration and monitoring of the various programs established through chapter 28, by other city programs or by federal law.
- (2) Providing information and assistance to MBEs, WBEs, SBEs and other business enterprises relating to city contracting practices and procedures, and bid specifications, requirements and prerequisites.
- (3) Establishing uniform rules and regulations, procedures and criteria for certification, renewal of certification and decertification as a MBE, WBE or SBE and appeals of and challenges to certification decisions, certifying business enterprises as MBEs, WBEs and/or SBEs, and maintaining certification records and directories of such MBEs, WBEs and SBEs.
- (4) Establishing annual and project goals for the MBE and WBE contracting program established in division 3 of this article III of chapter 28.
- (5) Evaluating contractors' and consultants' achievement of project goals or good faith efforts to meet project goals.
- (6) Working with user departments to monitor contracts to ensure prompt payments to MBEs, WBEs and SBEs, and compliance with applicable project goals and commitments.
- (7) Receiving, reviewing, and acting upon complaints and suggestions concerning the various programs established through chapter 28 or by federal law.
- (8) Collecting data to evaluate the programs and other city contracting initiatives.
- (9) Monitoring the various programs and the city's progress towards the established annual MBE/WBE goal. The director shall report on a quarterly and an annual basis to the mayor and the city council on the administration and operations of the various programs.<sup>156</sup>

The Denver DSBO has a staff of 17 full-time employees (FTEs) in 2010 and a 2010 budget of \$917,508, with \$1,344,400 appropriated for 2011.<sup>157</sup> Of the staff of 17, nine were in certification, five were in compliance and three were in administration.

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<sup>156</sup> Denver, Co., Rev. Mun. Code § 28-34(a).

<sup>157</sup> City and County of Denver, Mayor's 2012 Proposed Budget, p. 282.

The three current strategic initiatives of the DSBO are to:

- ◆ Implement the reauthorized Minority, Women, and Small Business Enterprise (M/W/SBE) program based on the results of the new Disparity Study that determines availability and utilization of MWSBEs in Denver and sets goals for both local and federal programs.
- ◆ Establish guidance on joint ventures and mentor protégé programs to increase SBEs and M/WBEs contracting capacities, which would further the development of MWSBEs by providing assistance in performing larger projects, moving into non-traditional areas of work and competing in the marketplace outside the SBE, M/WBE, and DBE programs.
- ◆ Revise the M/WBE program based on the results of the recently completed disparity study.<sup>158</sup>

### 3.8 M/WBE/DBE/SBE UTILIZATION REPORTING

The Denver M/WBE ordinance requires quarterly reporting of M/WBE utilization.<sup>159</sup> If the M/WBE annual goal is not achieved the Denver ordinance requires an annual report explaining why the goal was not achieved.<sup>160</sup> Denver has used the B2G data reporting system, an industry standard, for several years. There is no current tracking of subcontracting activity on goods and services. The Purchasing Division has established recurring reporting processes, and initiated a process to benchmark current utilization. In addition, Purchasing Staff is developing a method for tracking subcontractor or other 2<sup>nd</sup> tier M/WBE spending in order to more accurately track M/WBE utilization and increase M/WBE utilization.

A breakdown of the number and dollar volume of anticipated Defined Selection Pool projects by Denver departments for 2009 is shown in **Exhibit 3-10** below. Public Works, Denver International Airport, General Services, Parks, Recreation, and Environmental Health have reserved projects for the pool. For 2009 there were 28 projects in the Selection Pool valued at \$18.5 million. The average project size in the Defined Selection Pool Program in 2009 was \$662,814.

EXHIBIT 3-10  
DEFINED SELECTION POOL PROJECTS  
CITY AND COUNTY OF DENVER  
2009

DENVER AGENCY	NUMBER OF PROJECTS	DOLLAR VALUE	AVERAGE SIZE OF PROJECT
Denver International Airport	2	\$6,000,000	\$3,000,000
Denver Health	1	\$1,000,000	\$1,000,000
General Services	5	\$1,151,000	\$230,200
Public Works	11	\$6,300,000	\$572,727
Parks and Recreation	9	\$4,107,788	\$456,421
<b>Total</b>	<b>28</b>	<b>\$18,558,788</b>	<b>\$662,814</b>

Source: City and County of Denver, 2009 Defined Selection Bid Pool – Construction Empowerment Initiative.

<sup>158</sup> City and County of Denver, Mayor’s 2012 Proposed Budget, p. 281.

<sup>159</sup> Denver, Co., Rev. Mun. Code § 28-79.

<sup>160</sup> Denver, Co., Rev. Mun. Code § 28-80.

REVIEW OF CONTRACTING POLICIES, PROCEDURES, AND PROGRAMS

Data on DBE participation in DIA payments covered by the DBE program from FY 2004 through FY 2010 are presented in **Exhibit 3-11** below. DIA DBE participation totaled \$17.6 million over the period (10.4 percent of the total). DIA DBE participation ranged from 7.5 percent to 16.9 percent from FY 2004 through FY 2010, with a median of 13.6 percent. The highest DBE participation in dollar terms was \$6.5 million in FY 2005, a year in which DIA spent \$84.9 million, nearly 50 percent of total spending from FY 2004 through FY 2010.

EXHIBIT 3-11  
DENVER DBE ANNUAL GOALS, PARTICIPATION  
FY 2004 THROUGH FY 2010

FY	DBE GOAL	DBE PARTICIPATION (PERCENT OF PAYMENTS)	DBE PARTICIPATION (PAYMENTS)
2004	7.8%	12.4%	\$2,074,382
2005	21.7%	7.7%	\$6,528,251
2006	21.7%	16.9%	\$1,497,315
2007	21.7%	14.4%	\$1,769,826
2008	21.7%	15.6%	\$2,015,407
2009	21.7%	13.6%	\$3,054,304
2010	15.3%	7.5%	\$699,237
<b>Total</b>		10.4%	\$17,638,722

Source: Denver Uniform Reports of DBE Commitments, Awards and Payments, FY 2004-10.

**Exhibit 3-12** shows ACDBE concessions participation at DIA from 2007 through 2010. Over \$303.3 million was spent with ACDBE concessionaires from 2007 through 2010, 31.3 percent of total DIA concessions spending. There was no direct spending with ACDBEs in car rentals, which is typically the case at airports.

EXHIBIT 3-12  
DENVER ACDBE ANNUAL PARTICIPATION  
FY 2007 THROUGH FY 2010

	2007		2008		2009		2010		TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
Concessions	\$75,285,772	32%	\$69,992,575	27%	\$76,234,609	33%	\$81,819,732	33.04%	\$303,332,688
Car Rental	\$0	0%	\$0	0%	\$0	0%	\$0	0%	\$0

Source: DSBO Annual Reports.

### 3.9 FINANCIAL ASSISTANCE PROGRAMS

#### 3.9.1 DENVER FINANCIAL ASSISTANCE PROGRAMS

Denver does not currently maintain a general lending assistance program for SBE or M/WBE firms. Interviews with DSBO staff indicated that Denver considered a contracting loan program with a \$1 million loan pool in conjunction with local nonprofit organizations. Denver declined to move forward with this financing initiative when the capital markets tightened during the recent recession.

The Denver Revolving Loan Fund and Neighborhood Business Revitalization Loan programs, provides loans to small businesses in target areas when the majority of jobs are made available to low- and moderate- income Denver residents. These programs loaned \$4,236,500 in 2010, which in turn leveraged \$19,086,188 in other financing sources.<sup>161</sup> A large portion of this was American Recovery and Reinvestment Act of 2009 (ARRA) funds, which has expired. Denver anticipates \$2,500,000 in business loans in 2012 Business and housing services has loan program for targeted areas.

#### 3.9.2 PROMPT PAYMENT

It is Colorado state law that public agencies are to make prompt payments on public improvement contracts in excess of \$150,000.<sup>162</sup> Prompt payment is defined as “partial payments of the amount due under such contract at the end of each calendar month, or as soon thereafter as practicable, to the contractor.”<sup>163</sup> Prime contractors are to pay subcontractors within seven days of receipt of payment from Denver.<sup>164</sup> Prime contractors are to pay interest as specified in their contract, or 15 percent (whichever is higher), after seven days. Prompt payment is also required under the federal regulations.<sup>165</sup>

Denver has its own prompt payment ordinance, which calls for interest to “be assessed and paid automatically with respect to an account payable commencing on the later of thirty-six (36) days after the invoice date or the date to which the interest accrual date is adjusted as set out herein unless an unresolved dispute between the city and the contractor is pending.”<sup>166</sup> For subcontractors interest begins eight days after payment to the prime contractor.<sup>167</sup> Subcontractors also have to make timely payment to their own subcontractors.<sup>168</sup> The Denver M/WBE ordinance also has general prompt payment language.<sup>169</sup>

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<sup>161</sup> City and County of Denver, Mayor’s 2012 Proposed Budget, page 278.

<sup>162</sup> Colo. Rev. Stat. § 24-91-103.

<sup>163</sup> Colo. Rev. Stat. § 24-91-103(1)(a).

<sup>164</sup> Colo. Rev. Stat. § 24-91-103(2).

<sup>165</sup> 49 CFR 26.29.

<sup>166</sup> Denver, Co., Rev. Mun. Code § 20-110(a).

<sup>167</sup> Denver, Co., Rev. Mun. Code § 20-112(a).

<sup>168</sup> Denver, Co., Rev. Mun. Code § 20-112(d).

<sup>169</sup> Denver, Co., Rev. Mun. Code § 28-74.



### 3.10 BONDING ASSISTANCE

At present Denver does not maintain a bonding assistance program. There is generally not a policy of waiving bonds as a form of bonding assistance, except with the occasional exception of bid bonds.

The Department of Transportation's Office of Small and Disadvantaged Business Utilization (OSDBU) has had different bonding assistance policies over the years. Including bonding fee cost reimbursement on transportation and infrastructure projects receiving ARRA funding in FY 2009. The ARRA bonding program expired in September 2010.

### 3.11 MANAGEMENT AND TECHNICAL ASSISTANCE

#### 3.11.1 DENVER MANAGEMENT AND TECHNICAL ASSISTANCE

Denver does not provide formal management and technical assistance to vendors.

**Business Assistance Centers.** Denver has two one-stop shops for accessing information about services from Denver and its partners (such as financial assistance and business registration). These services are aimed to assist the growth of small businesses. The offices are located in the Wellington Webb Municipal Building and DIA.

**Real Estate Diversity Initiative (REDI).** The Denver Office of Economic Development in conjunction with the Urban Land Institute, Colorado District Council (ULI Colorado), CBIZ (a professional services firm) and Wells Fargo bank, established REDI. REDI is a mentor-protégé program that matches women and minorities with ULI mentors for seven months. The focus is on real estate development. The first class, started in 2010, had 35 graduates. Graduates receive a certificate and a one-year ULI membership.

**Business Assistance Partners.** Denver's current partners for providing business support and entrepreneurial development are:

- ◆ Mi Casa Resource Center
- ◆ Rocky Mountain MicroFinance Institute
- ◆ NEWSED Community Development Corp.
- ◆ BuCu West
- ◆ FAX Partnership Business Support Office
- ◆ Five Points Historic District
- ◆ Federal Blvd. Partnership
- ◆ Hispanic Chamber of Commerce of Metro Denver
- ◆ Colorado Black Chamber of Commerce<sup>170</sup>

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<sup>170</sup> [www.denvergov.org/DenverOfficeofEconomicDevelopment/Newsroom/tabid/435773/newsid488087/5968/mid/488087/Default.aspx](http://www.denvergov.org/DenverOfficeofEconomicDevelopment/Newsroom/tabid/435773/newsid488087/5968/mid/488087/Default.aspx).

### 3.11.2 OTHER BUSINESS DEVELOPMENT ASSISTANCE PROGRAMS

A number of business organizations and local centers also support business development in the Denver area:

**Construction Development Center (CDC).** The CDC as established in 1996 with Metropolitan State College School of Business and CDOT to provide construction plans room, computer workstations, training, estimating, bonding assistance, purchasing procedures and contract opportunities and other services relevant to the transportation industry.

**Procurement Technical Assistance Center (PTAC).** The Procurement Technical Assistance Program (PTAP) was started in 1985 to assist businesses selling to the U.S. Department of Defense (DOD). Colorado PTAC assists with market research, business code identification, registration Web site, bid matching, specifications, and federal acquisition regulations. Colorado PTAC also sponsors workshops on government contracting, contract administration, GSA proposals, and doing business at DIA – concession RFP's. Colorado PTAC has two offices in the Denver area (Golden and Aurora).

**Small Business Development Centers (SBDC).** There are ten SBDCs within a 30-mile radius of Denver. The SBDC provides workshops and training in start-ups, business basics, accounting, taxes, marketing, management, financing, government contracting and taxes. The Colorado SBDC also provides Leading Edge entrepreneurial training program assists businesses through a 10 to 14 week intensive business education program, which results in a complete and comprehensive business plan.

**SCORE.** The Denver SCORE provides business counseling and seminars for entrepreneurs and small business owners.

**Mi Casa Resource Center for Women.** This center provides entrepreneurial training, business consulting and technical assistance.

## 3.12 OUTREACH

### 3.12.1 PUBLIC NOTICE.

Denver generally advertises all construction bids and RFPS as well as formal bids and RFPs for goods and services (i.e., those with an approximate value of \$25,000 or over) in the *Daily Journal* or the *Denver Newspaper Agency*. Formal bids can be downloaded from the Denver purchasing website, the DIA website and the Work4denver.com website. Prospective bidders can subscribe to Initiations to Bid through e-mail or text.

### 3.12.2 OTHER PUBLIC OUTREACH.

Denver's M/WBE very extensive outreach efforts have included:

- ♦ Maintaining the Denver web site, which contains extensive information on program certification, resource links, race-neutral programs, the municipal code, bidding opportunities for Denver and other public agencies, upcoming construction projects, bidding procedures, vendor payment information, pre-bid meeting information, Construction Compliance Forms, Contracts Awarded, Construction Empowerment Initiative Ordinance, plan holder lists, Doing Business With Denver International Airport, Goals Committee Meeting Schedule, DSBO Annual

Reports (which include utilization reports), Denver Budgets (back to 2006), Guidance for Doing Business with the City, and comprehensive Denver contracting information.

- ◆ Establishing two Business Assistance Centers (discussed above).
- ◆ Hosting Small Business Week.
- ◆ Planning pre-bid conferences.
- ◆ Serving on the board of Minority Supplier Development Council (MSDC) and taking buyers to the MSDC.
- ◆ Holding reverse trade shows, purchasing outreach events and concession outreach events for retail and food and beverage.
- ◆ Sponsoring “Doing Business at DIA – Concession RFP’s” workshops.
- ◆ Organizing training sessions on how to do business with Denver.

Interacting with the ethnic business organizations and business development organizations, including:

- ◆ African-American Construction Council
- ◆ Conference of Minority Transportation Officials
- ◆ Mountain Region Black Economic Summit & Expo
- ◆ Hispanic Contractors of Colorado
- ◆ Denver Hispanic Chamber of Commerce
- ◆ MLK Social Responsibility Luncheon
- ◆ SBA Informational Meetings
- ◆ Asian Chamber of Commerce
- ◆ Rocky Mt Indian Chamber of Commerce
- ◆ Better Business Bureau Annual Event
- ◆ Blue Book Event
- ◆ Colorado Black Chamber of Commerce Reception
- ◆ Summit of the Chambers
- ◆ State of Colorado Procurement Event
- ◆ Annual Minority Business Breakfast
- ◆ Annual Minority Enterprise Development Week (MED)
- ◆ Annual SBA Resource Fair
- ◆ State of Colorado Minority Business and Women’s Office Workshop Series
- ◆ Mountain Region Black Economic Summit
- ◆ Small Business Administration Resource Fair
- ◆ Business Opportunity Fair (BOF)
- ◆ OED/IT Procurement Fair

Collaboration with these organizations has included attending the meetings, hosting events, co-sponsoring workshops and serving on boards.

The Purchasing Division has undertaken its own outreach efforts in addition to those undertaken by the City. Purchasing Staff members attend monthly joint outreach strategy meetings at the DIA Commerce Hub with DIA personnel and Denver Small Business Office in order to collaborate on efforts to increase M/WBE identification and utilization. This collaborative effort provides the Purchasing Division with additional business assistance resources for their M/WBE vendors.

The Purchasing Division serves on the Executive Committee of the Rocky Mountain Supplier Development Council (RMMSDC). The Purchasing Division is also a member of the Women's Business Enterprise National Council (WEBENC) – West, and the Denver Women's Chamber of Commerce.

There is a web page, within the Department of General Services' website, that is specific to the Purchasing Division. The web page provides links to the following:

- ◆ Bid Attachments
- ◆ Invitations for Bids and Archives
- ◆ Instructions for subscribing to automatic notifications of upcoming bids
- ◆ Contact information
- ◆ Frequently Asked Questions
- ◆ Vendor Tools (including “how to” documents)

The details of the Purchasing M/WBE outreach efforts during the study period were not fully documented, however the types of activities conducted include:

- ◆ Minority Business Outreach
- ◆ Business Opportunity Fairs
- ◆ Small Business Forums
- ◆ State & City Minority/Women Business Outreach Events
- ◆ Reverse Trade Shows

Purchasing Staff is also actively involved in ethnic business organizations including:

- ◆ Rocky Mountain Minority Supplier Development Council (RMMSDC)
- ◆ Women's Chamber of Commerce
- ◆ Women's Business Enterprise National Council (WEBENC) – West
- ◆ COMTO (Conference of Minority Transportation Officials)
- ◆ Colorado Indian Chamber of Commerce

### 3.13 CONCLUSIONS

Denver has a long established M/WBE program in construction and professional design services that has ultimately withstood several legal challenges. The M/WBE program is also supplemented with SBE set-asides. There has been a substantial growth in the number of certified firms since implementation of the Construction Empowerment Initiative in 2007. There is limited direct management and technical, financial or bonding assistance, but there is widespread outreach and partnerships with local business development organizations.

## 4.0 MARKET AREA AND UTILIZATION ANALYSES

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This chapter presents the results of the market area and the utilization analyses of firms by the City and County of Denver (City). The contracting activity of construction and construction-related professional services, procurement of concessions, and procurement of services by the City's Department of General Services Purchasing Division are analyzed. The results of the availability and disparity analyses, presented in **Chapter 5.0**, ultimately determine whether minority-, woman-, or nonminority-owned businesses were underutilized or overutilized.

The sections of **Chapter 4.0** consist of the following:

- 4.1 Methodology
- 4.2 Contracting and Procurement Categories
- 4.3 Market Area Analysis for Construction and Construction-Related Professional Services
- 4.4 Construction and Construction-Related Professional Services Utilization Analysis
- 4.5 Concessions Utilization Analysis
- 4.6 Market Area and Utilization Analyses for General Services Purchasing Division Select Services and Goods

### 4.1 METHODOLOGY

This section presents the methodology for the collection of data and analysis of market areas and utilization of minority-, woman-, and nonminority-owned firms for this study.

#### 4.1.1 COLLECTION AND MANAGEMENT OF DATA

To determine the most appropriate data for our use in this study and to identify data sources, MGT of America, Inc. (MGT) conducted data assessment interviews with key City staff knowledgeable about the City's contracting and procurement processes. Data was kept in several systems. Electronic award and procurement of construction and construction-related professional services (at the prime contractor and subcontractor levels) and concessions-related goods and services data was collected from the City's B2G contract management system. Electronic purchase order and accounts payable data from the City's Department of General Services Purchasing Division (G.S.P.D.) data was obtained from the City's PeopleSoft system.

In order to analyze the utilization of firms on City projects and procurement, MGT staff developed three primary databases. These databases were a Master Contracting Database, Master Concessions Database, and Master Procurement Databases.

The Master Contracting Database consisted of construction and construction-related professional services prime contract and subcontract data activity from the period of January 1, 2005 through

December 31, 2010 (calendar year). The Master Concessions Database consisted of data on concession-related goods and services Denver International Airport (DIA) activity from the period of January 1, 2006 through December 31, 2010 (calendar year). The Master Procurement Database consisted of the City's Department of General Services Purchasing Division procurement activity via accounts payable data from the period of January 1, 2006 through December 31, 2010 (calendar year).

Some records were excluded as not relevant to the study. Examples of procurement activity excluded from analysis include duplicate procurement records; contracts out of the time frame of the study; contracts awarded to nonprofits and government entities; interfund transfers and utility payments such as water, gas, and electricity. Additional exclusions included certain G.S.P.D. procured services and goods, such as professional services; new and used automobiles; machinery, equipment, and supplies; natural gas and petroleum; automobile parts and accessories; apparel, signs, athletic goods, and food; and chemicals.

#### 4.1.2 M/WBE CLASSIFICATIONS

The descriptions of business categories and minority- and woman-owned business enterprise (M/WBE) classifications are also presented in this section. In this study, businesses classified as minority- and woman-owned business enterprise M/WBEs are firms at least 51 percent owned and controlled by members of one of five groups: African Americans, Hispanic Americans, Asian Americans, Native Americans, and nonminority women. These groups were defined according to the United States (U.S.) Census Bureau as follows:

- ◆ **African Americans:** U.S. citizens or lawfully admitted permanent residents having an origin in any of the black racial groups of Africa.
- ◆ **Hispanic Americans:** U.S. citizens or lawfully admitted permanent residents of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish or Portuguese cultures or origins regardless of race.
- ◆ **Asian Americans:** U.S. citizens or lawfully admitted permanent residents who originate from the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.
- ◆ **Native Americans:** U.S. citizens or lawfully admitted permanent residents who originate from any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.
- ◆ **Nonminority Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white woman. Minority women were included in their respective minority category.

The M/WBE determinations reflected in this report were based on classifications presented in the City-provided data (such as vendor data, the City's certified directory, and contract data). In addition, MGT conducted additional research to determine the proper business owner classification. If unclear or unknown, the business owner classification was cross referenced with additional vendor lists (Central Contractor Registry, Colorado Department of Transportation). City staff also conducted a thorough review of the business owner classifications of firms and where appropriate, these classifications were reclassified in order to represent the proper business owner classification. Firms that were identified in the source data as nonminority males and firms for which there was no indication of M/WBE classification in the source data were considered to be non-M/WBE firms and counted as non-M/WBE firms in the analyses conducted for this study.

### 4.1.3 MARKET AREA METHODOLOGY

In order to establish the appropriate geographic boundaries for the statistical analysis, a market area was determined. First, the overall market area was determined, and then the relevant market area was established.

#### MARKET AREA

A United States county is the geographical unit of measure selected for determining market area. The use of counties located within a City's Combined Statistical Area (CSA) was examined. The counties within a City's CSA is geographical units based on the following considerations: 1) the courts have accepted counties as a standard geographical unit of analysis in conducting equal employment opportunity and disparity analysis; 2) county boundaries are externally determined and thus free from any researcher bias that might result from any arbitrary determinations of geographical units of analysis; and 3) the U.S. Census and other federal and state data are routinely collected and reported by county. As described in [Section 4.1.1](#), we used internal databases, such as the MGT Master ZIP Code Database, to match ZIP codes to vendor location in order to assign county boundaries.

#### RELEVANT MARKET AREA

The relevant market area was determined for each business category. The first step was to total the dollars in each county according to counties within the Denver-Aurora-Boulder CSA and by business category. We listed the counties according to dollars. The counties that constituted the City's market area were determined by evaluating the total dollars procured by the City in each business category. Subsequently, we added succeeding counties, as needed, until at least 75 percent of the total dollars were included. The use of the "75 percent rule" for market area determination is generally accepted in antitrust cases. In another relevant case, the court accepted less than 100 percent of data when it was reasonable to assume that the missing data would not significantly change the results of the analysis<sup>171</sup>. Subsequently, the results were summarized by county according to the location of each firm that provided goods or services to the City. Subsequently, the analysis was based on firms located in the Denver-Aurora-Boulder CSA, as well as firms located in the State of Colorado. [Section 4.3](#) presents the utilization analyses based on these market areas.

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<sup>171</sup> *James C. Jones v. New York County Human Resources Administration*, 528 F.2d 696 (.2d Cir. 1976).



## 4.1.4 SUMMARY OF CONTRACTS

Exhibit 4-1 shows the contract and subcontract dollars maintained in the Master Contract Database based on the overall market area for the study period. During the study period, a total of \$2.4 billion in contract and subcontract dollars were expended. Of the \$2.4 billion, construction accounted for \$2.1 billion, approximately 85.6 percent. Construction-related professional services accounted for the remaining 14.4%, or \$351.6 million. There were 1,609 prime contracts and 1,042 subcontracts analyzed for the study. The 1,090 prime construction contracts had 717 associated subcontracts. The 519 prime construction-related professional services contracts had 325 associated subcontracts.

EXHIBIT 4-1  
SUMMARY OF CONTRACTS  
NUMBER AND CONTRACT DOLLARS BY TYPE OF CONTRACT, OVERALL MARKET AREA  
JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

TYPE OF CONTRACT	NUMBER OF CONTRACTS	CONTRACT DOLLARS
<b>PRIME CONTRACTS</b>		
Construction	1,090	\$1,587,148,961
Construction-Related Professional Services	519	\$288,537,692
<b>TOTAL PRIME CONTRACTS</b>	<b>1,609</b>	<b>\$1,875,686,653</b>
<b>SUBCONTRACTS</b>		
Construction	717	\$499,473,279
Construction-Related Professional Services	325	\$63,038,386
<b>TOTAL SUBCONTRACTS</b>	<b>1,042</b>	<b>\$562,511,666</b>
<b>TOTAL CONSTRUCTION</b>		<b>\$2,086,622,240</b>
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>		<b>\$351,576,078</b>
<b>TOTAL</b>		<b>\$2,438,198,318</b>

Source: MGT developed a Master Contract Database based on City's contracting data awarded from January 1, 2005 through December 31, 2010.

Exhibit 4-2 shows the type of contract, number of prime contracts, and total contract dollars (includes prime contract and subcontract dollars) by calendar year for the study period. Approximately 26 percent of construction dollars were awarded in 2010 and 32.6 percent of construction-related professional services were in 2006.

EXHIBIT 4-2  
 SUMMARY OF CONTRACTS  
 TYPE OF CONTRACT BY CALENDAR YEAR, OVERALL MARKET AREA  
 JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

CALENDAR YEAR	NUMBER OF PRIME CONTRACTS	TOTAL CONTRACT DOLLARS (INCLUDES PRIME AND SUBCONTRACT)
<b>PRIME CONTRACTS</b>		
<b>CONSTRUCTION</b>		
2005	101	\$161,353,099
2006	77	\$251,586,542
2007	109	\$471,096,605
2008	139	\$168,592,917
2009	339	\$490,638,788
2010	325	\$543,354,289
<b>TOTAL CONSTRUCTION</b>	<b>1,090</b>	<b>\$2,086,622,240</b>
<b>CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>		
2005	36	\$9,569,949
2006	25	\$114,513,149
2007	49	\$39,942,006
2008	148	\$58,105,858
2009	132	\$70,488,504
2010	129	\$58,956,612
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>	<b>519</b>	<b>\$351,576,078</b>
<b>TOTAL</b>	<b>1,609</b>	<b>\$2,438,198,318</b>

Source: MGT developed a Master Contract Database based on City’s contracting data awarded from January 1, 2005 through December 31, 2010.

**Exhibit 4-3** shows the type of contract, number of prime contracts, and total contract dollars (includes prime contract and subcontract dollars) expended by the City’s Department for the study period. Denver International Airport, which includes DIA South Terminal Expansion, accounted for 46.5 percent of construction. The Denver Justice Center as well as the City’s engineering department also accounted for a substantial amount of the contracting dollars. The Denver Justice Center accounted for 15.5 percent of construction and 8.2 percent of construction-related professional services. The City’s engineering department accounted for 14.1 percent of construction and 16.1 percent of construction-related professional services.

EXHIBIT 4-3  
SUMMARY OF CONTRACTS  
TYPE OF CONTRACT BY DEPARTMENT, OVERALL MARKET AREA  
JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

DEPARTMENT	NUMBER OF PRIME CONTRACTS	TOTAL CONTRACT DOLLARS (INCLUDES PRIME AND SUBCONTRACT)
<b>CONSTRUCTION</b>		
Denver 1998 Bond Office	1	\$3,175,211
Denver Botanic Gardens	1	\$12,690,865
Denver Community Planning & Development	1	\$846,000
Denver DIA South Terminal Expansion	4	\$352,277,132
Denver Engineering	196	\$295,107,019
Denver Environmental Services	1	\$2,530,151
Denver Facilities Planning & Management	258	\$115,524,544
Denver Fire	1	\$480,812
Denver General Services	131	\$17,875,192
Denver Health Medical Center Authority	38	\$64,230,789
Denver International Airport	176	\$617,664,775
Denver Justice Center	3	\$322,691,429
Denver Library	2	\$5,105,700
Denver Museum of Nature & Science	1	\$5,113,424
Denver Parks & Recreation	187	\$91,184,103
Denver Police	1	\$38,000
Denver Public Office Buildings	2	\$19,915,651
Denver Street Maintenance PW	27	\$44,633,246
Denver Theaters and Arenas	1	\$1,488,577
Denver Transportation Division	12	\$3,707,954
Denver Wastewater Management Division	44	\$68,794,898
Denver Zoo	2	\$41,546,767
<b>TOTAL CONSTRUCTION</b>	<b>1,090</b>	<b>\$2,086,622,240</b>

MARKET AREA AND UTILIZATION ANALYSES

DEPARTMENT	NUMBER OF PRIME CONTRACTS	TOTAL CONTRACT DOLLARS (INCLUDES PRIME AND SUBCONTRACT)
<b>CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>		
Denver 2008 Bond - DBD Project Management	10	\$18,162,518
Denver Botanic Gardens	1	\$1,568,753
Denver Engineering	243	\$56,758,923
Denver Environmental Services	1	\$988,941
Denver Facilities Planning & Management	80	\$10,713,187
Denver Health Medical Center Authority	16	\$2,826,696
Denver International Airport	58	\$210,120,555
Denver Justice Center	5	\$28,771,789
Denver Library	1	\$648,648
Denver Museum of Nature & Science	1	\$4,130,539
Denver Parks & Recreation	97	\$13,191,018
Denver Public Office Buildings	1	\$1,044,459
Denver Street Maintenance PW	1	\$721,128
Denver Transportation Division	3	\$393,924
Denver Wastewater Management Division	1	\$1,535,000
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>	<b>519</b>	<b>\$351,576,078</b>
<b>TOTAL</b>	<b>1,609</b>	<b>\$2,438,198,318</b>

Source: MGT developed a Master Contract Database based on City's contracting data awarded from January 1, 2005 through December 31, 2010.

#### 4.2 CONTRACTING AND PROCUREMENT CATEGORIES

MGT staff assigned a primary North American Industry Classification System<sup>172</sup> (NAICS) codes to each contract at the prime contractor and subcontractor levels in the Master Contract Database. NAICS codes were assigned to the six-digit level for each contract. We identified 110 primary six-digit NAICS codes for construction contracts and 40 primary six-digit NAICS for construction-related professional services contracts. Exhibits 4-4 and 4-5 show the primary NAICS codes and their associated percent of contract dollars (industry weight) and cumulative percentage of contract dollars (cumulative industry weight) by contract type.

<sup>172</sup> NAICS was developed under the auspices of the Office of Management and Budget (OMB), and adopted in 1997 to replace the Standard Industrial Classification (SIC) system. It was developed jointly by the U.S. Economic Classification Policy Committee (ECPC), Statistics and Mexico's Instituto Nacional de Estadística y Geografía to allow for a high level of comparability in business statistics among the North American countries.

**Exhibit 4-4** shows that in construction one industry (NAICS code 236220-Commercial and Institutional Building Construction) accounts for 37.4 percent of the total dollars, six primary industries (236220- Commercial and Institutional Building Construction, 237310- Highway, Street, and Bridge Construction, 237110- Water and Sewer Line and Related Structures Construction, 238210- Electrical Contractors and Other Wiring Installation Contractors, 238220- Plumbing, Heating, and Air-Conditioning Contractors, and 238120- Electrical Contractors and Other Wiring Installation Contractors) account for 83.7 percent of the total dollars, 25 primary industries account for 97.3 percent, and the remaining 85 industries account for less than 10 percent of the construction dollars.

EXHIBIT 4-4  
SUMMARY OF CONTRACTS  
DISTRIBUTION OF CONSTRUCTION DOLLARS BY SIX-DIGIT NAICS CODES, OVERALL MARKET AREA  
JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

NAICS CODE AND TEXT DESCRIPTION		CONTRACT DOLLARS	PERCENT OF CONTRACT DOLLARS	CUMULATIVE PERCENTAGE <sup>1</sup>
<b>CONSTRUCTION</b>				
236220	Commercial and Institutional Building Construction	\$781,126,091	37.43%	37.43%
237310	Highway, Street, and Bridge Construction	\$564,142,747	27.04%	64.47%
237110	Water and Sewer Line and Related Structures Construction	\$186,631,139	8.94%	73.42%
238210	Electrical Contractors and Other Wiring Installation Contractors	\$102,757,655	4.92%	78.34%
238220	Plumbing, Heating, and Air-Conditioning Contractors	\$63,411,080	3.04%	81.38%
238120	Structural Steel and Precast Concrete Contractors	\$47,430,322	2.27%	83.65%
561730	Landscaping Services	\$32,859,298	1.57%	85.23%
484220	Specialized Freight (except Used Goods) Trucking, Local	\$27,889,097	1.34%	86.56%
238910	Site Preparation Contractors	\$25,683,046	1.23%	87.79%
238310	Drywall and Insulation Contractors	\$24,777,246	1.19%	88.98%
238390	Other Building Finishing Contractors	\$19,891,948	0.95%	89.93%
562910	Remediation Services	\$16,783,845	0.80%	90.74%
238160	Roofing Contractors	\$15,381,777	0.74%	91.48%
237990	Other Heavy and Civil Engineering Construction	\$14,258,135	0.68%	92.16%
237120	Oil and Gas Pipeline and Related Structures Construction	\$13,898,146	0.67%	92.83%
327390	Other Concrete Product Manufacturing	\$12,013,555	0.58%	93.40%

NAICS CODE AND TEXT DESCRIPTION		CONTRACT DOLLARS	PERCENT OF CONTRACT DOLLARS	CUMULATIVE PERCENTAGE <sup>1</sup>
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	\$11,668,158	0.56%	93.96%
238290	Other Building Equipment Contractors	\$10,563,907	0.51%	94.47%
238140	Masonry Contractors	\$10,507,741	0.50%	94.97%
238330	Flooring Contractors	\$10,477,329	0.50%	95.47%
541330	Engineering Services	\$9,529,210	0.46%	95.93%
238350	Finish Carpentry Contractors	\$8,232,437	0.39%	96.32%
238990	All Other Specialty Trade Contractors	\$7,955,685	0.38%	96.71%
238190	Other Foundation, Structure, and Building Exterior Contractors	\$7,358,953	0.35%	97.06%
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	\$5,340,483	0.26%	97.31%
326191	Plastics Plumbing Fixture Manufacturing	\$5,034,686	0.24%	97.55%
238320	Painting and Wall Covering Contractors	\$3,669,463	0.18%	97.73%
238150	Glass and Glazing Contractors	\$3,083,091	0.15%	97.88%
541370	Surveying and Mapping (except Geophysical) Services	\$2,946,444	0.14%	98.02%
238110	Poured Concrete Foundation and Structure Contractors	\$2,835,083	0.14%	98.16%
541380	Testing Laboratories	\$2,817,012	0.14%	98.29%
423510	Metal Service Centers and Other Metal Merchant Wholesalers	\$2,669,107	0.13%	98.42%
561621	Security Systems Services (except Locksmiths)	\$2,531,406	0.12%	98.54%
423830	Industrial Machinery and Equipment Merchant Wholesalers	\$2,359,887	0.11%	98.65%
423390	Other Construction Material Merchant Wholesalers	\$2,322,336	0.11%	98.76%
236210	Industrial Building Construction	\$2,085,967	0.10%	98.86%
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	\$2,079,347	0.10%	98.96%
423330	Roofing, Siding, and Insulation Material Merchant Wholesalers	\$1,770,095	0.08%	99.05%
541310	Architectural Services	\$1,536,960	0.07%	99.12%
561612	Security Guards and Patrol Services	\$1,525,627	0.07%	99.20%
541620	Environmental Consulting Services	\$1,499,053	0.07%	99.27%
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	\$1,446,379	0.07%	99.34%

NAICS CODE AND TEXT DESCRIPTION		CONTRACT DOLLARS	PERCENT OF CONTRACT DOLLARS	CUMULATIVE PERCENTAGE <sup>1</sup>
532412	Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing	\$1,176,490	0.06%	99.39%
332312	Fabricated Structural Metal Manufacturing	\$948,222	0.05%	99.44%
238130	Framing Contractors	\$852,262	0.04%	99.48%
561990	All Other Support Services	\$647,880	0.03%	99.51%
561790	Other Services to Buildings and Dwellings	\$621,138	0.03%	99.54%
541611	Administrative Management and General Management Consulting Services	\$583,385	0.03%	99.57%
561320	Temporary Help Services	\$493,106	0.02%	99.59%
237130	Power and Communication Line and Related Structures Construction	\$464,499	0.02%	99.61%
423220	Home Furnishing Merchant Wholesalers	\$459,315	0.02%	99.64%
424950	Paint, Varnish, and Supplies Merchant Wholesalers	\$407,270	0.02%	99.66%
423710	Hardware Merchant Wholesalers	\$401,000	0.02%	99.67%
324122	Asphalt Shingle and Coating Materials Manufacturing	\$391,887	0.02%	99.69%
424690	Other Chemical and Allied Products Merchant Wholesalers	\$378,640	0.02%	99.71%
541614	Process, Physical Distribution, and Logistics Consulting Services	\$358,340	0.02%	99.73%
423210	Furniture Merchant Wholesalers	\$353,366	0.02%	99.75%
541512	Computer Systems Design Services	\$345,772	0.02%	99.76%
327420	Gypsum Product Manufacturing	\$327,221	0.02%	99.78%
444190	Other Building Material Dealers	\$317,440	0.02%	99.79%
541910	Marketing Research and Public Opinion Polling	\$316,723	0.02%	99.81%
327992	Ground or Treated Mineral and Earth Manufacturing	\$305,319	0.01%	99.82%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	\$300,000	0.01%	99.84%
423440	Other Commercial Equipment Merchant Wholesalers	\$295,460	0.01%	99.85%
335311	Power, Distribution, and Specialty Transformer Manufacturing	\$267,642	0.01%	99.86%
424310	Piece Goods, Notions, and Other Dry Goods Merchant Wholesalers	\$253,888	0.01%	99.88%
541990	All Other Professional, Scientific, and Technical Services	\$249,478	0.01%	99.89%
424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers	\$245,000	0.01%	99.90%
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	\$208,033	0.01%	99.91%

NAICS CODE AND TEXT DESCRIPTION		CONTRACT DOLLARS	PERCENT OF CONTRACT DOLLARS	CUMULATIVE PERCENTAGE <sup>1</sup>
323110	Commercial Printing (except Screen and Books)	\$170,000	0.01%	99.92%
331511	Iron Foundries	\$164,683	0.01%	99.93%
321911	Wood Window and Door Manufacturing	\$148,762	0.01%	99.93%
321991	Manufactured Home (Mobile Home) Manufacturing	\$140,000	0.01%	99.94%
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	\$129,961	0.01%	99.95%
423690	Other Electronic Parts and Equipment Merchant Wholesalers	\$123,184	0.01%	99.95%
238340	Tile and Terrazzo Contractors	\$109,742	0.01%	99.96%
561740	Carpet and Upholstery Cleaning Services	\$83,500	0.00%	99.96%
335313	Switchgear and Switchboard Apparatus Manufacturing	\$75,000	0.00%	99.97%
562111	Solid Waste Collection	\$74,190	0.00%	99.97%
425120	Wholesale Trade Agents and Brokers	\$73,150	0.00%	99.97%
423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers	\$60,733	0.00%	99.98%
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	\$52,313	0.00%	99.98%
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	\$51,190	0.00%	99.98%
332313	Plate Work Manufacturing	\$48,419	0.00%	99.98%
541820	Public Relations Agencies	\$38,000	0.00%	99.98%
423840	Industrial Supplies Merchant Wholesalers	\$35,086	0.00%	99.99%
486910	Pipeline Transportation of Refined Petroleum Products	\$32,055	0.00%	99.99%
336390	Other Motor Vehicle Parts Manufacturing	\$30,119	0.00%	99.99%
326122	Plastics Pipe and Pipe Fitting Manufacturing	\$28,298	0.00%	99.99%
562991	Septic Tank and Related Services	\$26,000	0.00%	99.99%
562112	Hazardous Waste Collection	\$25,638	0.00%	99.99%
423410	Photographic Equipment and Supplies Merchant Wholesalers	\$23,330	0.00%	99.99%
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers	\$23,044	0.00%	99.99%
541430	Graphic Design Services	\$16,640	0.00%	100.00%



NAICS CODE AND TEXT DESCRIPTION		CONTRACT DOLLARS	PERCENT OF CONTRACT DOLLARS	CUMULATIVE PERCENTAGE <sup>1</sup>
561439	Other Business Service Centers (including Copy Shops)	\$16,465	0.00%	100.00%
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	\$11,125	0.00%	100.00%
332323	Ornamental and Architectural Metal Work Manufacturing	\$10,737	0.00%	100.00%
561710	Exterminating and Pest Control Services	\$10,200	0.00%	100.00%
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	\$9,888	0.00%	100.00%
238170	Siding Contractors	\$9,000	0.00%	100.00%
488490	Other Support Activities for Road Transportation	\$6,960	0.00%	100.00%
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	\$3,900	0.00%	100.00%
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	\$3,807	0.00%	100.00%
323111	Commercial Printing (except Screen and Books)	\$2,000	0.00%	100.00%
423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers	\$1,384	0.00%	100.00%
444220	Nursery, Garden Center, and Farm Supply Stores	\$1,329	0.00%	100.00%
562119	Other Waste Collection	\$960	0.00%	100.00%
339950	Sign Manufacturing	\$942	0.00%	100.00%
541810	Advertising Agencies	\$677	0.00%	100.00%
424910	Farm Supplies Merchant Wholesalers	\$80	0.00%	100.00%
<b>TOTAL PRIME CONTRACTS AND SUBCONTRACTS, CONSTRUCTION</b>		<b>\$2,086,622,240</b>	<b>100.00%</b>	

Source: MGT developed a Master Contract Database based on City’s contracting data awarded from January 1, 2005 through December 31, 2010.

<sup>1</sup> Cumulative total of percent of dollars.

**Exhibit 4-5** shows that in construction-related professional services one industry (NAICS code 541330- Engineering Services) accounts for 53.6 percent of the total dollars, three primary industries (541330- Engineering Services, 541620- Environmental Consulting Services, and 541310- Architectural Services) account for 83.9 percent of the total dollars, and 34 industries account for the remaining construction-related professional services dollars.

EXHIBIT 4-5  
SUMMARY OF CONTRACTS  
DISTRIBUTION OF CONSTRUCTION-RELATED PROFESSIONAL SERVICES DOLLARS BY SIX-DIGIT NAICS CODES, OVERALL MARKET AREA  
JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

NAICS CODE AND TEXT DESCRIPTION		CONTRACT DOLLARS	PERCENT OF CONTRACT DOLLARS	CUMULATIVE PERCENTAGE <sup>1</sup>
<b>CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>				
541330	Engineering Services	\$188,453,415	53.60%	53.60%
541620	Environmental Consulting Services	\$54,119,106	15.39%	69.00%
541310	Architectural Services	\$52,539,459	14.94%	83.94%
541320	Landscape Architectural Services	\$13,266,774	3.77%	87.71%
541614	Process, Physical Distribution, and Logistics Consulting Services	\$9,725,581	2.77%	90.48%
541370	Surveying and Mapping (except Geophysical) Services	\$4,744,316	1.35%	91.83%
541611	Administrative Management and General Management Consulting Services	\$4,685,082	1.33%	93.16%
541618	Other Management Consulting Services	\$3,156,676	0.90%	94.06%
541300	Architectural, Engineering, and Related Services	\$2,679,190	0.76%	94.82%
541690	Other Scientific and Technical Consulting Services	\$2,671,055	0.76%	95.58%
541512	Computer Systems Design Services	\$1,952,371	0.56%	96.14%
541720	Research and Development in the Social Sciences and Humanities	\$1,900,000	0.54%	96.68%
541350	Building Inspection Services	\$1,800,000	0.51%	97.19%
541380	Testing Laboratories	\$1,554,694	0.44%	97.63%
541410	Interior Design Services	\$1,029,640	0.29%	97.92%
237310	Highway, Street, and Bridge Construction	\$1,018,203	0.29%	98.21%
562910	Remediation Services	\$953,341	0.27%	98.48%
541910	Marketing Research and Public Opinion Polling	\$947,535	0.27%	98.75%

NAICS CODE AND TEXT DESCRIPTION		CONTRACT DOLLARS	PERCENT OF CONTRACT DOLLARS	CUMULATIVE PERCENTAGE <sup>1</sup>
561990	All Other Support Services	\$900,000	0.26%	99.01%
561311	Employment Placement Agencies	\$752,500	0.21%	99.22%
484220	Specialized Freight (except Used Goods) Trucking, Local	\$645,281	0.18%	99.41%
238390	Other Building Finishing Contractors	\$476,681	0.14%	99.54%
238990	All Other Specialty Trade Contractors	\$248,242	0.07%	99.61%
541340	Drafting Services	\$230,218	0.07%	99.68%
541430	Graphic Design Services	\$223,454	0.06%	99.74%
611710	Educational Support Services	\$178,500	0.05%	99.79%
423690	Other Electronic Parts and Equipment Merchant Wholesalers	\$162,754	0.05%	99.84%
236220	Commercial and Institutional Building Construction	\$154,093	0.04%	99.88%
238210	Electrical Contractors and Other Wiring Installation Contractors	\$89,375	0.03%	99.91%
237990	Other Heavy and Civil Engineering Construction	\$68,300	0.02%	99.93%
561320	Temporary Help Services	\$67,260	0.02%	99.95%
323110	Commercial Printing (except Screen and Books)	\$46,449	0.01%	99.96%
561730	Landscaping Services	\$43,370	0.01%	99.97%
541511	Custom Computer Programming Services	\$30,800	0.01%	99.98%
518210	Data Processing, Hosting, and Related Services	\$24,800	0.01%	99.99%
238220	Plumbing, Heating, and Air-Conditioning Contractors	\$14,400	0.00%	99.99%
238910	Site Preparation Contractors	\$8,159	0.00%	100.00%
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	\$7,264	0.00%	100.00%
561612	Security Guards and Patrol Services	\$4,738	0.00%	100.00%
237110	Water and Sewer Line and Related Structures Construction	\$3,000	0.00%	100.00%
<b>TOTAL PRIME CONTRACTS AND SUBCONTRACTS, CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>		<b>\$351,576,078</b>	<b>100.00%</b>	

Source: MGT developed a Master Contract Database based on City’s contracting data awarded from January 1, 2005 through December 31, 2010.

<sup>1</sup> Cumulative total of percent of dollars.

MGT staff assigned procurement services to each vendor in the Master Procurement Database. The list of procurement services, referred to as General Services Purchasing Division (G.S.P.D. Procured Services), analyzed in this study are presented in **Exhibit 4-6**.

EXHIBIT 4-6  
 SUMMARY OF G.S.P.D. PROCURED SERVICES  
 PROCUREMENT SERVICES INCLUDED IN STUDY  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

SELECT SERVICES	SELECT GOODS	
Building management and maintenance services	<b>COMPUTERS AND SOFTWARE</b>	<b>OFFICE EQUIPMENT</b>
Parking services	Computer terminals	Office machines
Security services	Computer and software stores	Furniture stores
General business services	Computers, peripherals, and software	<b>MACHINERY, EQUIPMENT AND SUPPLIES</b>
Maintenance and repair services including landscaping	Prepackaged software	Construction and mining machinery
Waste management services	<b>ELECTRONIC PARTS AND EQUIPMENT</b>	Farm and garden machinery
Communication equipment and services	Electrical apparatus and equipment	Industrial machinery and equipment
	Electrical appliances, television and radio	Service establishment equipment and supplies
	Electronic parts and equipment	Transportation equipment and supplies
	Industrial supplies	Equipment rental and leasing
	<b>ELECTRICAL AND INDUSTRIAL EQUIPMENT, PARTS AND SUPPLIES</b>	
	Electric lamps	Fluid meters and counting devices
	Lighting equipment	Analytical instruments
	Electrical equipment and supplies	Motors and generators
	Process control instruments	

Market area and utilization analyses of G.S.P.D. procured services and goods are presented in **Section 4.6**.

**4.3 MARKET AREA**

In order to establish the appropriate geographic boundaries for the statistical analysis, market areas were determined. As described in **Section 4.1.3, Market Area Methodology**, first, the overall market area was determined and then the relevant market area was established. The following analysis presents the results based on the relevant market areas, which are Colorado and the Denver-Aurora-Boulder CSA. **Section 4.6.2** shows the relevant market areas for the G.P.S.D procured services and goods.

**Exhibit 4-7** shows that contractors located within Colorado and the Denver-Aurora-Boulder CSA account for 97.8 percent and 96.2 percent of construction prime contract and subcontract dollars. Contractors located within Colorado accounted for 73.8 percent of construction-related professional services prime contract and subcontract dollars and 73.4 percent in the Denver-Aurora-Boulder CSA.

EXHIBIT 4-7  
SUMMARY OF CONTRACTS  
DISTRIBUTION OF PRIME CONTRACT AND SUBCONTRACT DOLLARS BY LOCATION OF FIRM  
JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

LOCATION OF FIRMS	NUMBER OF PRIME CONTRACTS	CONTRACT DOLLARS	PERCENT OF CONTRACT DOLLARS
<b>STATE OF COLORADO</b>			
<b>Construction</b>			
Inside Colorado	1,069	\$2,040,999,895	97.81%
Outside Colorado	21	\$45,622,346	2.19%
<b>TOTAL CONSTRUCTION</b>	<b>1,090</b>	<b>\$2,086,622,240</b>	<b>100.00%</b>
<b>Construction-Related Professional Services</b>			
Inside Colorado	472	\$259,530,649	73.82%
Outside Colorado	47	\$92,045,429	26.18%
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>	<b>519</b>	<b>\$351,576,078</b>	<b>100.00%</b>
<b>DENVER-AURORA-BOULDER, COLORADO CSA</b>			
<b>Construction</b>			
Inside Denver-Aurora-Boulder, CO CSA	1,005	\$2,006,291,948	96.15%
Outside Denver-Aurora-Boulder, CO CSA	85	\$80,330,292	3.85%
<b>TOTAL CONSTRUCTION</b>	<b>1,090</b>	<b>\$2,086,622,240</b>	<b>100.00%</b>
<b>Construction-Related Professional Services</b>			
Inside Denver-Aurora-Boulder, CO CSA	465	\$258,208,049	73.44%
Outside Denver-Aurora-Boulder, CO CSA	54	\$93,368,029	26.56%
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>	<b>519</b>	<b>\$351,576,078</b>	<b>100.00%</b>
<b>CITY AND COUNTY OF DENVER, COLORADO</b>			
<b>Construction</b>			
Inside City and County of Denver, Colorado	251	\$951,228,700	45.59%

LOCATION OF FIRMS	NUMBER OF PRIME CONTRACTS	CONTRACT DOLLARS	PERCENT OF CONTRACT DOLLARS
Outside City and County of Denver, Colorado	839	\$1,135,393,540	54.41%
<b>TOTAL CONSTRUCTION</b>	<b>1,090</b>	<b>\$2,086,622,240</b>	<b>100.00%</b>
<b>Construction-Related Professional Services</b>			
Inside City and County of Denver, Colorado	328	\$188,070,188	53.49%
Outside City and County of Denver, Colorado	191	\$163,505,890	46.51%
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>	<b>519</b>	<b>\$351,576,078</b>	<b>100.00%</b>

Source: MGT developed a Master Contract Database based on City’s contracting data awarded from January 1, 2005 through December 31, 2010.

#### 4.4 UTILIZATION ANALYSIS

**Exhibit 4-8** shows our utilization analysis by business ownership classification (race, ethnicity, and gender) for construction and construction-related professional services based on firms located within the overall market area.

EXHIBIT 4-8  
UTILIZATION ANALYSIS  
BY M/WBE CLASSIFICATION  
CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES, OVERALL MARKET AREA  
JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	CONSTRUCTION-RELATED PROFESSIONAL SERVICES
	PERCENT OF CONTRACT DOLLARS	PERCENT OF CONTRACT DOLLARS
African American	1.12%	3.83%
Asian American	0.46%	3.84%
Hispanic American	7.23%	6.50%
Native American	0.91%	0.03%
<b>Total MBE Firms</b>	<b>9.72%</b>	<b>14.19%</b>
Nonminority Female	3.93%	7.70%
<b>Total M/WBE Firms</b>	<b>13.65%</b>	<b>21.90%</b>
Non-M/WBE Firms	86.33%	78.10%
Other Female	0.02%	0.00%
<b>TOTAL</b>	<b>\$2,086,622,240</b>	<b>\$351,576,078</b>

Source: MGT developed a Master Contract Database based on City’s contracting data awarded from January 1, 2005 through December 31, 2010.

**Exhibit 4-8** shows the utilization of MBE firms was 9.7 percent in construction and 14.2 percent in construction-related professional services. Hispanic American-owned firms accounted for more than 7.2

percent of utilization in construction, followed by African American-owned firms with 1.1 percent. Nonminority Female-owned firms accounted for 3.9 percent of utilization in construction. Hispanic American-owned firms accounted for 6.5 of utilization in construction-related professional services, followed by African American- and Asian American-owned firms both with 3.8 percent. Nonminority Female-owned firms accounted for 7.7 percent of utilization in construction-related professional services.

**Exhibits 4-9** and **4-10** compares the utilization by all City departments to Denver International Airport (DIA)<sup>173</sup> by business ownership classification (race, ethnicity, and gender) for firms located within Colorado and Denver-Aurora-Boulder CSA, respectively.

**Exhibit 4-9** shows the utilization of firms located in the State of Colorado. The utilization of MBE firms was 9.8 percent in construction by all City departments compared to 9.4 percent by DIA. The utilization of MBE firms was 19.1 percent in construction-related professional services by all City departments compared to 25.5 percent by DIA. The utilization of M/WBE firms was 13.8 percent in construction by all City departments compared to 11.9 percent by DIA. The utilization of M/WBE firms was 28 percent in construction-related professional services by all City departments compared to 31 percent by DIA.

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<sup>173</sup> Analysis showing M/WBE utilization at DIA was conducted separately, since some of the contracts were more likely U.S. Department of Transportation assisted-contracts and therefore DBE goals were established on those contracts.

EXHIBIT 4-9  
 UTILIZATION ANALYSIS OF FIRMS  
 BY M/WBE CLASSIFICATION  
 CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES, COLORADO  
 JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	CONSTRUCTION-RELATED PROFESSIONAL SERVICES
	PERCENT OF CONTRACT DOLLARS	PERCENT OF CONTRACT DOLLARS
<b>ALL DEPARTMENTS</b>		
African American	1.11%	5.16%
Asian American	0.47%	5.20%
Hispanic American	7.30%	8.73%
Native American	0.93%	0.04%
<b>Total MBE Firms</b>	<b>9.81%</b>	<b>19.12%</b>
Nonminority Female	3.94%	8.91%
<b>Total M/WBE Firms</b>	<b>13.75%</b>	<b>28.03%</b>
Non-M/WBE Firms	86.23%	71.97%
Other Female	0.02%	0.00%
<b>TOTAL</b>	<b>\$2,040,999,895</b>	<b>\$259,530,649</b>
<b>DIA ONLY</b>		
African American	1.04%	7.18%
Asian American	0.46%	5.09%
Hispanic American	6.48%	13.19%
Native American	1.38%	0.00%
<b>Total MBE Firms</b>	<b>9.36%</b>	<b>25.46%</b>
Nonminority Female	2.50%	5.76%
<b>Total M/WBE Firms</b>	<b>11.86%</b>	<b>31.22%</b>
Non-M/WBE Firms	88.13%	68.78%
Other Female	0.01%	0.00%
<b>TOTAL</b>	<b>\$952,523,075</b>	<b>\$135,017,477</b>

Source: MGT developed a Master Contract Database based on City’s contracting data awarded from January 1, 2005 through December 31, 2010.

**Exhibit 4-10** shows the utilization of firms located in the Denver-Aurora-Boulder CSA. The utilization of MBE firms was 9.9 percent in construction by all City departments compared to 4.4 percent by DIA. The utilization of MBE firms was 19.1 percent in construction-related professional services by all City departments compared to 13.3 percent by DIA. The utilization of M/WBE firms was 13.7 percent in construction by all City departments compared to 5.6 percent by DIA. The utilization of M/WBE firms was 28 percent in construction-related professional services by all City departments compared to 16.3 percent by DIA.



EXHIBIT 4-10  
 UTILIZATION ANALYSIS OF FIRMS  
 BY M/WBE CLASSIFICATION  
 CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES,  
 DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	CONSTRUCTION-RELATED PROFESSIONAL SERVICES
	PERCENT OF CONTRACT DOLLARS	PERCENT OF CONTRACT DOLLARS
<b>ALL DEPARTMENTS</b>		
African American	1.13%	5.18%
Asian American	0.47%	5.19%
Hispanic American	7.37%	8.69%
Native American	0.94%	0.04%
<b>Total MBE Firms</b>	<b>9.92%</b>	<b>19.11%</b>
Nonminority Female	3.75%	8.93%
<b>Total M/WBE Firms</b>	<b>13.66%</b>	<b>28.04%</b>
Non-M/WBE Firms	86.32%	71.96%
Other Female	0.02%	0.00%
<b>TOTAL</b>	<b>\$2,006,291,948</b>	<b>\$258,208,049</b>
<b>DIA ONLY</b>		
African American	0.49%	3.75%
Asian American	0.22%	2.63%
Hispanic American	3.04%	6.90%
Native American	0.66%	0.00%
<b>Total MBE Firms</b>	<b>4.41%</b>	<b>13.28%</b>
Nonminority Female	1.15%	3.01%
<b>Total M/WBE Firms</b>	<b>5.56%</b>	<b>16.29%</b>
Non-M/WBE Firms	41.70%	35.93%
Other Female	0.00%	0.00%
<b>TOTAL</b>	<b>\$948,416,845</b>	<b>\$134,848,102</b>

Source: MGT developed a Master Contract Database based on City's contracting data awarded from January 1, 2005 through December 31, 2010.

As previously mentioned, the following exhibits present the utilization of firms located within the Denver-Aurora-Boulder CSA by the three-digit NAICS, four-digit NAICS, and six-digit NAICS code for construction and construction-related professional services. Exhibits 4-11 through 4-13 show M/WBE utilization of firms located within the Denver-Aurora-Boulder CSA by the three-digit NAICS (subsector), four-digit NAICS (industry group), and six-digit NAICS code (national industry) on construction contracts.

EXHIBIT 4-11  
 UTILIZATION ANALYSIS OF FIRMS  
 BY M/WBE CLASSIFICATION  
 CONSTRUCTION AT THE THREE-DIGIT NAICS CODE LEVEL, DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

3-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION</b>									
236	Construction of Buildings	0.52%	0.00%	1.79%	1.92%	0.54%	4.76%	95.24%	0.00%
237	Heavy and Civil Engineering Construction	0.24%	0.74%	4.16%	0.08%	1.66%	6.87%	93.13%	0.00%
238	Specialty Trade Contractors	3.44%	0.45%	22.09%	0.44%	10.32%	36.74%	63.19%	0.07%
321	Wood Product Manufacturing	0.00%	0.00%	48.48%	0.00%	0.00%	48.48%	51.52%	0.00%
323	Printing and Related Support Activities	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
324	Petroleum and Coal Products Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
325	Chemical Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
326	Plastics and Rubber Products Manufacturing	1.12%	0.00%	0.00%	0.00%	89.27%	90.40%	9.60%	0.00%
327	Nonmetallic Mineral Product Manufacturing	1.05%	0.00%	1.08%	0.00%	0.34%	2.46%	97.54%	0.00%
331	Primary Metal Manufacturing	0.00%	0.00%	0.00%	0.00%	16.63%	16.63%	83.37%	0.00%
332	Fabricated Metal Product Manufacturing	0.00%	0.00%	59.60%	0.00%	0.00%	59.60%	40.40%	0.00%
334	Computer and Electronic Product Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
336	Transportation Equipment Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423	Merchant Wholesalers, Durable Goods	1.65%	0.00%	43.55%	0.00%	7.06%	52.27%	47.73%	0.00%
424	Merchant Wholesalers, Nondurable Goods	43.64%	0.00%	16.11%	0.00%	0.33%	60.09%	39.91%	0.00%
425	Wholesale Electronic Markets and Agents and Brokers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
444	Building Material and Garden Equipment and Supplies Dealers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
484	Truck Transportation	2.22%	0.00%	43.02%	8.72%	21.28%	75.23%	24.77%	0.00%

MARKET AREA AND UTILIZATION ANALYSES

3-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
532	Rental and Leasing Services	54.49%	20.49%	0.00%	0.00%	0.00%	74.98%	25.02%	0.00%
541	Professional, Scientific, and Technical Services	1.12%	6.82%	10.07%	0.00%	13.34%	31.34%	68.10%	0.55%
561	Administrative and Support Services	4.96%	1.87%	8.71%	0.00%	22.50%	38.04%	61.96%	0.00%
562	Waste Management and Remediation Services	0.00%	0.88%	1.69%	0.00%	3.55%	6.11%	93.89%	0.00%
<b>TOTAL CONSTRUCTION</b>		<b>1.13%</b>	<b>0.47%</b>	<b>7.37%</b>	<b>0.94%</b>	<b>3.75%</b>	<b>13.66%</b>	<b>86.32%</b>	<b>0.02%</b>

Source: MGT developed a Master Contract Database based on City's contracting data awarded from January 1, 2005 through December 31, 2010.

EXHIBIT 4-12  
 UTILIZATION ANALYSIS OF FIRMS  
 BY M/WBE CLASSIFICATION  
 CONSTRUCTION AT THE FOUR-DIGIT NAICS CODE LEVEL, DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

4-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION</b>									
2362	Nonresidential Building Construction	0.52%	0.00%	1.79%	1.92%	0.54%	4.76%	95.24%	0.00%
2371	Utility System Construction	0.58%	0.76%	1.83%	0.31%	1.42%	4.89%	95.11%	0.00%
2373	Highway, Street, and Bridge Construction	0.10%	0.74%	4.73%	0.00%	1.68%	7.26%	92.74%	0.00%
2379	Other Heavy and Civil Engineering Construction	1.12%	0.00%	18.72%	0.00%	5.39%	25.23%	74.77%	0.00%
2381	Foundation, Structure, and Building Exterior Contractors	3.78%	0.00%	15.11%	0.00%	16.85%	35.74%	64.15%	0.11%
2382	Building Equipment Contractors	4.04%	0.38%	28.66%	0.58%	5.06%	38.72%	61.28%	0.00%
2383	Building Finishing Contractors	2.11%	1.41%	18.88%	0.82%	13.36%	36.58%	63.20%	0.22%
2389	Other Specialty Trade Contractors	2.11%	0.00%	11.87%	0.00%	15.15%	29.13%	70.87%	0.00%
3219	Other Wood Product Manufacturing	0.00%	0.00%	48.48%	0.00%	0.00%	48.48%	51.52%	0.00%
3231	Printing and Related Support Activities	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
3241	Petroleum and Coal Products Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
3259	Other Chemical Product and Preparation Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
3261	Plastics Product Manufacturing	1.12%	0.00%	0.00%	0.00%	89.27%	90.40%	9.60%	0.00%
3273	Cement and Concrete Product Manufacturing	1.07%	0.00%	1.11%	0.00%	0.35%	2.53%	97.47%	0.00%
3279	Other Nonmetallic Mineral Product Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
3315	Foundries	0.00%	0.00%	0.00%	0.00%	16.63%	16.63%	83.37%	0.00%
3323	Architectural and Structural Metals Manufacturing	0.00%	0.00%	59.60%	0.00%	0.00%	59.60%	40.40%	0.00%
3345	Navigational, Measuring, Electro medical, and Control Instruments Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
3363	Motor Vehicle Parts Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
4232	Furniture and Home Furnishing Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.72%	0.72%	99.28%	0.00%

MARKET AREA AND UTILIZATION ANALYSES

4-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
4233	Lumber and Other Construction Materials Merchant Wholesalers	0.00%	0.00%	11.35%	0.00%	5.72%	17.07%	82.93%	0.00%
4234	Professional and Commercial Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	7.32%	7.32%	92.68%	0.00%
4235	Metal and Mineral (except Petroleum) Merchant Wholesalers	3.51%	0.00%	0.00%	0.00%	43.93%	47.44%	52.56%	0.00%
4236	Household Appliances and Electrical and Electronic Goods Merchant Wholesalers	2.45%	0.00%	94.67%	0.00%	0.05%	97.17%	2.83%	0.00%
4237	Hardware, and Plumbing and Heating Equipment and Supplies Merchant Wholesalers	0.09%	0.00%	84.18%	0.00%	0.00%	84.27%	15.73%	0.00%
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	0.00%	0.00%	17.76%	0.00%	2.08%	19.84%	80.16%	0.00%
4239	Miscellaneous Durable Goods Merchant Wholesalers	5.48%	0.00%	0.00%	0.00%	3.83%	9.31%	90.69%	0.00%
4242	Drugs and Druggists' Sundries Merchant Wholesalers	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
4246	Chemical and Allied Products Merchant Wholesalers	0.00%	0.00%	53.46%	0.00%	0.00%	53.46%	46.54%	0.00%
4247	Petroleum and Petroleum Products Merchant Wholesalers	63.06%	0.00%	0.00%	0.00%	0.64%	63.70%	36.30%	0.00%
4249	Miscellaneous Nondurable Goods Merchant Wholesalers	0.00%	0.00%	37.56%	0.00%	0.00%	37.56%	62.44%	0.00%
4251	Wholesale Electronic Markets and Agents and Brokers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
4441	Building Material and Supplies Dealers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
4442	Lawn and Garden Equipment and Supplies Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
4842	Specialized Freight Trucking	2.22%	0.00%	43.02%	8.72%	21.28%	75.23%	24.77%	0.00%
5324	Commercial and Industrial Machinery and Equipment Rental and Leasing	54.49%	20.49%	0.00%	0.00%	0.00%	74.98%	25.02%	0.00%
5413	Architectural, Engineering, and Related Services	1.31%	5.38%	8.25%	0.00%	13.27%	28.20%	71.15%	0.65%
5414	Specialized Design Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
5415	Computer Systems Design and Related Services	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
5416	Management, Scientific, and Technical Consulting Services	0.00%	3.50%	30.56%	0.00%	6.53%	40.59%	59.41%	0.00%
5418	Advertising, Public Relations, and Related Services	0.00%	0.00%	0.00%	0.00%	98.25%	98.25%	1.75%	0.00%
5419	Other Professional, Scientific, and Technical Services	0.24%	0.00%	2.97%	0.00%	39.40%	42.60%	57.40%	0.00%
5613	Employment Services	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
5614	Business Support Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
5616	Investigation and Security Services	1.92%	0.00%	27.11%	0.00%	0.00%	29.03%	70.97%	0.00%

MARKET AREA AND UTILIZATION ANALYSES

4-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
5617	Services to Buildings and Dwellings	5.49%	2.16%	5.37%	0.00%	24.37%	37.39%	62.61%	0.00%
5619	Other Support Services	0.00%	0.00%	0.00%	0.00%	80.52%	80.52%	19.48%	0.00%
5621	Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
5629	Remediation and Other Waste Management Services	0.00%	0.88%	1.70%	0.00%	3.57%	6.15%	93.85%	0.00%
<b>TOTAL CONSTRUCTION</b>		<b>1.13%</b>	<b>0.47%</b>	<b>7.37%</b>	<b>0.94%</b>	<b>3.75%</b>	<b>13.66%</b>	<b>86.32%</b>	<b>0.02%</b>

Source: MGT developed a Master Contract Database based on City's contracting data awarded from January 1, 2005 through December 31, 2010.

EXHIBIT 4-13  
 UTILIZATION ANALYSIS OF FIRMS  
 BY M/WBE CLASSIFICATION  
 CONSTRUCTION AT THE SIX-DIGIT NAICS CODE LEVEL, DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION</b>									
236210	Industrial Building Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
236220	Commercial and Institutional Building Construction	0.52%	0.00%	1.79%	1.92%	0.54%	4.77%	95.23%	0.00%
237110	Water and Sewer Line and Related Structures Construction	0.62%	0.82%	1.97%	0.34%	1.48%	5.23%	94.77%	0.00%
237120	Oil and Gas Pipeline and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
237130	Power and Communication Line and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	21.79%	21.79%	78.21%	0.00%
237310	Highway, Street, and Bridge Construction	0.10%	0.74%	4.73%	0.00%	1.68%	7.26%	92.74%	0.00%
237990	Other Heavy and Civil Engineering Construction	1.12%	0.00%	18.72%	0.00%	5.39%	25.23%	74.77%	0.00%
238110	Poured Concrete Foundation and Structure Contractors	3.77%	0.00%	39.89%	0.00%	9.72%	53.38%	46.62%	0.00%
238120	Structural Steel and Precast Concrete Contractors	0.00%	0.00%	23.88%	0.00%	7.09%	30.97%	69.03%	0.00%
238130	Framing Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
238140	Masonry Contractors	27.95%	0.00%	2.30%	0.00%	34.12%	64.37%	35.63%	0.00%
238150	Glass and Glazing Contractors	11.03%	0.00%	0.00%	0.00%	44.49%	55.52%	44.48%	0.00%
238160	Roofing Contractors	0.00%	0.00%	2.57%	0.00%	0.00%	2.57%	96.82%	0.62%
238170	Siding Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
238190	Other Foundation, Structure, and Building Exterior Contractors	0.49%	0.00%	2.74%	0.00%	80.44%	83.66%	16.34%	0.00%
238210	Electrical Contractors and Other Wiring Installation Contractors	0.75%	0.61%	26.76%	0.67%	6.37%	35.16%	64.84%	0.00%
238220	Plumbing, Heating, and Air-Conditioning Contractors	0.01%	0.00%	36.11%	0.53%	3.47%	40.11%	59.89%	0.00%
238290	Other Building Equipment Contractors	68.76%	0.21%	1.42%	0.00%	0.34%	70.73%	29.27%	0.00%
238310	Drywall and Insulation Contractors	2.04%	2.70%	28.19%	2.27%	6.50%	41.71%	57.67%	0.63%

MARKET AREA AND UTILIZATION ANALYSES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
238320	Painting and Wall Covering Contractors	20.39%	7.73%	10.22%	0.00%	12.90%	51.24%	48.76%	0.00%
238330	Flooring Contractors	1.23%	0.00%	5.10%	0.00%	11.33%	17.66%	82.34%	0.00%
238340	Tile and Terrazzo Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
238350	Finish Carpentry Contractors	0.00%	0.00%	61.05%	0.00%	15.83%	76.89%	23.11%	0.00%
238390	Other Building Finishing Contractors	0.08%	0.00%	0.00%	0.00%	21.55%	21.63%	78.37%	0.00%
238910	Site Preparation Contractors	1.97%	0.00%	12.56%	0.00%	12.09%	26.62%	73.38%	0.00%
238990	All Other Specialty Trade Contractors	2.53%	0.00%	9.85%	0.00%	24.04%	36.43%	63.57%	0.00%
321911	Wood Window and Door Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
321991	Manufactured Home (Mobile Home) Manufacturing	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
323110	Commercial Printing (except Screen and Books)	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
323111	Commercial Printing (except Screen and Books)	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
324122	Asphalt Shingle and Coating Materials Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
326191	Plastics Plumbing Fixture Manufacturing	1.12%	0.00%	0.00%	0.00%	89.27%	90.40%	9.60%	0.00%
327390	Other Concrete Product Manufacturing	1.07%	0.00%	1.11%	0.00%	0.35%	2.53%	97.47%	0.00%
327992	Ground or Treated Mineral and Earth Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
331511	Iron Foundries	0.00%	0.00%	0.00%	0.00%	16.63%	16.63%	83.37%	0.00%
332312	Fabricated Structural Metal Manufacturing	0.00%	0.00%	60.80%	0.00%	0.00%	60.80%	39.20%	0.00%
332313	Plate Work Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
332323	Ornamental and Architectural Metal Work Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
336390	Other Motor Vehicle Parts Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423220	Home Furnishing Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.72%	0.72%	99.28%	0.00%
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%



MARKET AREA AND UTILIZATION ANALYSES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	7.67%	7.67%	92.33%	0.00%
423330	Roofing, Siding, and Insulation Material Merchant Wholesalers	0.00%	0.00%	32.59%	0.00%	0.00%	32.59%	67.41%	0.00%
423390	Other Construction Material Merchant Wholesalers	0.00%	0.00%	55.40%	0.00%	0.00%	55.40%	44.60%	0.00%
423410	Photographic Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
423440	Other Commercial Equipment Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423510	Metal Service Centers and Other Metal Merchant Wholesalers	3.51%	0.00%	0.00%	0.00%	43.93%	47.44%	52.56%	0.00%
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	2.48%	0.00%	94.62%	0.00%	0.05%	97.15%	2.85%	0.00%
423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423690	Other Electronic Parts and Equipment Merchant Wholesalers	0.00%	0.00%	99.43%	0.00%	0.00%	99.43%	0.57%	0.00%
423710	Hardware Merchant Wholesalers	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers	1.81%	0.00%	0.00%	0.00%	0.00%	1.81%	98.19%	0.00%
423830	Industrial Machinery and Equipment Merchant Wholesalers	0.00%	0.00%	18.41%	0.00%	0.00%	18.41%	81.59%	0.00%
423840	Industrial Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	99.32%	99.32%	0.68%	0.00%
423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	5.74%	0.00%	0.00%	0.00%	4.01%	9.76%	90.24%	0.00%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
424690	Other Chemical and Allied Products Merchant Wholesalers	0.00%	0.00%	53.46%	0.00%	0.00%	53.46%	46.54%	0.00%
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	63.06%	0.00%	0.00%	0.00%	0.64%	63.70%	36.30%	0.00%

MARKET AREA AND UTILIZATION ANALYSES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
424910	Farm Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
424950	Paint, Varnish, and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
425120	Wholesale Trade Agents and Brokers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
444190	Other Building Material Dealers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
444220	Nursery, Garden Center, and Farm Supply Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
484220	Specialized Freight (except Used Goods) Trucking, Local	2.22%	0.00%	43.02%	8.72%	21.28%	75.23%	24.77%	0.00%
532412	Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing	60.66%	22.81%	0.00%	0.00%	0.00%	83.47%	16.53%	0.00%
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541310	Architectural Services	0.00%	0.00%	0.00%	0.00%	11.17%	11.17%	82.03%	6.80%
541330	Engineering Services	2.34%	7.25%	3.08%	0.00%	15.26%	27.93%	72.07%	0.00%
541370	Surveying and Mapping (except Geophysical) Services	0.00%	0.00%	25.60%	0.00%	16.05%	41.65%	58.35%	0.00%
541380	Testing Laboratories	0.00%	7.27%	12.86%	0.00%	5.80%	25.93%	74.07%	0.00%
541430	Graphic Design Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541512	Computer Systems Design Services	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
541611	Administrative Management and General Management Consulting Services	0.00%	7.72%	92.28%	0.00%	0.00%	100.00%	0.00%	0.00%
541620	Environmental Consulting Services	0.00%	1.41%	0.00%	0.00%	9.76%	11.17%	88.83%	0.00%
541810	Advertising Agencies	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541820	Public Relations Agencies	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
541910	Marketing Research and Public Opinion Polling	0.42%	0.00%	5.30%	0.00%	70.43%	76.16%	23.84%	0.00%
541990	All Other Professional, Scientific, and Technical Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
561320	Temporary Help Services	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
561439	Other Business Service Centers (including Copy Shops)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
561612	Security Guards and Patrol Services	4.96%	0.00%	69.98%	0.00%	0.00%	74.94%	25.06%	0.00%

MARKET AREA AND UTILIZATION ANALYSES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
561621	Security Systems Services (except Locksmiths)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
561730	Landscaping Services	5.56%	2.20%	5.21%	0.00%	23.21%	36.19%	63.81%	0.00%
561740	Carpet and Upholstery Cleaning Services	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
561790	Other Services to Buildings and Dwellings	1.84%	0.00%	0.00%	0.00%	98.16%	100.00%	0.00%	0.00%
561990	All Other Support Services	0.00%	0.00%	0.00%	0.00%	80.52%	80.52%	19.48%	0.00%
562111	Solid Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
562112	Hazardous Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
562119	Other Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
562910	Remediation Services	0.00%	0.89%	1.70%	0.00%	3.57%	6.16%	93.84%	0.00%
562991	Septic Tank and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
<b>TOTAL CONSTRUCTION</b>		<b>1.13%</b>	<b>0.47%</b>	<b>7.37%</b>	<b>0.94%</b>	<b>3.75%</b>	<b>13.66%</b>	<b>86.32%</b>	<b>0.02%</b>

Source: MGT developed a Master Contract Database based on City's contracting data awarded from January 1, 2005 through December 31, 2010.

Exhibits 4-14 through 4-16 show M/WBE utilization of firms located within the Denver-Aurora-Boulder CSA by the three-digit NAICS (subsector), four-digit NAICS (industry group), and six-digit NAICS code (national industry) on construction-related professional services contracts. Exhibit 4-14 shows M/WBE utilization of firms located within the Denver-Aurora-Boulder CSA by the three-digit NAICS (subsector) on construction-related professional services contracts.

EXHIBIT 4-14  
 UTILIZATION ANALYSIS OF FIRMS  
 BY M/WBE CLASSIFICATION  
 CONSTRUCTION-RELATED PROFESSIONAL SERVICES AT THE THREE-DIGIT NAICS CODE LEVEL, DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

3-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
236	Construction of Buildings	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
237	Heavy and Civil Engineering Construction	68.84%	0.00%	0.95%	0.00%	28.84%	98.62%	1.38%	0.00%
238	Specialty Trade Contractors	0.00%	0.00%	34.07%	0.00%	0.90%	34.98%	65.02%	0.00%
323	Printing and Related Support Activities	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
423	Merchant Wholesalers, Durable Goods	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
484	Truck Transportation	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
518	Data Processing, Hosting, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541	Professional, Scientific, and Technical Services	4.93%	5.31%	8.49%	0.04%	8.32%	27.09%	72.91%	0.00%
561	Administrative and Support Services	0.27%	0.00%	3.80%	0.00%	93.47%	97.55%	2.45%	0.00%
562	Waste Management and Remediation Services	0.00%	0.00%	1.51%	0.00%	0.00%	1.51%	98.49%	0.00%
611	Educational Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>		<b>5.18%</b>	<b>5.19%</b>	<b>8.69%</b>	<b>0.04%</b>	<b>8.93%</b>	<b>28.04%</b>	<b>71.96%</b>	<b>0.00%</b>

Source: MGT developed a Master Contract Database based on City’s contracting data awarded from January 1, 2005 through December 31, 2010.

Exhibits 4-15 shows M/WBE utilization of firms located within the Denver-Aurora-Boulder CSA by the four-digit NAICS (industry group) on construction-related professional services contracts.

EXHIBIT 4-15  
 UTILIZATION ANALYSIS OF FIRMS  
 BY M/WBE CLASSIFICATION  
 CONSTRUCTION-RELATED PROFESSIONAL SERVICES AT THE FOUR-DIGIT NAICS CODE LEVEL, DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

4-DIGIT NAICS CODE AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
2362	Nonresidential Building Construction	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
2371	Utility System Construction	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
2373	Highway, Street, and Bridge Construction	73.66%	0.00%	1.01%	0.00%	23.85%	98.52%	1.48%	0.00%
2379	Other Heavy and Civil Engineering Construction	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
2382	Building Equipment Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
2383	Building Finishing Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
2389	Other Specialty Trade Contractors	0.00%	0.00%	96.64%	0.00%	2.56%	99.20%	0.80%	0.00%
3231	Printing and Related Support Activities	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
4233	Lumber and Other Construction Materials Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
4842	Specialized Freight Trucking	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
5182	Data Processing, Hosting, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
5413	Architectural, Engineering, and Related Services	5.39%	5.34%	7.55%	0.05%	7.25%	25.58%	74.42%	0.00%
5414	Specialized Design Services	5.79%	0.00%	0.00%	0.00%	94.05%	99.83%	0.17%	0.00%
5415	Computer Systems Design and Related Services	0.00%	0.00%	57.54%	0.00%	39.01%	96.55%	3.23%	0.22%
5416	Management, Scientific, and Technical Consulting Services	0.00%	6.09%	14.53%	0.00%	10.51%	31.13%	68.87%	0.00%
5419	Other Professional, Scientific, and Technical Services	0.00%	0.00%	27.38%	0.00%	47.97%	75.35%	24.65%	0.00%
5613	Employment Services	0.00%	0.00%	8.20%	0.00%	91.80%	100.00%	0.00%	0.00%
5616	Investigation and Security Services	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
5617	Services to Buildings and Dwellings	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
5619	Other Support Services	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
5629	Remediation and Other Waste Management Services	0.00%	0.00%	1.51%	0.00%	0.00%	1.51%	98.49%	0.00%
6117	Data Processing, Hosting, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>		<b>5.18%</b>	<b>5.19%</b>	<b>8.69%</b>	<b>0.04%</b>	<b>8.93%</b>	<b>28.04%</b>	<b>71.96%</b>	<b>0.00%</b>

Source: MGT developed a Master Contract Database based on City's contracting data awarded from January 1, 2005 through December 31, 2010.

Exhibit 4-16 shows M/WBE utilization of firms located within the Denver-Aurora-Boulder CSA by the six-digit NAICS code (national industry) on construction-related professional services contracts.

EXHIBIT 4-16  
 UTILIZATION ANALYSIS OF FIRMS  
 BY M/WBE CLASSIFICATION  
 CONSTRUCTION-RELATED PROFESSIONAL SERVICES AT THE SIX-DIGIT NAICS CODE LEVEL, DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
236220	Commercial and Institutional Building Construction	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
237110	Water and Sewer Line and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
237310	Highway, Street, and Bridge Construction	73.66%	0.00%	1.01%	0.00%	23.85%	98.52%	1.48%	0.00%
237990	Other Heavy and Civil Engineering Construction	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
238220	Plumbing, Heating, and Air-Conditioning Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
238390	Other Building Finishing Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
238910	Site Preparation Contractors	0.00%	0.00%	0.00%	0.00%	80.39%	80.39%	19.61%	0.00%
238990	All Other Specialty Trade Contractors	0.00%	0.00%	99.82%	0.00%	0.00%	99.82%	0.18%	0.00%
323110	Commercial Printing (except Screen and Books)	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
484220	Specialized Freight (except Used Goods) Trucking, Local	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
518210	Data Processing, Hosting, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541300	Architectural, Engineering, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541310	Architectural Services	5.92%	6.86%	2.25%	0.22%	4.91%	20.16%	79.84%	0.00%
541320	Landscape Architectural Services	0.00%	0.83%	13.14%	0.00%	36.73%	50.71%	49.29%	0.00%
541330	Engineering Services	5.94%	4.63%	8.13%	0.00%	5.52%	24.22%	75.78%	0.00%
541340	Drafting Services	0.00%	0.00%	35.25%	0.00%	64.75%	100.00%	0.00%	0.00%

MARKET AREA AND UTILIZATION ANALYSES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
541370	Surveying and Mapping (except Geophysical) Services	0.00%	0.21%	35.95%	0.00%	18.57%	54.73%	45.27%	0.00%
541380	Testing Laboratories	0.00%	86.25%	6.70%	0.00%	3.24%	96.19%	3.81%	0.00%
541410	Interior Design Services	7.04%	0.00%	0.00%	0.00%	92.96%	100.00%	0.00%	0.00%
541430	Graphic Design Services	0.00%	0.00%	0.00%	0.00%	99.06%	99.06%	0.94%	0.00%
541511	Custom Computer Programming Services	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
541512	Computer Systems Design Services	0.00%	0.00%	58.45%	0.00%	38.04%	96.49%	3.28%	0.23%
541611	Administrative Management and General Management Consulting Services	0.00%	3.77%	95.87%	0.00%	0.00%	99.64%	0.36%	0.00%
541614	Process, Physical Distribution, and Logistics Consulting Services	0.00%	7.37%	0.00%	0.00%	0.40%	7.77%	92.23%	0.00%
541618	Other Management Consulting Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541620	Environmental Consulting Services	0.00%	10.66%	0.85%	0.00%	65.33%	76.84%	23.16%	0.00%
541690	Other Scientific and Technical Consulting Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541910	Marketing Research and Public Opinion Polling	0.00%	0.00%	27.38%	0.00%	47.97%	75.35%	24.65%	0.00%
561311	Employment Placement Agencies	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
561320	Temporary Help Services	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
561612	Security Guards and Patrol Services	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
561730	Landscaping Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
561990	All Other Support Services	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
562910	Remediation Services	0.00%	0.00%	1.51%	0.00%	0.00%	1.51%	98.49%	0.00%
611710	Educational Support Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>		<b>5.18%</b>	<b>5.19%</b>	<b>8.69%</b>	<b>0.04%</b>	<b>8.93%</b>	<b>28.04%</b>	<b>71.96%</b>	<b>0.00%</b>

Source: MGT developed a Master Contract Database based on City's contracting data awarded from January 1, 2005 through December 31, 2010.

**4.5 CONCESSIONS UTILIZATION ANALYSIS**

MGT staff assigned a primary NAICS code to each contract in the Master Concessions Database. Similar with the Master Contract Database, NAICS codes were assigned to the six-digit level. We identified 35 primary six-digit NAICS codes for concession-related goods and services and car rental. **Exhibit 4-17** shows the primary NAICS codes and their associated percent of gross revenue dollars and cumulative gross revenue dollars.

EXHIBIT 4-17  
UTILIZATION ANALYSIS OF FIRMS  
BY M/WBE CLASSIFICATION  
CONCESSION-RELATED GOODS AND SERVICES AT THE SIX-DIGIT NAICS CODE LEVEL  
JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

NAICS CODE AND DESCRIPTION		GROSS REVENUE	PERCENT OF GROSS REVENUE	CUMULATIVE PERCENT OF GROSS REVENUE
<b>PASSENGER CAR RENTAL</b>				
532111	Passenger Car Rental	\$994,678,055	100.00%	100.00%
<b>TOTAL PASSENGER CAR RENTAL</b>		<b>\$994,678,055</b>	<b>100.00%</b>	
<b>CONCESSIONS GOODS &amp; SERVICES</b>				
722513	Limited-Service Restaurants	\$190,527,881	20.24%	20.24%
722511	Full-Service Restaurants	\$147,723,493	15.69%	35.93%
451212	News Dealers and Newsstands	\$125,580,138	13.34%	49.27%
722515	Snack and Nonalcoholic Beverage Bars	\$103,142,924	10.96%	60.22%
722410	Drinking Places (Alcoholic Beverages)	\$98,411,911	10.45%	70.68%
453220	Gift, Novelty, and Souvenir Stores	\$46,461,591	4.94%	75.61%
523130	Commodity Contracts Dealing	\$33,927,454	3.60%	79.22%
541890	Other Services Related to Advertising	\$27,541,353	2.93%	82.14%
451211	Book Stores	\$22,616,677	2.40%	84.54%
812930	Parking Lots and Garages	\$15,005,170	1.59%	86.14%
447190	Service Stations, Gasoline	\$11,262,875	1.20%	87.33%
452990	All Other General Merchandise Stores	\$10,974,020	1.17%	88.50%
453920	Art Dealers	\$10,467,816	1.11%	89.61%
334310	Audio and Video Equipment Manufacturing	\$10,364,236	1.10%	90.71%
445292	Confectionery and Nut Stores	\$8,376,852	0.89%	91.60%
812990	All Other Personal Services	\$8,271,563	0.88%	92.48%
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	\$8,136,657	0.86%	93.35%
446120	Cosmetics, Beauty Supplies, and Perfume Stores	\$7,210,745	0.77%	94.11%
448120	Women's Clothing Stores	\$6,760,284	0.72%	94.83%
532230	Video Tape and Disc Rental	\$6,599,948	0.70%	95.53%
448320	Luggage and Leather Goods Stores	\$6,529,745	0.69%	96.22%
522130	Credit Unions	\$5,739,014	0.61%	96.83%
517210	Wireless Telecommunications Carriers (except Satellite)	\$5,620,378	0.60%	97.43%
448310	Jewelry Stores	\$4,956,121	0.53%	97.96%
446130	Optical Goods Stores	\$4,456,330	0.47%	98.43%



EXHIBIT 4-17 (CONT.)  
 UTILIZATION ANALYSIS OF FIRMS  
 BY M/WBE CLASSIFICATION  
 CONCESSION-RELATED GOODS AND SERVICES AT THE SIX-DIGIT NAICS CODE LEVEL  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

NAICS CODE AND DESCRIPTION		GROSS REVENUE	PERCENT OF GROSS REVENUE	CUMULATIVE PERCENT OF GROSS REVENUE
<b>CONCESSIONS GOODS &amp; SERVICES</b>				
451120	Hobby, Toy, and Game Stores	\$4,175,267	0.44%	98.87%
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	\$3,079,503	0.33%	99.20%
448190	Other Clothing Stores	\$2,856,589	0.30%	99.50%
448210	Shoe Stores	\$1,532,312	0.16%	99.67%
448140	Family Clothing Stores	\$1,521,922	0.16%	99.83%
448110	Men's Clothing Stores	\$792,491	0.08%	99.91%
443142	Electronics Stores	\$318,087	0.03%	99.95%
453910	Pet and Pet Supplies Stores	\$292,426	0.03%	99.98%
561431	Private Mail Centers	\$206,282	0.02%	100.00%
<b>TOTAL CONCESSIONS GOODS &amp; SERVICES</b>		<b>\$941,440,054</b>	<b>100.00%</b>	

Source: MGT developed a Master Concession Database based on City's concession-related goods and services data awarded from January 1, 2006 through December 31, 2010.

**Exhibit 4-18** shows M/WBE utilization of firms by the six-digit NAICS code (national industry) for concession-related goods and services.

EXHIBIT 4-18  
 UTILIZATION ANALYSIS OF FIRMS  
 BY M/WBE CLASSIFICATION  
 CONCESSION-RELATED GOODS AND SERVICES AT THE SIX-DIGIT NAICS CODE LEVEL  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

NAICS CODE AND DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE	OTHER ETHNICITY	TOTAL
		%	%	%	%	%	%	%	%	%	%
<b>CONCESSIONS &amp; GOODS SERVICES</b>											
334310	Audio and Video Equipment Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
443142	Electronics Stores	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
445292	Confectionery and Nut Stores	0.00%	0.00%	40.65%	0.00%	0.00%	40.65%	59.35%	0.00%	0.00%	100.00%
446120	Cosmetics, Beauty Supplies, and Perfume Stores	0.00%	0.00%	0.00%	0.00%	17.63%	17.63%	82.37%	0.00%	0.00%	100.00%
446130	Optical Goods Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
447190	Service Stations, Gasoline	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
448110	Men's Clothing Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
448120	Women's Clothing Stores	0.00%	0.00%	0.00%	0.00%	89.58%	89.58%	10.42%	0.00%	0.00%	100.00%
448140	Family Clothing Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	54.34%	0.00%	45.66%	100.00%
448190	Other Clothing Stores	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
448210	Shoe Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
448310	Jewelry Stores	0.00%	15.63%	84.37%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
448320	Luggage and Leather Goods Stores	0.00%	37.40%	0.00%	0.00%	62.60%	100.00%	0.00%	0.00%	0.00%	100.00%
451120	Hobby, Toy, and Game Stores	0.00%	0.00%	50.71%	0.00%	32.13%	82.85%	17.15%	0.00%	0.00%	100.00%
451211	Book Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
451212	News Dealers and Newsstands	34.35%	0.00%	26.21%	0.00%	0.00%	60.57%	39.43%	0.00%	0.00%	100.00%
452990	All Other General Merchandise Stores	0.00%	0.00%	0.00%	0.00%	18.82%	18.82%	81.18%	0.00%	0.00%	100.00%
453220	Gift, Novelty, and Souvenir Stores	8.50%	0.00%	38.24%	0.00%	24.69%	71.42%	28.09%	0.00%	0.49%	100.00%
453910	Pet and Pet Supplies Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
453920	Art Dealers	0.00%	0.00%	42.88%	0.00%	0.00%	42.88%	57.12%	0.00%	0.00%	100.00%
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
517210	Wireless Telecommunications Carriers (except Satellite)	79.62%	0.00%	0.00%	0.00%	0.00%	79.62%	20.38%	0.00%	0.00%	100.00%
522130	Credit Unions	0.00%	0.00%	0.00%	0.00%	0.90%	0.90%	99.10%	0.00%	0.00%	100.00%
523130	Commodity Contracts Dealing	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
532230	Video Tape and Disc Rental	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%

EXHIBIT 4-18 (CONT.)  
 UTILIZATION ANALYSIS OF FIRMS  
 BY M/WBE CLASSIFICATION  
 CONCESSION-RELATED GOODS AND SERVICES AT THE SIX-DIGIT NAICS CODE LEVEL  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

NAICS CODE AND DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE	OTHER ETHNICITY	TOTAL
		%	%	%	%	%	%	%	%	%	%
<b>CONCESSIONS &amp; GOODS SERVICES</b>											
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	35.00%	0.00%	0.00%	0.00%	35.00%	65.00%	0.00%	0.00%	100.00%
541890	Other Services Related to Advertising	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
561431	Private Mail Centers	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%
722410	Drinking Places (Alcoholic Beverages)	2.34%	0.00%	33.35%	0.00%	0.00%	35.68%	64.32%	0.00%	0.00%	100.00%
722511	Full-Service Restaurants	8.78%	12.83%	5.73%	0.00%	0.00%	27.35%	55.95%	0.00%	16.70%	100.00%
722513	Limited-Service Restaurants	10.73%	0.00%	16.66%	0.00%	3.84%	31.23%	68.29%	0.00%	0.48%	100.00%
722515	Snack and Nonalcoholic Beverage Bars	2.53%	5.43%	16.00%	0.00%	15.94%	39.90%	60.10%	0.00%	0.00%	100.00%
812930	Parking Lots and Garages	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
812990	All Other Personal Services	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%
<b>TOTAL CONCESSIONS &amp; GOODS</b>		<b>9.55%</b>	<b>3.07%</b>	<b>23.27%</b>	<b>0.00%</b>	<b>6.22%</b>	<b>42.10%</b>	<b>55.08%</b>	<b>0.00%</b>	<b>2.82%</b>	<b>100.00%</b>
<b>PASSENGER RENTAL CAR</b>											
532111	Passenger Car Rental	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	97.89%	2.11%	0.00%	100.00%
<b>TOTAL PASSENGER RENTAL CAR</b>		<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>97.89%</b>	<b>2.11%</b>	<b>0.00%</b>	<b>100.00%</b>

Source: MGT developed a Master Concession Database based on City's concession-related goods and services data awarded from January 1, 2006 through December 31, 2010.

#### 4.6 MARKET AREA AND UTILIZATION ANALYSES FOR GENERAL SERVICES PURCHASING DIVISION SELECT SERVICES AND GOODS

**Section 4.2** discusses the contracting and procurement categories. The procurement services and goods included in this study are: building management and maintenance services; parking services; security services; furniture, fixtures, and equipment; maintenance and repair services including landscaping, waste management services, communication equipment and services, and general business services.

As mentioned in **Section 4.1.2**, M/WBE determinations were based on several processes, such as incorporating information from City-provided data and City staff feedback. An additional measure was conducted for select services and goods procured through G.S.P.D. Due to limited M/WBE determinations, MGT conducted a telephone survey with the objective to collect race, ethnicity, and gender determinations for firms that were identified as either a MBE or WBE. Upon the completion of this process, we provided a list of firms that we were able to survey to G.S.P.D. staff, which in turn assisted in obtaining these determinations. Firms were reclassified based on results from the survey. Firms with no indication of M/WBE determination were considered to be non-M/WBE firms and counted as non-M/WBE firms in the analyses for this study.

##### 4.6.1 SUMMARY OF G.S.P.D. PROCURED SERVICES AND GOODS/FURNITURE, FIXTURES, AND EQUIPMENT

**Exhibit 4-19** shows the dollars paid for select services and goods based on the overall market area for from January 1, 2006 through December 31, 2010. During this study period, a total of \$1 billion dollars were expended. Of the \$1 billion, select services accounted for \$569.7 million, approximately 56.6 percent and select goods accounted for \$437.2 million, the remaining 43.4 percent.

EXHIBIT 4-19  
 SUMMARY OF G.S.P.D. PROCURED SERVICES AND GOODS  
 BY M/WBE CLASSIFICATION  
 DOLLARS AND PERCENT OF DOLLARS, OVERALL MARKET AREA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

PROCUREMENT CATEGORY	ACCOUNTS PAYABLE DOLLARS	PERCENT OF DOLLARS
<b>GENERAL SERVICES</b>		
Building Management & Maintenance Services	\$160,430,296	28.16%
Communication Equipment & Services	\$108,229,382	19.00%
General Business Services	\$17,117,448	3.00%
Maintenance & Repair Services Including Landscaping	\$227,474,719	39.93%
Parking Services	\$27,940,581	4.90%
Security Services	\$18,605,246	3.27%
Waste Management Services	\$9,914,314	1.74%
<b>TOTAL GENERAL SERVICES</b>	<b>\$569,711,985</b>	<b>100.00%</b>
<b>GOODS/FURNITURE, FIXTURES, AND EQUIPMENT</b>		
Computer & Software	\$132,005,213	30.19%
Electrical & Industrial Equipment, Parts, & Supplies	\$279,294,116	63.89%
Office Equipment	\$25,877,185	5.92%
<b>TOTAL GOODS/FURNITURE, FIXTURES, AND EQUIPMENT</b>	<b>\$437,176,514</b>	<b>100.00%</b>
<b>TOTAL</b>	<b>\$1,006,888,500</b>	

Source: MGT developed a Master Procurement Database based on City’s G.S.P.D. procured goods and services purchased and paid from January 1, 2006 through December 31, 2010.

Exhibit 4-20 shows the type of procured services and goods by calendar year for the study period. Approximately, 23.5 percent of select services were paid in 2007 and 22.2 percent of select goods were paid in 2010.

EXHIBIT 4-20  
 SUMMARY OF G.S.P.D. PROCURED SERVICES AND GOODS  
 BY M/WBE CLASSIFICATION  
 DOLLARS AND PERCENT OF DOLLARS, OVERALL MARKET AREA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

PROCUREMENT CATEGORY BY CALENDAR YEAR	ACCOUNTS PAYABLE DOLLARS
<b>GENERAL SERVICES</b>	
<b>BUILDING MANAGEMENT &amp; MAINTENANCE SERVICES</b>	
2006	\$25,641,284
2007	\$34,207,844
2008	\$35,281,660
2009	\$35,937,616
2010	\$29,361,891
<b>TOTAL BUILDING MANAGEMENT &amp; MAINTENANCE SERVICES</b>	<b>\$160,430,296</b>
<b>COMMUNICATION EQUIPMENT &amp; SERVICES</b>	
2006	\$24,911,470
2007	\$25,350,462
2008	\$24,688,878
2009	\$16,164,156
2010	\$17,114,416
<b>TOTAL COMMUNICATION EQUIPMENT &amp; SERVICES</b>	<b>\$108,229,382</b>
<b>GENERAL BUSINESS SERVICES</b>	
2006	\$2,983,926
2007	\$3,979,832
2008	\$3,958,098
2009	\$3,018,349
2010	\$3,177,244
<b>TOTAL GENERAL BUSINESS SERVICES</b>	<b>\$17,117,448</b>

EXHIBIT 4-20 (CONT.)  
 SUMMARY OF G.S.P.D. PROCURED SERVICES AND GOODS  
 BY M/WBE CLASSIFICATION  
 DOLLARS AND PERCENT OF DOLLARS, OVERALL MARKET AREA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

PROCUREMENT CATEGORY BY CALENDAR YEAR	ACCOUNTS PAYABLE DOLLARS
<b>MAINTENANCE &amp; REPAIR SERVICES INCLUDING LANDSCAPING</b>	
2006	\$57,452,412
2007	\$52,282,388
2008	\$47,279,301
2009	\$32,029,231
2010	\$38,431,386
<b>TOTAL MAINTENANCE &amp; REPAIR SERVICES INCLUDING LANDSCAPING</b>	<b>\$227,474,719</b>
<b>PARKING SERVICES</b>	
2006	\$10,526,410
2007	\$12,065,059
2008	\$4,712,575
2009	\$340,092
2010	\$296,444
<b>TOTAL PARKING SERVICES</b>	<b>\$27,940,581</b>
<b>SECURITY SERVICES</b>	
2006	\$3,468,670
2007	\$3,712,836
2008	\$3,640,074
2009	\$3,889,804
2010	\$3,893,863
<b>TOTAL SECURITY SERVICES</b>	<b>\$18,605,246</b>

EXHIBIT 4-20 (CONT.)  
 SUMMARY OF G.S.P.D. PROCURED SERVICES AND GOODS  
 BY M/WBE CLASSIFICATION  
 DOLLARS AND PERCENT OF DOLLARS, OVERALL MARKET AREA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

PROCUREMENT CATEGORY BY CALENDAR YEAR	ACCOUNTS PAYABLE DOLLARS
<b>WASTE MANAGEMENT SERVICES</b>	
2006	\$1,283,210
2007	\$1,990,807
2008	\$2,464,685
2009	\$1,634,057
2010	\$2,541,555
<b>TOTAL MAINTENANCE &amp; REPAIR SERVICES INCLUDING LANDSCAPING</b>	<b>\$9,914,314</b>
<b>GENERAL SERVICES</b>	
<b>2006</b>	<b>\$126,267,382</b>
<b>2007</b>	<b>\$133,589,227</b>
<b>2008</b>	<b>\$122,025,271</b>
<b>2009</b>	<b>\$93,013,305</b>
<b>2010</b>	<b>\$94,816,801</b>
<b>TOTAL GENERAL SERVICES</b>	<b>\$569,711,985</b>



EXHIBIT 4-20 (CONT.)  
 SUMMARY OF G.S.P.D. PROCURED SERVICES AND GOODS  
 BY M/WBE CLASSIFICATION  
 DOLLARS AND PERCENT OF DOLLARS, OVERALL MARKET AREA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

PROCUREMENT CATEGORY BY CALENDAR YEAR	ACCOUNTS PAYABLE DOLLARS
<b>GOODS/ FURNITURE, FIXTURES, AND EQUIPMENT</b>	
<b>COMPUTER &amp; SOFTWARE</b>	
2006	\$19,472,186
2007	\$26,732,225
2008	\$30,366,329
2009	\$26,724,704
2010	\$28,709,769
<b>TOTAL COMPUTER &amp; SOFTWARE</b>	<b>\$132,005,213</b>
<b>ELECTRICAL &amp; INDUSTRIAL, EQUIPMENT, PARTS, &amp; SUPPLIES</b>	
2006	\$49,448,701
2007	\$50,857,941
2008	\$55,553,981
2009	\$58,281,652
2010	\$65,151,841
<b>TOTAL ELECTRICAL &amp; INDUSTRIAL EQUIPMENT, PARTS, &amp; SUPPLIES</b>	<b>\$279,294,116</b>

EXHIBIT 4-20 (CONT.)  
 SUMMARY OF G.S.P.D. PROCURED SERVICES AND GOODS  
 BY M/WBE CLASSIFICATION  
 DOLLARS AND PERCENT OF DOLLARS, OVERALL MARKET AREA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

PROCUREMENT CATEGORY BY CALENDAR YEAR	ACCOUNTS PAYABLE DOLLARS
<b>OFFICE EQUIPMENT</b>	
2006	\$5,782,543
2007	\$5,456,759
2008	\$6,207,867
2009	\$5,178,812
2010	\$3,251,203
<b>TOTAL OFFICE EQUIPMENT</b>	<b>\$25,877,185</b>
<b>GOODS/ FURNITURE, FIXTURES, AND EQUIPMENT</b>	
<b>2006</b>	<b>\$74,703,430</b>
<b>2007</b>	<b>\$83,046,925</b>
<b>2008</b>	<b>\$92,128,178</b>
<b>2009</b>	<b>\$90,185,168</b>
<b>2010</b>	<b>\$97,112,814</b>
<b>TOTAL GOODS/ FURNITURE, FIXTURES, AND EQUIPMENT</b>	<b>\$437,176,514</b>

Source: MGT developed a Master Procurement Database based on City’s G.S.P.D. procured goods and services purchased and paid from January 1, 2006 through December 31, 2010.

4.6.2 MARKET AREA FOR G.S.P.D. PROCURED SERVICES AND GOODS

The following analysis presents the results based on the relevant market areas, which are Colorado and the Denver-Aurora-Boulder CSA, as discussed in **Section 4.3**. **Exhibits 4-21** and **4-22** shows firms located within Colorado. **Exhibit 4-21** shows that firms located within Colorado account for 77.8 percent of select services.

EXHIBIT 4-21  
 SUMMARY OF G.S.P.D. PROCURED SERVICES  
 DISTRIBUTION OF DOLLARS BY LOCATION OF FIRM, STATE OF COLORADO  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

PROCUREMENT CATEGORY BY LOCATION OF FIRMS, STATE	ACCOUNTS PAYABLE DOLLARS	PERCENT OF DOLLARS
<b>STATE OF COLORADO</b>		
<b>GENERAL SERVICES</b>		
<b>Building Management &amp; Maintenance Services</b>		
Inside Colorado	\$137,843,967	85.92%
Outside Colorado	\$22,586,329	14.08%
<b>TOTAL BUILDING MANAGEMENT &amp; MAINTENANCE SERVICES</b>	<b>\$160,430,296</b>	<b>100.00%</b>
<b>Communication Equipment &amp; Services</b>		
Inside Colorado	\$102,853,487	95.03%
Outside Colorado	\$5,375,895	4.97%
<b>TOTAL COMMUNICATION EQUIPMENT &amp; SERVICES</b>	<b>\$108,229,382</b>	<b>100.00%</b>
<b>General Business Services</b>		
Inside Colorado	\$11,873,922	69.37%
Outside Colorado	\$5,243,526	30.63%
<b>TOTAL GENERAL BUSINESS SERVICES</b>	<b>\$17,117,448</b>	<b>100.00%</b>
<b>Maintenance &amp; Repair Services Including Landscaping</b>		
Inside Colorado	\$141,998,001	62.42%
Outside Colorado	\$85,476,718	37.58%
<b>TOTAL MAINTENANCE &amp; REPAIR SERVICES INCLUDING LANDSCAPING</b>	<b>\$227,474,719</b>	<b>100.00%</b>

EXHIBIT 4-21 (CONT.)  
 SUMMARY OF G.S.P.D. PROCURED SERVICES  
 DISTRIBUTION OF DOLLARS BY LOCATION OF FIRM, STATE OF COLORADO  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

PROCUREMENT CATEGORY BY LOCATION OF FIRMS, STATE	ACCOUNTS PAYABLE DOLLARS	PERCENT OF DOLLARS
<b>STATE OF COLORADO</b>		
<b>Parking Services</b>		
Inside Colorado	\$27,502,390	98.43%
Outside Colorado	\$438,191	1.57%
<b>TOTAL PARKING SERVICES</b>	<b>\$27,940,581</b>	<b>100.00%</b>
<b>Security Services</b>		
Inside Colorado	\$18,314,869	98.44%
Outside Colorado	\$290,377	1.56%
<b>TOTAL SECURITY SERVICES</b>	<b>\$18,605,246</b>	<b>100.00%</b>
<b>Waste Management Services</b>		
Inside Colorado	\$2,536,814	25.59%
Outside Colorado	\$7,377,500	74.41%
<b>TOTAL WASTE MANAGEMENT SERVICES</b>	<b>\$9,914,314</b>	<b>100.00%</b>
<b>General Services</b>		
Inside Colorado	\$442,923,449	77.75%
Outside Colorado	\$126,788,536	22.25%
<b>TOTAL GENERAL SERVICES</b>	<b>\$569,711,985</b>	<b>100.00%</b>

Source: MGT developed a Master Procurement Database based on City's G.S.P.D. procured goods and services purchased and paid from January 1, 2006 through December 31, 2010.

Exhibit 4-22 shows that firms located in the State of Colorado account for 76.8 percent of select goods.

EXHIBIT 4-22  
SUMMARY OF G.S.P.D. PROCURED GOODS/FURNITURE, FIXTURES, AND EQUIPMENT  
DISTRIBUTION OF DOLLARS BY LOCATION OF FIRM, STATE OF COLORADO  
JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

PROCUREMENT CATEGORY BY LOCATION OF FIRMS, STATE	ACCOUNTS PAYABLE DOLLARS	PERCENT OF DOLLARS
<b>STATE OF COLORADO</b>		
<b>GOODS/FURNITURE, FIXTURES, AND EQUIPMENT</b>		
<b>Computer &amp; Software</b>		
Inside Colorado	\$63,591,105	48.17%
Outside Colorado	\$68,414,108	51.83%
<b>TOTAL COMPUTER &amp; SOFTWARE</b>	<b>\$132,005,213</b>	<b>100.00%</b>
<b>Electrical &amp; Industrial Equipment, Parts, &amp; Supplies</b>		
Inside Colorado	\$250,120,935	89.55%
Outside Colorado	\$29,173,181	10.45%
<b>TOTAL ELECTRICAL &amp; INDUSTRIAL EQUIPMENT, PARTS, &amp; SUPPLIES</b>	<b>\$279,294,116</b>	<b>100.00%</b>
<b>Office Equipment</b>		
Inside Colorado	\$21,825,681	84.34%
Outside Colorado	\$4,051,504	15.66%
<b>TOTAL OFFICE EQUIPMENT</b>	<b>\$25,877,185</b>	<b>100.00%</b>
<b>Furniture, Fixtures, &amp; Equipment</b>		
Inside Colorado	\$335,537,721	76.75%
Outside Colorado	\$101,638,793	23.25%
<b>TOTAL GOODS/FURNITURE, FIXTURES, AND EQUIPMENT</b>	<b>\$437,176,514</b>	<b>100.00%</b>

Source: MGT developed a Master Procurement Database based on City's G.S.P.D. procured goods and services purchased and paid from January 1, 2006 through December 31, 2010.

Exhibits 4-23 and 4-24 shows firms located within the Denver-Aurora-Boulder CSA. Exhibit 4-23 shows that firms located within the Denver-Aurora-Boulder CSA account for 77.1 percent of select services.

EXHIBIT 4-23  
SUMMARY OF G.S.P.D. PROCURED SERVICES  
DISTRIBUTION OF DOLLARS BY LOCATION OF FIRM, DENVER-AURORA-BOULDER CSA  
JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

PROCUREMENT CATEGORY BY LOCATION OF FIRMS, CSA	ACCOUNTS PAYABLE DOLLARS	PERCENT OF DOLLARS
<b>DENVER-AURORA-BOULDER, CO CSA</b>		
<b>GENERAL SERVICES</b>		
<b>Building Management &amp; Maintenance Services</b>		
Inside Denver-Aurora-Boulder, CO CSA	\$137,693,373	85.83%
Outside Denver-Aurora-Boulder, CO CSA	\$22,736,923	14.17%
<b>TOTAL BUILDING MANAGEMENT &amp; MAINTENANCE SERVICES</b>	<b>\$160,430,296</b>	<b>100.00%</b>
<b>Communication Equipment &amp; Services</b>		
Inside Denver-Aurora-Boulder, CO CSA	\$102,835,192	95.02%
Outside Denver-Aurora-Boulder, CO CSA	\$5,394,190	4.98%
<b>TOTAL COMMUNICATION EQUIPMENT &amp; SERVICES</b>	<b>\$108,229,382</b>	<b>100.00%</b>
<b>General Business Services</b>		
Inside Denver-Aurora-Boulder, CO CSA	\$10,970,485	64.09%
Outside Denver-Aurora-Boulder, CO CSA	\$6,146,963	35.91%
<b>TOTAL GENERAL BUSINESS SERVICES</b>	<b>\$17,117,448</b>	<b>100.00%</b>
<b>Maintenance &amp; Repair Services Including Landscaping</b>		
Inside Denver-Aurora-Boulder, CO CSA	\$139,152,550	61.17%
Outside Denver-Aurora-Boulder, CO CSA	\$88,322,169	38.83%
<b>TOTAL MAINTENANCE &amp; REPAIR SERVICES INCLUDING LANDSCAPING</b>	<b>\$227,474,719</b>	<b>100.00%</b>

Source: MGT developed a Master Procurement Database based on City's G.S.P.D. procured goods and services purchased and paid from January 1, 2006 through December 31, 2010.

EXHIBIT 4-23 (CONT.)  
 SUMMARY OF G.S.P.D. PROCURED SERVICES DISTRIBUTION OF DOLLARS BY LOCATION OF FIRM,  
 DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

PROCUREMENT CATEGORY BY LOCATION OF FIRMS, CSA	ACCOUNTS PAYABLE DOLLARS	PERCENT OF DOLLARS
<b>DENVER-AURORA-BOULDER, CO CSA</b>		
<b>Parking Services</b>		
Inside Denver-Aurora-Boulder, CO CSA	\$27,502,390	98.43%
Outside Denver-Aurora-Boulder, CO CSA	\$438,191	1.57%
<b>TOTAL PARKING SERVICES</b>	<b>\$27,940,581</b>	<b>100.00%</b>
<b>Security Services</b>		
Inside Denver-Aurora-Boulder, CO CSA	\$18,312,759	98.43%
Outside Denver-Aurora-Boulder, CO CSA	\$292,487	1.57%
<b>TOTAL SECURITY SERVICES</b>	<b>\$18,605,246</b>	<b>100.00%</b>
<b>Waste Management Services</b>		
Inside Denver-Aurora-Boulder, CO CSA	\$2,536,232	25.58%
Outside Denver-Aurora-Boulder, CO CSA	\$7,378,082	74.42%
<b>TOTAL WASTE MANAGEMENT SERVICES</b>	<b>\$9,914,314</b>	<b>100.00%</b>
<b>General Services</b>		
Inside Denver-Aurora-Boulder, CO CSA	\$439,002,981	77.06%
Outside Denver-Aurora-Boulder, CO CSA	\$130,709,005	22.94%
<b>TOTAL GENERAL SERVICES</b>	<b>\$569,711,985</b>	<b>100.00%</b>

Source: MGT developed a Master Procurement Database based on City’s G.S.P.D. procured goods and services purchased and paid from January 1, 2006 through December 31, 2010.

Exhibit 4-24 shows that firms located within the Denver-Aurora-Boulder CSA account for 71.1 percent of select goods.

EXHIBIT 4-24  
 SUMMARY OF G.S.P.D. PROCURED GOODS/FURNITURE, FIXTURES, AND EQUIPMENT  
 DISTRIBUTION OF DOLLARS BY LOCATION OF FIRM, DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

PROCUREMENT CATEGORY BY LOCATION OF FIRMS, CSA	ACCOUNTS PAYABLE DOLLARS	PERCENT OF DOLLARS
<b>DENVER-AURORA-BOULDER, CO CSA</b>		
<b>FURNITURE, FIXTURES, AND EQUIPMENT</b>		
<b>Computer &amp; Software</b>		
Inside Denver-Aurora-Boulder, CO CSA	\$49,888,753	37.79%
Outside Denver-Aurora-Boulder, CO CSA	\$82,116,460	62.21%
<b>TOTAL COMPUTER &amp; SOFTWARE</b>	<b>\$132,005,213</b>	<b>100.00%</b>
<b>Electrical &amp; Industrial Equipment, Parts, &amp; Supplies</b>		
Inside Denver-Aurora-Boulder, CO CSA	\$247,553,014	88.64%
Outside Denver-Aurora-Boulder, CO CSA	\$31,741,103	11.36%
<b>TOTAL ELECTRICAL &amp; INDUSTRIAL EQUIPMENT, PARTS, &amp; SUPPLIES</b>	<b>\$279,294,116</b>	<b>100.00%</b>
<b>Office Equipment</b>		
Inside Denver-Aurora-Boulder, CO CSA	\$13,388,642	51.74%
Outside Denver-Aurora-Boulder, CO CSA	\$12,488,543	48.26%
<b>TOTAL OFFICE EQUIPMENT</b>	<b>\$25,877,185</b>	<b>100.00%</b>
<b>Furniture, Fixtures, &amp; Equipment</b>		
Inside Denver-Aurora-Boulder, CO CSA	\$310,830,408	71.10%
Outside Denver-Aurora-Boulder, CO CSA	\$126,346,106	28.90%
<b>TOTAL FURNITURE, FIXTURES, AND EQUIPMENT</b>	<b>\$437,176,514</b>	<b>100.00%</b>

Source: MGT developed a Master Procurement Database based on City's G.S.P.D. procured goods and services purchased and paid from January 1, 2006 through December 31, 2010.



4.6.3 UTILIZATION ANALYSIS FOR G.S.P.D. PROCURED SERVICES AND GOODS

Exhibit 4-25 shows our utilization analysis by business ownership classification (race, ethnicity, and gender) for select services (waste management services included and excluded) and goods (computer and software included and excluded) procured by G.S.P.D. located in the State of Colorado. The utilization of MBE firms was 2.90 percent in services (waste management services included) and 2.92 (waste management services excluded). The utilization of MBE firms was .43 percent in goods (computer and software included) and .47 percent in goods (computer and software excluded).

EXHIBIT 4-25  
 UTILIZATION ANALYSIS  
 BY M/WBE CLASSIFICATION  
 G.S.P.D. PROCURED SERVICES AND GOODS, COLORADO  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	GENERAL SERVICES	GOODS/ FURNITURE, FIXTURES, AND EQUIPMENT
	PERCENT OF DOLLARS	PERCENT OF DOLLARS
<b>WASTE MANAGEMENT SERVICES AND COMPUTER &amp; SOFTWARE INCLUDED</b>		
African American	0.17%	0.00%
Asian American	0.49%	0.09%
Hispanic American	2.22%	0.33%
Native American	0.01%	0.01%
<b>Total MBE Firms</b>	<b>2.90%</b>	<b>0.43%</b>
Nonminority Female	0.98%	1.25%
<b>Total M/WBE Firms</b>	<b>3.88%</b>	<b>1.68%</b>
Total Non-M/WBE Firms	96.12%	98.32%
<b>TOTAL</b>	<b>\$442,923,449</b>	<b>\$335,537,721</b>
<b>WASTE MANAGEMENT SERVICES AND COMPUTER &amp; SOFTWARE EXCLUDED</b>		
African American	0.17%	0.00%
Asian American	0.50%	0.11%
Hispanic American	2.24%	0.35%
Native American	0.01%	0.01%
<b>Total MBE Firms</b>	<b>2.92%</b>	<b>0.47%</b>
Nonminority Female	0.97%	1.16%
<b>Total M/WBE Firms</b>	<b>3.89%</b>	<b>1.63%</b>
Total Non-M/WBE Firms	96.11%	98.37%
<b>TOTAL</b>	<b>\$440,386,635</b>	<b>\$271,946,616</b>

Source: MGT developed a Master Procurement Database based on City’s G.S.P.D. procured goods and services purchased and paid from January 1, 2006 through December 31, 2010.

**Exhibits 4-26** through **4-29** show M/WBE utilization of firms located within the Denver-Aurora-Boulder CSA by the sub-categories of select services and goods. These sub-categories are: building management and maintenance services; parking services; security services; furniture, fixtures, and equipment; maintenance and repair services including landscaping, waste management services, communication equipment and services, and general business services.

EXHIBIT 4-26  
 UTILIZATION ANALYSIS  
 BY M/WBE CLASSIFICATION  
 G.S.P.D. PROCURED SERVICES BY PROCURED SERVICES SUB-CATEGORIES (WASTE MANAGEMENT SERVICES EXCLUDED),  
 DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	BUILDING MANAGEMENT & MAINTENANCE	COMMUNICATION EQUIPMENT & SERVICES	GENERAL BUSINESS SERVICES	MAINTENANCE & REPAIR SERVICES INCLUDING LANDSCAPING	PARKING SERVICES	SECURITY SERVICES	WASTE MANAGEMENT SERVICES	TOTAL GENERAL SERVICES
	%	%	%	%	%	%	%	%
African American	0.10%	0.00%	0.00%	0.44%	0.00%	0.00%	0.00%	0.17%
Asian American	1.12%	0.00%	0.00%	0.46%	0.00%	0.00%	0.00%	0.50%
Hispanic American	0.09%	0.02%	1.10%	6.59%	0.00%	0.00%	0.00%	2.15%
Native American	0.00%	0.02%	0.00%	0.03%	0.00%	0.00%	0.00%	0.01%
<b>Total MBE Firms</b>	<b>1.31%</b>	<b>0.04%</b>	<b>1.10%</b>	<b>7.51%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>2.83%</b>
Nonminority Female	0.23%	0.14%	5.43%	1.81%	0.00%	0.00%	2.40%	0.83%
<b>Total M/WBE Firms</b>	<b>1.54%</b>	<b>0.19%</b>	<b>6.53%</b>	<b>9.32%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>2.40%</b>	<b>3.66%</b>
Total Non-M/WBE Firms	98.46%	99.81%	93.47%	90.68%	100.00%	100.00%	97.60%	96.34%
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Source: MGT developed a Master Procurement Database based on City's G.S.P.D. procured goods and services purchased and paid from January 1, 2006 through December 31, 2010.

EXHIBIT 4-27  
 UTILIZATION ANALYSIS  
 BY M/WBE CLASSIFICATION  
 G.S.P.D. PROCURED SERVICES BY PROCURED SERVICES SUB-CATEGORIES (WASTE MANAGEMENT SERVICES EXCLUDED),  
 DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	BUILDING MANAGEMENT & MAINTENANCE	COMMUNICATION EQUIPMENT & SERVICES	GENERAL BUSINESS SERVICES	MAINTENANCE & REPAIR SERVICES INCLUDING LANDSCAPING	PARKING SERVICES	SECURITY SERVICES	TOTAL GENERAL SERVICES
	%	%	%	%	%	%	%
African American	0.10%	0.00%	0.00%	0.44%	0.00%	0.00%	0.17%
Asian American	1.12%	0.00%	0.00%	0.46%	0.00%	0.00%	0.50%
Hispanic American	0.09%	0.02%	1.10%	6.59%	0.00%	0.00%	2.16%
Native American	0.00%	0.02%	0.00%	0.03%	0.00%	0.00%	0.01%
<b>Total MBE Firms</b>	<b>1.31%</b>	<b>0.04%</b>	<b>1.10%</b>	<b>7.51%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>2.85%</b>
Nonminority Female	0.23%	0.14%	5.43%	1.81%	0.00%	0.00%	0.82%
<b>Total M/WBE Firms</b>	<b>1.54%</b>	<b>0.19%</b>	<b>6.53%</b>	<b>9.32%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>3.66%</b>
Total Non-M/WBE Firms	98.46%	99.81%	93.47%	90.68%	100.00%	100.00%	96.34%
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Source: MGT developed a Master Procurement Database based on City's G.S.P.D. procured goods and services purchased and paid from January 1, 2006 through December 31, 2010.

EXHIBIT 4-28  
 UTILIZATION ANALYSIS  
 BY M/WBE CLASSIFICATION  
 G.S.P.D. PROCURED GOODS/ FURNITURE, FIXTURES, AND GOODS BY PROCURED GOODS SUB-CATEGORIES  
 (COMPUTER & SOFTWARE INCLUDED), DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	COMPUTER & SOFTWARE	ELECTRICAL & INDUSTRIAL EQUIPMENT, PARTS, & SUPPLIES	OFFICE EQUIPMENT	GOODS/ FURNITURE, FIXTURES, AND EQUIPMENT	GENERAL SERVICES AND GOODS/ FURNITURE, FIXTURES, AND EQUIPMENT
	%	%	%	%	%
African American	0.01%	0.00%	0.00%	0.00%	0.10%
Asian American	0.01%	0.12%	0.04%	0.10%	0.33%
Hispanic American	0.31%	0.30%	1.17%	0.34%	1.40%
Native American	0.02%	0.01%	0.00%	0.01%	0.01%
<b>Total MBE Firms</b>	<b>0.35%</b>	<b>0.43%</b>	<b>1.21%</b>	<b>0.45%</b>	<b>1.84%</b>
Nonminority Female	2.05%	0.48%	14.37%	1.33%	1.04%
<b>Total M/WBE Firms</b>	<b>2.40%</b>	<b>0.91%</b>	<b>15.58%</b>	<b>1.79%</b>	<b>2.88%</b>
Total Non-M/WBE Firms	97.60%	99.09%	84.42%	98.21%	97.12%
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Source: MGT developed a Master Procurement Database based on City’s G.S.P.D. procured goods and services purchased and paid from January 1, 2006 through December 31, 2010.

EXHIBIT 4-29  
 UTILIZATION ANALYSIS  
 BY M/WBE CLASSIFICATION  
 G.S.P.D. PROCURED GOODS/ FURNITURE, FIXTURES, AND GOODS BY PROCURED GOODS SUB-CATEGORIES  
 (COMPUTER & SOFTWARE EXCLUDED), DENVER-AURORA-BOULDER CSA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	ELECTRICAL & INDUSTRIAL EQUIPMENT, PARTS, & SUPPLIES	OFFICE EQUIPMENT	GOODS/ FURNITURE, FIXTURES, AND EQUIPMENT	GENERAL SERVICES AND GOODS/ FURNITURE, FIXTURES, AND EQUIPMENT
	%	%	%	%
African American	0.00%	0.00%	0.00%	0.11%
Asian American	0.12%	0.04%	0.12%	0.36%
Hispanic American	0.30%	1.17%	0.35%	1.48%
Native American	0.01%	0.00%	0.01%	0.01%
<b>Total MBE Firms</b>	<b>0.43%</b>	<b>1.21%</b>	<b>0.47%</b>	<b>1.96%</b>
Nonminority Female	0.48%	14.37%	1.19%	0.96%
<b>Total M/WBE Firms</b>	<b>0.91%</b>	<b>15.58%</b>	<b>1.67%</b>	<b>2.92%</b>
Total Non-M/WBE Firms	99.09%	84.42%	98.33%	97.08%
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Source: MGT developed a Master Procurement Database based on City’s G.S.P.D. procured goods and services purchased and paid from January 1, 2006 through December 31, 2010.

## 5.0 AVAILABILITY AND DISPARITY ANALYSES

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This chapter examines the issue of disparity within contracting and selected services and goods. Disparity, in this context, is the analysis of the differences between the utilization of minority- and woman-owned business enterprises (M/WBEs) and the availability of those firms. Accordingly, we used disparity indices to examine whether M/WBEs received a proportional share of dollars based on the availability of M/WBEs in the City and County of Denver (City) market area.

The sections of **Chapter 5.0** consist of the following:

- 5.1 Availability Analysis
- 5.2 Disparity Indices, Methodology and Results

### 5.1 AVAILABILITY ANALYSIS

There is no single approach to estimating relative business availability that has been adopted by the post-*Croson* case law as a whole. In general the case law has emphasized firms being qualified, willing and able to pursue work with an agency. However, there is in general no single data source that captures all these features. Therefore, this study presents several measures of business availability, including census and “custom census.”

#### 5.1.1 U.S. CENSUS DATA

U.S. Census 2007 Survey of Business Owners (SBO) data were used to calculate availability estimates based on the 2007 North American Industry Classification System (NAICS); by size of firm (employment and receipts); and by firms with paid employees only (employer firms). This data is a consolidation of two prior surveys, the Survey of Minority-Owned Business Enterprise and Survey of Women-Owned Business Enterprise, and includes questions from a survey discontinued in 1992 on Characteristics of Business Owners (CBO). The U.S. Census Survey of Business Owners is part of the economic Census, which is conducted every five years. As previously mentioned, different forms of data used to measure availability give rise to particular controversies.

The primary limits of the 2007 SBO for the purposes of this study are that: (1) the data is the least current of the availability sources, (2) SBO does not indicate whether the firm is interested in work with City departments, (3) SBO does not indicate whether a firm is primarily a subcontractor or prime contractor, and (4) SBO does not provide data on individual firms. However, U.S. Census Survey of Business Owners data has the benefit of being accessible, comprehensive, and objective in measuring availability. In *Contractors Association of Eastern Pennsylvania, Inc.*,<sup>174</sup> the Third Circuit, while noting some of the limitations of U.S. Census data, acknowledged that such data could be of some value in disparity studies.

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<sup>174</sup> *Contractors Ass’n of E. Pa., Inc.*, 91 F.3d 586.

**Chapter 6.0** presents availability estimates based on U.S. Census SBO data for construction and construction-related services, as well as select services (such as administrative services, printing, janitorial services). Also, **Appendix Q** presents availability estimates based on U.S. Census SBO data for the following:

- ◆ **NAICS Code 00**, All Sectors
- ◆ **NAICS Code 23**, Construction
- ◆ **NAICS Code 42**, Wholesale Trade
- ◆ **NAICS Code 44-45**, Retail Trade
- ◆ **NAICS Code 54**, Professional, Scientific, and Technical Services
- ◆ **NAICS Code 56**, Administrative and Support and Waste Management and Remediation Services
- ◆ **NAICS Code 72**, Accommodation and Food Services
- ◆ **NAICS Code 81**, Other Services (Except Public Administration)

### 5.1.2 CUSTOM CENSUS

Some cases have allowed what is known as “custom census” as a source of business availability.<sup>175</sup> Custom census essentially involves using Dun & Bradstreet as a source of business availability. Dun & Bradstreet has the advantage over SBO data in that the information is current and Dun & Bradstreet contains data on individual firms, including firm revenue, number of employees, and specific areas of work. The limits of Dun & Bradstreet are that: (1) the ethnic/gender identification are weak, (2) Dun & Bradstreet does not indicate whether the firm is interested in work with City departments, and (3) Dun & Bradstreet does not indicate whether a firm is primarily a subcontractor or prime contractor. These deficiencies are addressed by conducting a short survey of a random sample of firms supplied by Dun & Bradstreet in contracting and concessions. The first step in the survey was to collect a random sample of firms from Dun & Bradstreet in these areas. Six digit NAICS codes were selected to eliminate procurement areas that were not used to solicit from for profit vendors by City departments. Categories were lined up to match the current City classification. The firms were asked:

- ◆ Ethnic and gender status,
- ◆ Had they bid or considered bidding on City projects, services, or goods, and
- ◆ Construction firms were asked if they had bid or considered bidding as prime or subcontractor or both.

### 5.1.3 AVAILABILITY ESTIMATES

**Exhibit 5-1** presents the results of the 6-digit NAICS codes custom census availability analysis and is summarized into the two contracting categories, construction and construction-related professional services. **Appendix A** presents availability estimates at the 6-digit NAICS codes level, along with weighted availability and disparate impact.

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<sup>175</sup> *Northern Contracting v. Illinois DOT*, 2005 U.S. Dist. LEXIS 19868 (ND IL 2005).



EXHIBIT 5-1  
 AVAILABILITY ESTIMATE OF FIRMS  
 BY M/WBE CLASSIFICATION  
 CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION % OF AVAILABLE FIRMS	CONSTRUCTION-RELATED PROFESSIONAL SERVICES % OF AVAILABLE FIRMS
<b>COLORADO</b>		
African American	3.49%	4.17%
Asian American	1.16%	6.25%
Hispanic American	22.09%	7.29%
Native American	2.33%	2.08%
<b>Total MBE Firms</b>	<b>29.07%</b>	<b>19.79%</b>
Nonminority Female	6.98%	19.79%
<b>Total M/WBE Firms</b>	<b>36.05%</b>	<b>39.58%</b>
Non-M/WBE Firms	60.47%	60.42%
Other Female	3.49%	n/a
<b>DENVER-AURORA-BOULDER, CO CSA</b>		
African American	2.70%	4.71%
Asian American	1.08%	7.06%
Hispanic American	15.14%	5.88%
Native American	0.54%	2.35%
<b>Total MBE Firms</b>	<b>19.46%</b>	<b>20.00%</b>
Nonminority Female	17.39%	20.00%
<b>Total M/WBE Firms</b>	<b>36.85%</b>	<b>40.00%</b>
Non-M/WBE Firms	65.95%	60.00%
Other Female	n/a	n/a

Source: MGT developed a Master Availability Database based on custom census availability estimates.

**Exhibit 5-2** presents the results of custom census availability analysis of selected services and goods procured by the City’s General Services Purchasing Division (G.S.P.D.). **Appendix U** presents availability estimates procured services and goods subcategories, along with weighted availability and disparate impact.

EXHIBIT 5-2  
 AVAILABILITY ESTIMATE OF FIRMS  
 BY M/WBE CLASSIFICATION  
 G.S.P.D. PROCURED SERVICES AND GOODS

BUSINESS OWNERSHIP CLASSIFICATION	GENERAL SERVICES % OF AVAILABLE FIRMS	GOODS/ FURNITURE, FIXTURES, AND EQUIPMENT % OF AVAILABLE FIRMS
<b>COLORADO</b>		
African American	0.80%	0.18%
Asian American	0.65%	0.55%
Hispanic American	3.30%	1.47%
Native American	0.30%	0.37%
<b>Total MBE Firms</b>	<b>5.05%</b>	<b>2.57%</b>
Nonminority Female	6.50%	5.69%
<b>Total M/WBE Firms</b>	<b>11.54%</b>	<b>8.26%</b>
Total Non-M/WBE Firms	88.46%	91.74%
<b>DENVER-AURORA-BOULDER, CO CSA</b>		
African American	0.78%	0.19%
Asian American	0.52%	0.58%
Hispanic American	3.19%	1.45%
Native American	0.26%	0.39%
<b>Total MBE Firms</b>	<b>4.76%</b>	<b>2.62%</b>
Nonminority Female	6.06%	5.91%
<b>Total M/WBE Firms</b>	<b>10.82%</b>	<b>8.53%</b>
Total Non-M/WBE Firms	89.18%	91.47%

Source: MGT developed a Master Availability Database based on custom census availability estimates.

**Appendix D** presents the availability estimates for concessions.

**5.2 DISPARITY INDICES, METHODOLOGY AND RESULTS**

We used the availability and utilization information presented in this report as the basis to determine if M/WBEs received a proportional share of City dollars, which is the starting point in disparity analysis. This determination is made primarily through the disparity index calculation that compares the

utilization of firms with the availability of those firms. The disparity index also provides a value that can be given a commonly accepted substantive interpretation.

5.2.1 DISPARITY INDEX METHODOLOGY

MGT of America, Inc. (MGT) pioneered the use of disparity indices as a means of quantifying the disparity in utilization relative to availability. The use of a disparity index for such calculations is supported by several post-Croson cases, most notably *Contractors Association of Eastern Pennsylvania v. City of Philadelphia*.<sup>176</sup> Although a variety of similar indices could be utilized, our standard for choosing its particular index methodology is that it must yield a value that is easily calculable, understandable in its interpretation, and universally comparable such that a disparity in utilization within M/WBE categories can be assessed with reference to the utilization of non-M/WBEs.

For this study, the ratio of the percentage of utilization<sup>177</sup> to the percentage of availability multiplied by 100 serves as the measure of choice, as shown in the formula:

$$(1) \text{ Disparity Index} = \frac{\%U_{m_1p_1}}{\%A_{m_1p_1}} \times 100$$

Where:  $U_{m_1p_1}$  = utilization of M/WBE<sub>1</sub> for contracting/procurement<sub>1</sub>  
 $A_{m_1p_1}$  = availability of M/WBE<sub>1</sub> for contracting/procurement<sub>1</sub>

Due to the mathematical properties involved in the calculations, a disparity index value of 0.00 for a given race, ethnicity, or gender classification of firm indicates absolutely no utilization and, therefore, absolute disparity. An index of 100 indicates that vendor utilization is perfectly proportionate to availability for a particular group in a given business category, indicating the absence of disparity—that is, the proportion of utilization relative to availability one would expect, all things being equal. In general, firms within a business category are considered underutilized if the disparity indices are less than 100 and overutilized if the indices are above 100.

Since there is no standardized measurement to evaluate the levels of underutilization or overutilization within a procurement context, MGT has appropriated the Equal Employment Opportunity Commission’s (EEOC) “80 percent rule” in *Uniform Guidelines on Employee Selection Procedures*. In the context of employment discrimination, an employment disparity ratio below 80 indicates a “substantial disparity” in employment. The Supreme Court has accepted the use of the 80 percent rule in *Connecticut v. Teal* (*Teal*), 457 U.S. 440 (1982), and in *Teal* and other affirmative action cases, the terms “adverse impact,” “disparate impact,” and “discriminatory impact” are used interchangeably to characterize values of 80 and below. Thus, a disparity index below 80.00 indicates a substantial level of disparity.

5.2.2 DISPARITY ANALYSIS/RESULTS

This section presents exhibits showing disparity indices for construction, construction-related professional services, and select services and goods procured by G.S.P.D.

<sup>176</sup> *Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia*, 91 F 3d at 603.

<sup>177</sup> Refer to **Chapter 4.0**, Market Area Methodology for a discussion on overall and relevant market area.

**Exhibit 5-3** presents the results of the disparity analysis for construction and construction-related professional services based on firms located within Colorado. **Exhibit 5-4** presents the results for of the disparity analysis for construction and construction-related professional services based on firms located in the Denver-Aurora-Boulder, CSA. The analysis also presents disparity using our utilization analysis (percent of dollars) from all City departments (including Denver International Airport<sup>178</sup>) and City departments (excluding Denver International Airport). **Exhibit 5-3** shows that as a whole for construction, MBE firms, WBE firms, and M/WBE firms were substantially underutilized.

EXHIBIT 5-3  
DISPARITY ANALYSIS OF FIRMS  
CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES  
STATE OF COLORADO  
JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF DOLLARS	PERCENT OF AVAILABLE FIRMS	DISPARITY IMPACT	DISPARATE IMPACT OF UTILIZATION
<b>CONSTRUCTION, STATE LEVEL INCLUDES DIA</b>				
African American	1.11%	3.49%	31.79	* Underutilization
Asian American	0.47%	1.16%	40.58	* Underutilization
Hispanic American	7.30%	22.09%	33.04	* Underutilization
Native American	0.93%	2.33%	39.89	* Underutilization
<b>Total MBE Firms</b>	<b>9.81%</b>	<b>29.07%</b>	<b>33.74</b>	<b>* Underutilization</b>
Nonminority Female	3.94%	6.98%	56.47	* Underutilization
<b>Total M/WBE Firms</b>	<b>13.75%</b>	<b>36.05%</b>	<b>38.14</b>	<b>* Underutilization</b>
Non-M/WBE Firms	86.23%	60.47%	142.62	Overutilization
Other Female	n/a	3.49%		
<b>CONSTRUCTION, STATE LEVEL EXCLUDES DIA</b>				
African American	1.17%	3.49%	33.64	* Underutilization
Asian American	0.48%	1.16%	41.40	* Underutilization
Hispanic American	8.02%	22.09%	36.29	* Underutilization
Native American	0.53%	2.33%	22.74	* Underutilization
<b>Total MBE Firms</b>	<b>10.20%</b>	<b>29.07%</b>	<b>35.09</b>	<b>* Underutilization</b>
Nonminority Female	5.20%	6.98%	74.53	* Underutilization
<b>Total M/WBE Firms</b>	<b>15.40%</b>	<b>36.05%</b>	<b>42.73</b>	<b>* Underutilization</b>
Non-M/WBE Firms	84.58%	60.47%	139.88	Overutilization
Other Female	0.02%	3.49%		

<sup>178</sup> Analysis showing M/WBE utilization at DIA was conducted separately, since some of the contracts were more likely U.S. Department of Transportation assisted-contracts and therefore DBE goals were established on those contracts.

EXHIBIT 5-3 (CONT.)  
 DISPARITY ANALYSIS OF FIRMS  
 CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES  
 STATE OF COLORADO  
 JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF DOLLARS	PERCENT OF AVAILABLE FIRMS	DISPARITY IMPACT	DISPARATE IMPACT OF UTILIZATION
<b>CONSTRUCTION-RELATED PROFESSIONAL SERVICES, STATE LEVEL INCLUDES DIA</b>				
African American	5.16%	4.17%	123.72	Overutilization
Asian American	5.20%	6.25%	83.21	Underutilization
Hispanic American	8.73%	7.29%	119.66	Overutilization
Native American	0.04%	2.08%	2.05	* Underutilization
<b>Total MBE Firms</b>	<b>19.12%</b>	<b>19.79%</b>	<b>96.63</b>	<b>Underutilization</b>
Nonminority Female	8.91%	19.79%	45.00	* Underutilization
<b>Total M/WBE Firms</b>	<b>28.03%</b>	<b>39.58%</b>	<b>70.81</b>	<b>* Underutilization</b>
Non-M/WBE Firms	71.97%	60.42%	119.12	Overutilization
<b>CONSTRUCTION-RELATED PROFESSIONAL SERVICES, STATE LEVEL EXCLUDES DIA</b>				
African American	2.96%	4.17%	71.11	* Underutilization
Asian American	5.32%	6.25%	85.05	Underutilization
Hispanic American	3.88%	7.29%	53.22	* Underutilization
Native American	0.09%	2.08%	4.27	* Underutilization
<b>Total MBE Firms</b>	<b>12.25%</b>	<b>19.79%</b>	<b>61.89</b>	<b>* Underutilization</b>
Nonminority Female	12.32%	19.79%	62.27	* Underutilization
<b>Total M/WBE Firms</b>	<b>24.57%</b>	<b>39.58%</b>	<b>62.08</b>	<b>* Underutilization</b>
Non-M/WBE Firms	75.43%	60.42%	124.85	Overutilization

Source: MGT developed a Master Contract Database and Master Availability Database.  
 Percent of dollars is taken from the utilization analysis presented in this report.  
 Percent of available firms is taken from the availability analysis presented in this report.  
 Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.  
 \* indicate a substantial level of disparity, which is a disparity index below 80.00.

As a whole for construction-related professional services, MBE firms, WBE firms, and M/WBE firms were either underutilized or substantially underutilized. However within these groups and including DIA, African American and Hispanic American-owned firms were overutilized with a disparate impact of 123.72 and 119.66, respectively. Conversely and excluding DIA, all MBE firms, WBE firms, and M/WBE firms were either underutilized or substantially underutilized.

**Exhibit 5-4** presents the results of the disparity analysis for construction and construction-related professional services based on firms located within the City’s CSA. The analysis also presents disparity using our utilization analysis (percent of dollars) from all City departments (including Denver International Airport) and City departments (excluding Denver International Airport). **Exhibit 5-4** shows for construction that as a whole, MBE firms, WBE firms, and M/WBE firms were substantially underutilized. However within these groups and including DIA, Native American-owned firms were overutilized with a disparate impact of 174.43. Conversely and excluding DIA, all MBE firms, WBE firms, and M/WBE firms were either underutilized or substantially underutilized.

EXHIBIT 5-4  
DISPARITY ANALYSIS OF FIRMS  
CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES  
DENVER-AURORA-BOULDER, CO CSA  
JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF DOLLARS	PERCENT OF AVAILABLE FIRMS	DISPARITY IMPACT		DISPARATE IMPACT OF UTILIZATION
<b>CONSTRUCTION, DENVER CSA INCLUDES DIA</b>					
African American	1.13%	2.70%	41.75	*	Underutilization
Asian American	0.47%	1.08%	43.62	*	Underutilization
Hispanic American	7.37%	15.14%	48.72	*	Underutilization
Native American	0.94%	0.54%	174.43		Overutilization
<b>Total MBE Firms</b>	<b>9.92%</b>	<b>19.46%</b>	<b>50.96</b>	<b>*</b>	<b>Underutilization</b>
Nonminority Female	3.75%	17.39%	21.54	*	Underutilization
<b>Total M/WBE Firms</b>	<b>13.66%</b>	<b>36.85%</b>	<b>37.08</b>	<b>*</b>	<b>Underutilization</b>
Non-M/WBE Firms	86.32%	65.95%	130.89		Overutilization
Other Female	0.02%	n/a			
<b>CONSTRUCTION, DENVER CSA EXCLUDES DIA</b>					
African American	1.17%	2.70%	43.42	*	Underutilization
Asian American	0.48%	1.08%	44.53	*	Underutilization
Hispanic American	8.02%	15.14%	52.97	*	Underutilization
Native American	0.53%	0.54%	97.83		Underutilization
<b>Total MBE Firms</b>	<b>10.20%</b>	<b>19.46%</b>	<b>52.42</b>	<b>*</b>	<b>Underutilization</b>
Nonminority Female	5.20%	17.39%	29.90	*	Underutilization
<b>Total M/WBE Firms</b>	<b>15.40%</b>	<b>36.85%</b>	<b>41.79</b>	<b>*</b>	<b>Underutilization</b>
Non-M/WBE Firms	84.58%	65.95%	128.25		Overutilization
Other Female	0.02%	n/a			

EXHIBIT 5-4 (CONT.)  
DISPARITY ANALYSIS OF FIRMS  
CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES  
DENVER-AURORA-BOULDER, CO CSA  
JANUARY 1, 2005 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF DOLLARS	PERCENT OF AVAILABLE FIRMS	DISPARITY IMPACT		DISPARATE IMPACT OF UTILIZATION
<b>CONSTRUCTION-RELATED PROFESSIONAL SERVICES, DENVER CSA INCLUDES DIA</b>					
African American	5.18%	4.71%	110.11		Overutilization
Asian American	5.19%	7.06%	73.58	*	Underutilization
Hispanic American	8.69%	5.88%	147.81		Overutilization
Native American	0.04%	2.35%	1.82	*	Underutilization
<b>Total MBE Firms</b>	<b>19.11%</b>	<b>20.00%</b>	<b>95.56</b>		<b>Underutilization</b>
Nonminority Female	8.93%	20.00%	44.64	*	Underutilization
<b>Total M/WBE Firms</b>	<b>28.04%</b>	<b>40.00%</b>	<b>70.10</b>	*	<b>Underutilization</b>
Non-M/WBE Firms	71.96%	60.00%	119.93		Overutilization
<b>CONSTRUCTION-RELATED PROFESSIONAL SERVICES, DENVER CSA EXCLUDES DIA</b>					
African American	2.99%	4.71%	63.55	*	Underutilization
Asian American	5.36%	7.06%	75.94	*	Underutilization
Hispanic American	3.76%	5.88%	63.91	*	Underutilization
Native American	0.09%	2.35%	3.81	*	Underutilization
<b>Total MBE Firms</b>	<b>12.20%</b>	<b>20.00%</b>	<b>61.00</b>	*	<b>Underutilization</b>
Nonminority Female	12.39%	20.00%	61.94	*	Underutilization
<b>Total M/WBE Firms</b>	<b>24.59%</b>	<b>40.00%</b>	<b>61.47</b>	*	<b>Underutilization</b>
Non-M/WBE Firms	75.41%	60.00%	125.69		Overutilization

Source: MGT developed a Master Contract Database and Master Availability Database.  
Percent of dollars is taken from the utilization analysis presented in this report.  
Percent of available firms is taken from the availability analysis presented in this report.  
Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.  
\* indicate a substantial level of disparity, which is a disparity index below 80.00.

As a whole for construction-related professional services, MBE firms, WBE firms, and M/WBE firms were either underutilized or substantially underutilized. However, within these groups and including DIA, African American and Hispanic American-owned firms were overutilized with a disparate impact of 110.11 and 147.81, respectively. Conversely and excluding DIA, all MBE firms, WBE firms, and M/WBE firms were substantially underutilized.

Exhibit 5-5 presents the results of the disparity analysis for all selected services procured by G.S.P.D (including waste management). This exhibit also presents results of the disparity analyses for selected

services procured by G.S.P.D (excluding waste management). This exhibit shows the disparity analysis based on firms located within Colorado. As a whole, MBE firms, WBE firms, and M/WBE firms were substantially underutilized.

EXHIBIT 5-5  
DISPARITY ANALYSIS OF FIRMS  
G.S.P.D. PROCURED SERVICES  
STATE OF COLORADO  
JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF DOLLARS	PERCENT OF AVAILABLE FIRMS	DISPARITY IMPACT	DISPARATE IMPACT OF UTILIZATION	
<b>INCLUDES WASTE MANAGEMENT</b>					
<b>GENERAL SERVICES</b>					
African American	0.17%	0.80%	21.01	*	Underutilization
Asian American	0.49%	0.65%	76.11	*	Underutilization
Hispanic American	2.22%	3.30%	67.39	*	Underutilization
Native American	0.01%	0.30%	4.76	*	Underutilization
<b>Total MBE Firms</b>	<b>2.90%</b>	<b>5.05%</b>	<b>57.45</b>	<b>*</b>	<b>Underutilization</b>
Nonminority Female	0.98%	6.50%	15.12	*	Underutilization
<b>Total M/WBE Firms</b>	<b>3.88%</b>	<b>11.54%</b>	<b>33.63</b>	<b>*</b>	<b>Underutilization</b>
Non-M/WBE Firms	96.12%	88.46%	108.66		Overutilization
<b>EXCLUDES WASTE MANAGEMENT</b>					
<b>GENERAL SERVICES</b>					
African American	0.17%	0.73%	23.26	*	Underutilization
Asian American	0.50%	0.62%	79.90	*	Underutilization
Hispanic American	2.24%	3.27%	68.42	*	Underutilization
Native American	0.01%	0.31%	4.62	*	Underutilization
<b>Total MBE Firms</b>	<b>2.92%</b>	<b>4.93%</b>	<b>59.19</b>	<b>*</b>	<b>Underutilization</b>
Nonminority Female	0.97%	6.22%	15.65	*	Underutilization
<b>Total M/WBE Firms</b>	<b>3.89%</b>	<b>11.15%</b>	<b>34.89</b>	<b>*</b>	<b>Underutilization</b>
Non-M/WBE Firms	96.11%	88.85%	108.17		Overutilization

Source: MGT developed a Master Procurement Database and Master Availability Database.

Percent of dollars is taken from the utilization analysis presented in this report.

Percent of available firms is taken from the availability analysis presented in this report.

Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.

\* indicate a substantial level of disparity, which is a disparity index below 80.00.



**Exhibit 5-6** presents the results of the disparity analysis for selected services procured by G.S.P.D. based on firms located in the Denver-Aurora-Boulder, CSA. Similar to **Exhibit 5-5** the disparity analysis is presented for selected services procured by G.S.P.D. showing disparity based on including waste management, as well as excluding this service. As a whole, MBE firms, WBE firms, and M/WBE firms were either underutilized or substantially underutilized, with the exception of Asian American-owned firms when waste management services are excluded. Asian American-owned firms were overutilized with a disparate impact of 103.29.

EXHIBIT 5-6  
DISPARITY ANALYSIS OF FIRMS  
G.S.P.D. PROCURED SERVICES  
DENVER-AURORA-BOULDER, CO CSA  
JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF DOLLARS	PERCENT OF AVAILABLE FIRMS	DISPARITY IMPACT		DISPARATE IMPACT OF UTILIZATION
<b>WASTE MANAGEMENT EXCLUDED</b>					
<b>GENERAL SERVICES</b>					
African American	0.17%	0.78%	21.61	*	Underutilization
Asian American	0.50%	0.52%	94.96		Underutilization
Hispanic American	2.15%	3.19%	67.39	*	Underutilization
Native American	0.01%	0.26%	5.51	*	Underutilization
<b>Total MBE Firms</b>	<b>2.83%</b>	<b>4.76%</b>	<b>59.48</b>	*	<b>Underutilization</b>
Nonminority Female	0.83%	6.06%	13.65	*	Underutilization
<b>Total M/WBE Firms</b>	<b>3.66%</b>	<b>10.82%</b>	<b>33.80</b>	*	<b>Underutilization</b>
Non-M/WBE Firms	96.34%	89.18%	108.03		Overutilization
<b>WASTE MANAGEMENT INCLUDED</b>					
<b>GENERAL SERVICES</b>					
African American	0.17%	0.75%	22.67	*	Underutilization
Asian American	0.50%	0.48%	103.29		Overutilization
Hispanic American	2.16%	3.17%	68.22	*	Underutilization
Native American	0.01%	0.27%	5.40	*	Underutilization
<b>Total MBE Firms</b>	<b>2.85%</b>	<b>4.67%</b>	<b>60.90</b>	*	<b>Underutilization</b>
Nonminority Female	0.82%	5.75%	14.24	*	Underutilization
<b>Total M/WBE Firms</b>	<b>3.66%</b>	<b>10.42%</b>	<b>35.17</b>	*	<b>Underutilization</b>
Non-M/WBE Firms	96.34%	89.58%	107.54		Overutilization

Source: MGT developed a Master Procurement Database and Master Availability Database.

Percent of dollars is taken from the utilization analysis presented in this report.

Percent of available firms is taken from the availability analysis presented in this report.

Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.

\* indicate a substantial level of disparity, which is a disparity index below 80.00.

**Exhibit 5-7** presents the results of the disparity analysis for selected goods procured via G.S.P.D. (including computers and software) based on firms located within Colorado. This exhibit also presents results of the disparity analyses for selected goods procured by G.S.P.D. (excluding computers and software). As a whole, MBE firms, WBE firms, and M/WBE firms were substantially underutilized.

EXHIBIT 5-7  
DISPARITY ANALYSIS OF FIRMS  
G.S.P.D. PROCURED GOODS/FURNITURE, FIXTURES, AND EQUIPMENT  
STATE OF COLORADO  
JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF DOLLARS	PERCENT OF AVAILABLE FIRMS	DISPARITY IMPACT	DISPARATE IMPACT OF UTILIZATION	
<b>COMPUTER &amp; SOFTWARE INCLUDED</b>					
<b>GOODS/FURNITURE, FIXTURES, AND EQUIPMENT</b>					
African American	0.00%	0.18%	0.81	*	Underutilization
Asian American	0.09%	0.55%	16.77	*	Underutilization
Hispanic American	0.33%	1.47%	22.36	*	Underutilization
Native American	0.01%	0.37%	2.46	*	Underutilization
<b>Total MBE Firms</b>	<b>0.43%</b>	<b>2.57%</b>	<b>16.78</b>	<b>*</b>	<b>Underutilization</b>
Nonminority Female	1.25%	5.69%	21.95	*	Underutilization
<b>Total M/WBE Firms</b>	<b>1.68%</b>	<b>8.26%</b>	<b>20.34</b>	<b>*</b>	<b>Underutilization</b>
Non-M/WBE Firms	98.32%	91.74%	107.17		Overutilization
<b>COMPUTER &amp; SOFTWARE EXCLUDED</b>					
African American	0.00%	0.00%	n/a		n/a
Asian American	0.11%	0.43%	25.67	*	Underutilization
Hispanic American	0.35%	1.74%	20.05	*	Underutilization
Native American	0.01%	0.43%	1.63	*	Underutilization
<b>Total MBE Firms</b>	<b>0.47%</b>	<b>2.61%</b>	<b>17.92</b>	<b>*</b>	<b>Underutilization</b>
Nonminority Female	1.16%	4.35%	26.77	*	Underutilization
<b>Total M/WBE Firms</b>	<b>1.63%</b>	<b>6.96%</b>	<b>23.45</b>	<b>*</b>	<b>Underutilization</b>
Non-M/WBE Firms	98.37%	93.04%	105.72		Overutilization

Source: MGT developed a Master Procurement Database and Master Availability Database.  
 Percent of dollars is taken from the utilization analysis presented in this report.  
 Percent of available firms is taken from the availability analysis presented in this report.  
 Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.  
 \* indicate a substantial level of disparity, which is a disparity index below 80.00.

**Exhibit 5-8** presents the results of the disparity analysis for selected goods procured via G.S.P.D. based on firms located in the Denver-Aurora-Boulder, CSA. Similar to **Exhibit 5-7** the disparity analysis is presented for selected goods procured by G.S.P.D. showing disparity based on including computer and software, as well as excluding this category. As a whole, MBE firms, WBE firms, and M/WBE firms were substantially underutilized.

EXHIBIT 5-8  
 DISPARITY ANALYSIS OF FIRMS  
 G.S.P.D. PROCURED GOODS/FURNITURE, FIXTURES, AND EQUIPMENT  
 DENVER-AURORA-BOULDER, CO CSA  
 JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF DOLLARS	PERCENT OF AVAILABLE FIRMS	DISPARITY IMPACT		DISPARATE IMPACT OF UTILIZATION
<b>COMPUTER &amp; SOFTWARE INCLUDED</b>					
<b>GOODS/FURNITURE, FIXTURES, AND EQUIPMENT</b>					
African American	0.00%	0.19%	0.83	*	Underutilization
Asian American	0.10%	0.58%	17.14	*	Underutilization
Hispanic American	0.34%	1.45%	23.55	*	Underutilization
Native American	0.01%	0.39%	2.51	*	Underutilization
<b>Total MBE Firms</b>	<b>0.45%</b>	<b>2.62%</b>	<b>17.32</b>	<b>*</b>	<b>Underutilization</b>
Nonminority Female	1.33%	5.91%	22.53	*	Underutilization
<b>Total M/WBE Firms</b>	<b>1.79%</b>	<b>8.53%</b>	<b>20.93</b>	<b>*</b>	<b>Underutilization</b>
Non-M/WBE Firms	98.21%	91.47%	107.37		Overutilization
<b>COMPUTER &amp; SOFTWARE EXCLUDED</b>					
African American	0.00%	0.14%	0.00	*	Underutilization
Asian American	0.12%	0.57%	20.42	*	Underutilization
Hispanic American	0.35%	1.42%	24.50	*	Underutilization
Native American	0.01%	0.43%	1.73	*	Underutilization
<b>Total MBE Firms</b>	<b>0.47%</b>	<b>2.56%</b>	<b>18.44</b>	<b>*</b>	<b>Underutilization</b>
Nonminority Female	1.19%	5.27%	22.65	*	Underutilization
<b>Total M/WBE Firms</b>	<b>1.67%</b>	<b>7.83%</b>	<b>21.27</b>	<b>*</b>	<b>Underutilization</b>
Non-M/WBE Firms	98.33%	92.17%	106.69		Overutilization

Source: MGT developed a Master Procurement Database and Master Availability Database.

Percent of dollars is taken from the utilization analysis presented in this report.

Percent of available firms is taken from the availability analysis presented in this report.

Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.

\* indicate a substantial level of disparity, which is a disparity index below 80.00.

**Exhibit 5-9** presents the results of the disparity analysis for selected goods and services procured via G.S.P.D. based on firms located in the Denver-Aurora-Boulder, CSA. Similar to **Exhibit 5-7** the disparity analysis is presented for selected goods procured by G.S.P.D. showing disparity based on including computer and software, as well as excluding this category. As a whole, MBE firms, WBE firms, and M/WBE firms were substantially underutilized.

EXHIBIT 5-9  
DISPARITY ANALYSIS OF FIRMS  
G.S.P.D. PROCURED SERVICES AND GOODS/FURNITURE, FIXTURES, AND EQUIPMENT  
DENVER-AURORA-BOULDER, CO CSA  
JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF DOLLARS	PERCENT OF AVAILABLE FIRMS	DISPARITY IMPACT	DISPARATE IMPACT OF UTILIZATION
<b>WASTE MANAGEMENT AND COMPUTER &amp; SOFTWARE INCLUDED</b>				
African American	0.10%	0.58%	17.30	* Underutilization
Asian American	0.33%	0.54%	61.09	* Underutilization
Hispanic American	1.40%	2.58%	54.25	* Underutilization
Native American	0.01%	0.31%	4.08	* Underutilization
<b>Total MBE Firms</b>	<b>1.84%</b>	<b>4.01%</b>	<b>46.03</b>	<b>* Underutilization</b>
Nonminority Female	1.04%	6.01%	17.25	* Underutilization
<b>Total M/WBE Firms</b>	<b>2.88%</b>	<b>10.02%</b>	<b>28.76</b>	<b>* Underutilization</b>
Non-M/WBE Firms	97.12%	89.98%	107.93	Overutilization
<b>WASTE MANAGEMENT AND COMPUTER &amp; SOFTWARE EXCLUDED</b>				
African American	0.11%	0.59%	18.23	* Underutilization
Asian American	0.36%	0.51%	70.21	* Underutilization
Hispanic American	1.48%	2.69%	55.12	* Underutilization
Native American	0.01%	0.31%	3.79	* Underutilization
<b>Total MBE Firms</b>	<b>1.96%</b>	<b>4.10%</b>	<b>47.81</b>	<b>* Underutilization</b>
Nonminority Female	0.96%	5.62%	17.08	* Underutilization
<b>Total M/WBE Firms</b>	<b>2.92%</b>	<b>9.71%</b>	<b>30.03</b>	<b>* Underutilization</b>
Non-M/WBE Firms	97.08%	90.29%	107.53	Overutilization

Source: MGT developed a Master Procurement Database and Master Availability Database.

Percent of dollars is taken from the utilization analysis presented in this report.

Percent of available firms is taken from the availability analysis presented in this report.

Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.

\* indicate a substantial level of disparity, which is a disparity index below 80.00.

## 6.0 PRIVATE SECTOR ANALYSES

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This chapter presents the results of our analyses pertaining to minority- and woman-owned business enterprises (M/WBE) in the City and County of Denver (City's private sector marketplace). The analyses examine M/WBE utilization and availability in the City's market area private commercial construction industry to determine disparities in M/WBE utilization at the prime contractor and subcontractor levels. Once the record of private sector utilization was established, we were also able to compare the rates of M/WBE, and non-M/WBE utilization in the private sector to their utilization by the City for public sector construction procurement.

The second analysis delves more deeply into the dynamics of the marketplace to determine their impact on M/WBE competitiveness. This analysis examines the effects of race, ethnicity, and gender on business formation and earnings to test the hypothesis that M/WBEs are treated differently than non-minority-owned firms when attempting to create and conduct business in the City marketplace.

The sections of **Chapter 6.0** consist of the following:

- 6.1 Methodology
- 6.2 Collection and Management of Data
- 6.3 Private Sector Utilization Analysis, Commercial Permits
- 6.4 Private Sector Disparity Analysis and Statistical Significance, Commercial Permits
- 6.5 Nexus between Commercial and Public Construction
- 6.6 U.S. Census Private Sector Disparities
- 6.7 Analysis of Race, Ethnicity, and Gender Effects on Self-Employment
- 6.8 Analysis of Race, Ethnicity, and Gender Effects on Individual Earnings

### 6.1 METHODOLOGY

This section describes our methodology for the collection of data and the calculation of the City market area as the basis for our analysis of private sector utilization of minority-, woman-, and nonminority-owned firms and their availability.

#### 6.1.1 PRIVATE SECTOR ANALYSIS - RATIONALE

In *City of Richmond v J.A. Croson (Croson)*, the Court established that a "municipality has a compelling government interest in redressing not only discrimination committed by the municipality itself, but also discrimination committed by private parties within the municipality's legislative jurisdiction, so long as

the municipality in some way participated in the discrimination to be remedied by the program.”<sup>179</sup> This argument was reinforced by the Court of Appeals decision in *Adarand Construction, Inc. v Rodney Slater*, concluding that there was a compelling interest for a government Disadvantaged Business Enterprise (DBE) program, based primarily on evidence of private sector discrimination.<sup>180</sup> According to this argument, discriminatory practices found in the private sector marketplace may be indicative of government’s passive or, in some cases, active participation in local discrimination. To remedy such discrimination, *Croson* provided that government “can use its spending powers to remedy private discrimination, if it identifies that discrimination with the particularity required by the Fourteenth Amendment.”<sup>181</sup> The purpose of a private sector analysis is to evaluate the presence or absence of discrimination in the private sector marketplace, and to determine if there is evidence to support anecdotal comments from **Chapter 7.0** regarding difficulties M/WBEs have in securing work on private sector projects. Passive discrimination was examined in a disparity analysis of the utilization of M/WBE construction subcontractors by majority prime contractors on projects funded in the City construction market. A comparison of public sector M/WBE utilization with private sector utilization enables an assessment of the extent to which majority prime contractors have tended to hire M/WBE subcontractors only to satisfy public sector requirements. Thus, the following questions are addressed:

- ◆ Are there disparities in utilization of M/WBEs as prime contractors for commercial private sector construction projects relative to their availability in the City market area?
- ◆ Are there disparities in utilization of M/WBEs as subcontractors for commercial private sector construction projects relative to their availability in the City market area?
- ◆ To what extent are contractors utilized for City projects also utilized in private sector construction projects?

## 6.2 COLLECTION AND MANAGEMENT OF DATA

MGT staff selected two sources of data for its private sector analysis: (1) data provided by Reed Construction Data (RCD) Corporation and (2) commercial construction permit data (such as building, electrical, plumbing) provided by the City’s Development Services Department for commercial construction projects permitted from January 1, 2006 through December 31, 2010. The value in examining permits is that it offers the most complete and up-to-date record of actual construction activity undertaken in these market areas. In order to corroborate findings, we also examined RCD, which gathers information on both general construction and civil engineering projects in a given a market area at the prime contractor and subcontractor level. However, RCD proved to be incomplete for this analysis at the prime contractor and subcontractor level and therefore private sector analysis could not be conducted using RCD.

Based on the permit type text description, permits were categorized according to two types of work-performed categories: prime contractor work level and subcontractor work level. The data was then classified as prime and subcontractor based on the type of work performed. Upon further assessment and review of the City’s commercial construction permits data, permits associated with subcontractor trades and/or level of work, such as electrical or plumbing, did not have construction value dollars.

<sup>179</sup> *Croson*, 488 U.S. 46, 109 S.Ct. at 720-21, 744-45.

<sup>180</sup> *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000).

<sup>181</sup> See *Richmond v. Croson*, 488 U.S. 492 (1989).

### 6.2.1 M/WBE CLASSIFICATIONS AND BUSINESS CATEGORIES

In **Chapter 4.0**, the five M/WBE classifications described—African American, Hispanic American, Asian American, Native American, and nonminority women—were used as the basis of MGT’s private sector analysis of utilization and disparity. Since permit data does not contain contractor race, ethnic, and gender information, we were able to appropriate information contained in various vendor lists obtained from the City and trade associations to conduct a vendor match procedure. This procedure allowed us to further identify ethnic, gender, and racial classifications of firms by identifying vendors in the permit databases and assigning M/WBE classifications. In order to obtain the greatest number of potential match combinations, a conservative manual match was conducted.

For the business category analysis, findings reported in this chapter deal only with private sector construction for two reasons: (1) permit data, by its nature, pertains only to construction activities, which is also the category for which data tends to be most extensive and reliable, and (2) in the courts, historically, construction activity in a given jurisdiction has been scrutinized more than any other business category because, in both public and private sector business activity, it tends to be the most financially lucrative in terms of its impact on a local economy. The courts have asserted that jurisdictions have a “compelling interest” to advance M/WBE business interests in their local markets. Accordingly, for the analysis, the data were classified according to two categories of construction contractor—prime contractors and subcontractors—based on the permit type data field, or level of work.

### 6.2.2 MARKET AREA METHODOLOGY

A United States county is the geographical unit of measure selected for determining market area. The use of counties located within a City’s Combined Statistical Area (CSA) was examined. The counties within a City’s CSA is geographical units based on the following considerations: 1) the courts have accepted counties as a standard geographical unit of analysis in conducting equal employment opportunity and disparity analysis; 2) county boundaries are externally determined and thus free from any researcher bias that might result from any arbitrary determinations of geographical units of analysis; and 3) the U.S. Census and other federal and state data are routinely collected and reported by county. Subsequently, our private sector analysis is based on the Denver-Aurora-Boulder CSA (City market area).

### 6.2.3 AVAILABILITY DATA COLLECTION

Once counties and states had been identified, MGT ascertained which firms were classified as M/WBEs within these counties for Colorado and the Denver-Aurora-Boulder CSA, as reported by the U.S. Census Bureau Survey of Business Owners (SBO).<sup>182</sup> There are no vendor lists or bidder lists for the private sector construction. Consequently, census and custom census data was used as the measures of construction firm availability.

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<sup>182</sup> The SBO is a consolidation of two prior surveys, the Surveys of Minority- and Women-Owned Business Enterprises (SMOBE/SWOBE), and includes questions from a survey discontinued in 1992 on Characteristics of Business Owners (CBO). The SBO is part of the Economic Census, which is conducted every five years. SBO findings are based on the characteristics of U.S. businesses by ownership category, by geographic area; by two-digit industry sector based on the 2002 North American Industry Classification System (NAICS); and by size of firm (employment and receipts).

### 6.3 PRIVATE SECTOR UTILIZATION ANALYSIS, COMMERCIAL PERMITS

Section 6.3 presents findings from the analysis of the utilization of M/WBE and non-M/WBE firms in the state private sector commercial construction market.

The utilization of M/WBE and non-M/WBE firms for private commercial construction permits data at the prime contractor level within the City market area are presented in Exhibits 6-1 through 6-2. Exhibit 6-1 shows that from January 1, 2006 through December 31, 2010, MBEs received 1.6 percent of the private commercial construction permits at the prime contractor level and WBEs received 0.03 percent.

EXHIBIT 6-1  
UTILIZATION ANALYSIS OF FIRMS  
COMMERCIAL CONSTRUCTION AT THE PRIME CONTRACTOR LEVEL  
JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	COMMERCIAL CONSTRUCTION	
	PERMIT DOLLARS	PERCENT OF DOLLARS
African American	\$7,001,200	0.55%
Asian American	\$0	0.00%
Hispanic American	\$690,000	0.05%
Native American	\$12,029,384	0.95%
<b>Total MBE Firms</b>	<b>\$19,720,584</b>	<b>1.55%</b>
Nonminority Female	\$408,800	0.03%
<b>Total M/WBE Firms</b>	<b>\$20,129,384</b>	<b>1.59%</b>
Non-M/WBE Firms	\$1,249,409,998	98.41%
<b>TOTAL</b>	<b>\$1,269,539,382</b>	<b>100.00%</b>

Source: MGT developed a Master Commercial Private sector Database based on City's permitting data awarded from January 1, 2006 through December 31, 2010.



**Exhibit 6-2** shows that MBE subcontractors were issued 2.7 percent of all subcontracting permits and WBEs 0.5 percent of subcontracting permits.

EXHIBIT 6-2  
UTILIZATION ANALYSIS OF FIRMS  
COMMERCIAL CONSTRUCTION AT THE SUBCONTRACTOR LEVEL  
JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	COMMERCIAL CONSTRUCTION	
	PERMIT DOLLARS	PERCENT OF DOLLARS
African American	\$1,006,449	0.08%
Asian American	\$56,000	0.00%
Hispanic American	\$4,710,572	0.39%
Native American	\$26,677,962	2.20%
<b>Total MBE Firms</b>	<b>\$32,450,983</b>	<b>2.67%</b>
Nonminority Female	\$5,624,254	0.46%
<b>Total M/WBE Firms</b>	<b>\$38,075,237</b>	<b>3.14%</b>
Non-M/WBE Firms	\$1,176,022,813	96.86%
<b>TOTAL</b>	<b>\$1,214,098,050</b>	<b>100.00%</b>

Source: MGT developed a Master Commercial Private sector Database based on City's permitting data awarded from January 1, 2006 through December 31, 2010.

#### 6.4 PRIVATE SECTOR DISPARITY ANALYSIS AND STATISTICAL SIGNIFICANCE<sup>183</sup>, COMMERCIAL PERMITS

**Section 6.4** presents findings from our analysis of the utilization compared to availability of M/WBE and non-M/WBE firms in the state private sector commercial construction market. . In order to determine if the proportion of firms utilized relative to their availability were sufficiently substantial to achieve statistical significance, t-tests were conducted on the disparity results at the prime contractor level (for commercial construction projects only) level.

Once the record of vendor utilization was calculated from the permit data for each race, ethnic, and gender classification it could be compared to the City's market area availability of firms in these categories to derive an index of disparity in private sector utilization for a given M/WBE category at the prime contractor and subcontractor level. **Exhibits 6-3** through **6-4** present the results of the disparity

<sup>183</sup> Refer to **Chapter 2.0** for discussion on t-tests and statistical significance in disparity studies. Refer to Appendix W presents the methodology used to test for statistical significance.

analysis and statistical significance (t-test results). As a whole, MBE, WBE, and M/WBE firms were substantially underutilized at the prime contractor and subcontractor levels.

**Exhibit 6-3** shows that as a whole, MBE, WBE, and M/WBE firms were substantially underutilized at the prime contractor and subcontractor levels. The t-test results indicate that the findings of substantial underutilization of African American-, Hispanic American-, and nonminority female-owned firms were statistically significant. In each of these cases, the t-tests provide another statistical measure accepted by the courts regarding how far the estimated disparity ratio is from parity.

EXHIBIT 6-3  
DISPARITY AND STATISTICAL SIGNIFICANCE ANALYSIS OF FIRMS  
COMMERCIAL CONSTRUCTION AT THE PRIME CONTRACTOR LEVEL  
JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	COMMERCIAL CONSTRUCTION					
	PERCENT OF DOLLARS	PERCENT OF AVAILABLE FIRMS	DISPARITY IMPACT		DISPARATE IMPACT OF UTILIZATION	STATISTICAL SIGNIFICANCE
African American	0.55%	4.35%	12.68	*	Underutilization	**
Asian American	0.00%	0.00%	n/a		n/a	n/a
Hispanic American	0.05%	4.35%	1.25	*	Underutilization	**
Native American	0.95%	0.00%	n/a		n/a	n/a
<b>Total MBE Firms</b>	<b>1.55%</b>	<b>8.70%</b>	<b>17.86</b>	<b>*</b>	<b>Underutilization</b>	<b>**</b>
Nonminority Female	0.03%	17.39%	0.19	*	Underutilization	**
<b>Total M/WBE Firms</b>	<b>1.59%</b>	<b>26.09%</b>	<b>6.08</b>	<b>*</b>	<b>Underutilization</b>	<b>**</b>
Non-M/WBE Firms	98.41%	73.91%			Overutilization	**
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00</b>			

Source: MGT developed a Master Commercial Private sector Database based on City's permitting data awarded from January 1, 2006 through December 31, 2010.

Percent of dollars is taken from the utilization analysis presented in this chapter.

Percent of available firms is taken from the availability analysis presented in this chapter.

n/a denotes constraint of division by zero. This occurred because there is zero availability in this category. However, the existence of disparity can be inferred due to the evidence of low utilization levels.

Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.

\* indicate a substantial level of disparity, which is a disparity index below 80.00.

\*\* indicates that the ratio of utilization to availability is statistically significant at a 0.05 level.

Exhibit 6-4 shows that as a whole, MBE, WBE, and M/WBE firms were substantially underutilized at the subcontractor level. The t-test results indicate that the findings of substantial underutilization of African American-, Asian American-, Hispanic American-, and nonminority female-owned firms, as well as the overutilization of Native American-owned firms were statistically significant. In each of these cases, the t-tests provide another statistical measure accepted by the courts regarding how far the estimated disparity ratio is from parity.

EXHIBIT 6-4  
DISPARITY AND STATISTICAL SIGNIFICANCE ANALYSIS OF FIRMS  
COMMERCIAL CONSTRUCTION AT THE SUBCONTRACTOR LEVEL  
JANUARY 1, 2006 THROUGH DECEMBER 31, 2010

BUSINESS OWNERSHIP CLASSIFICATION	COMMERCIAL CONSTRUCTION				
	PERCENT OF DOLLARS	PERCENT OF AVAILABLE FIRMS	DISPARITY IMPACT	DISPARATE IMPACT OF UTILIZATION	STATISTICAL SIGNIFICANCE
African American	0.08%	2.70%	3.07	* Underutilization	**
Asian American	0.00%	1.08%	0.43	* Underutilization	**
Hispanic American	0.39%	15.14%	2.56	* Underutilization	**
Native American	2.20%	0.54%	406.51	Overutilization	**
<b>Total MBE Firms</b>	<b>2.67%</b>	<b>19.46%</b>	<b>13.74</b>	<b>* Underutilization</b>	<b>**</b>
Nonminority Female	0.46%	14.59%	3.17	* Underutilization	**
<b>Total M/WBE Firms</b>	<b>3.14%</b>	<b>34.05%</b>	<b>9.21</b>	<b>* Underutilization</b>	<b>**</b>
Non-M/WBE Firms	96.86%	65.95%	146.88	Overutilization	**
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00</b>		

Source: MGT developed a Master Commercial Private sector Database based on City’s permitting data awarded from January 1, 2006 through December 31, 2010.

Percent of dollars is taken from the utilization analysis presented in this chapter.

Percent of available firms is taken from the availability analysis presented in this chapter.

n/a denotes constraint of division by zero. This occurred because there is zero availability in this category. However, the existence of disparity can be inferred due to the evidence of low utilization levels.

Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.

\* indicate a substantial level of disparity, which is a disparity index below 80.00.

\*\* indicates that the ratio of utilization to availability is statistically significant at a 0.05 level.

## 6.5 NEXUS BETWEEN COMMERCIAL AND PUBLIC CONSTRUCTION

MGT staff utilized two data sets to compare the utilization of firms. The first data set contained a listing of permits issued to contractors in the City market area. The second data set contained firms utilized on City's public sector construction projects from January 1, 2005 through December 31, 2010. The goal of this analysis is to examine public sector and private sector contracting patterns for construction. In doing so, we compare the public sector utilization of firms on construction City-issued projects with the private sector commercial permitting data. The general questions to be answered include:

- ◆ To what extent do utilized prime contractors that appear in the City's construction data set also appear in the private sector permitting data for commercial construction projects?
- ◆ What is the utilization of subcontractors that are in the City's construction data set that are also in the permitting data set for commercial construction projects?

**Exhibit 6-5** presents that when contractors on the City's public construction projects were cross referenced with the commercial construction projects, a total of 74 contractors from the City's public construction projects were also found in the commercial construction projects. **Exhibit 6-6** shows that Out of these 74 contractors, 46 contractors were utilized at the prime contractor level on City commercial construction projects. Of the 46 contractors, 14.86 percent were MBE Firms and 24.32 percent were M/WBE firms.

EXHIBIT 6-5  
NEXUS ANALYSIS OF CONSTRUCTION FIRMS  
BY M/WBE CLASSIFICATION  
PARTICIPATING IN BOTH CITY CONSTRUCTION PUBLIC AND COMMERCIAL PROJECTS

BUSINESS OWNERSHIP CLASSIFICATION	NUMBER OF FIRMS	PERCENT OF FIRMS
African American	5	6.76%
Asian American	1	1.35%
Hispanic American	4	5.41%
Native American	1	1.35%
<b>Total MBE Firms</b>	<b>11</b>	<b>14.86%</b>
Nonminority Female	7	9.46%
<b>Total M/WBE Firms</b>	<b>18</b>	<b>24.32%</b>
Non-M/WBE Firms	56	75.68%
<b>Total Firms</b>	<b>74</b>	<b>100.00%</b>

Sources: MGT developed a Master Commercial Private sector Database based on City's permitting data awarded from January 1, 2006 through December 31, 2010. MGT developed a Master Contact database based on the City's construction contracting data awarded from January 1, 2005 through December 31, 2010.

EXHIBIT 6-6  
 NEXUS ANALYSIS OF CONSTRUCTION FIRMS AT THE PRIME CONTRACTOR LEVEL  
 BY M/WBE CLASSIFICATION  
 PARTICIPATING IN BOTH CITY CONSTRUCTION PUBLIC AND COMMERCIAL PROJECTS

BUSINESS OWNERSHIP CLASSIFICATION	NUMBER OF FIRMS	PERCENT OF FIRMS
African American	2	4.35%
Asian American	0	0.00%
Hispanic American	3	6.52%
Native American	1	2.17%
<b>Total MBE Firms</b>	<b>6</b>	<b>13.04%</b>
Nonminority Female	4	8.70%
<b>Total M/WBE Firms</b>	<b>10</b>	<b>21.74%</b>
Non-M/WBE Firms	36	78.26%
<b>Total Firms</b>	<b>46</b>	<b>100.00%</b>

Sources: MGT developed a Master Commercial Private sector Database based on City's permitting data awarded from January 1, 2006 through December 31, 2010. MGT developed a Master Contact database based on the City's construction contracting data awarded from January 1, 2005 through December 31, 2010.

**Exhibit 6-6** shows that 46 contractors were utilized at the prime contractor level on City commercial construction projects. Of the 46 contractors, 13.04 percent were MBE Firms and 21.74 percent were M/WBE firms. Below **Exhibit 6-7** shows that 46 contractors also participated on City commercial construction projects at the subcontractor level, of which 17.39 percent were MBE Firms and 26.09 percent were M/WBE firms.

EXHIBIT 6-7  
 NEXUS ANALYSIS OF CONSTRUCTION FIRMS AT THE SUBCONTRACTOR LEVEL  
 BY M/WBE CLASSIFICATION  
 PARTICIPATING IN BOTH CITY CONSTRUCTION PUBLIC AND COMMERCIAL PROJECTS

BUSINESS OWNERSHIP CLASSIFICATION	NUMBER OF FIRMS	PERCENT OF FIRMS
African American	3	6.52%
Asian American	1	2.17%
Hispanic American	3	6.52%
Native American	1	2.17%
<b>Total MBE Firms</b>	<b>8</b>	<b>17.39%</b>
Nonminority Female	4	8.70%
<b>Total M/WBE Firms</b>	<b>12</b>	<b>26.09%</b>
Non-M/WBE Firms	34	73.91%
<b>Total Firms</b>	<b>46</b>	<b>100.00%</b>

Sources: MGT developed a Master Commercial Private sector Database based on City's permitting data awarded from January 1, 2006 through December 31, 2010. MGT developed a Master Contact database based on the City's construction contracting data awarded from January 1, 2005 through December 31, 2010.

## 6.6 U.S. CENSUS PRIVATE SECTOR DISPARITIES

Exhibit 6-8 and 6-9 shows the findings based on U.S. Census SBO data for the population of available contractors in Colorado by race, ethnicity, and gender for construction. The availability for construction was derived from those firms that provide construction or construction-related services based on the North American Industry Classification System (NAICS) code 23. NAICS Code 23 includes subsector 236, construction of buildings, comprises establishments of the general contractor type and operative builders involved in the construction of buildings; subsector 237, heavy and civil engineering construction, comprises establishments involved in the construction of engineering projects; and subsector 238, specialty trade contractors, comprises establishments engaged in specialty trade activities generally needed in the construction of all types of buildings.

EXHIBIT 6-8  
PRIVATE SECTOR CENSUS DISPARITIES  
NAICS CODE 23, CONSTRUCTION  
U.S. CENSUS SBO, 2007, STATE OF COLORADO

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All firms	73,161	\$46,451,867	19,747	\$43,131,888	174,505	\$7,885,650
African American	470	\$80,862	S	S	S	S
Native American	785	\$221,664	195	\$182,579	1,099	\$44,343
Asian American <sup>1</sup>	532	\$89,880	118	\$64,274	485	\$20,699
Hispanic American	7,215	\$1,279,553	1,094	\$954,533	7,405	\$272,112
Nonminority Female <sup>2</sup>	20,127	\$6,347,670	5,339	\$5,425,155	31,031	\$1,199,432
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	0.64%	0.17%	S	S	S	S
Native American	1.07%	0.48%	0.99%	0.42%	0.63%	0.56%
Asian American <sup>1</sup>	0.73%	0.19%	0.60%	0.15%	0.28%	0.26%
Hispanic American	9.86%	2.75%	5.54%	2.21%	4.24%	3.45%
Nonminority Female <sup>2</sup>	27.51%	13.67%	27.04%	12.58%	17.78%	15.21%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		27.10		S	S	S
Native American		44.47		42.87	112.00	56.94
Asian American <sup>1</sup>		26.61		24.94	105.88	43.93
Hispanic American		27.93		39.95	122.97	62.29
Nonminority Female <sup>2</sup>		49.67		46.52	116.91	56.26

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

EXHIBIT 6-9  
 PRIVATE SECTOR CENSUS DISPARITIES  
 NAICS CODE 23, CONSTRUCTION  
 U.S. CENSUS SBO, 2007, DENVER-AURORA-BOULDER CSA

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All firms	38,302	\$29,560,884	9,912	\$27,857,080	108,061	\$5,008,931
African American	S	S	S	S	S	S
Native American	S	S	S	S	S	S
Asian American <sup>1</sup>	329	\$65,728	59	\$46,333	383	\$15,036
Hispanic American	4,466	\$748,446	617	\$531,703	4,558	\$166,307
Nonminority Female <sup>2</sup>	7,445	\$2,657,866	1,655	\$2,331,275	12,613	\$537,638
PERCENTAGE OF MARKETPLACE						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	S	S	S	S	S	S
Native American	S	S	S	S	S	S
Asian American <sup>1</sup>	0.86%	0.22%	0.60%	0.17%	0.35%	0.30%
Hispanic American	11.66%	2.53%	6.22%	1.91%	4.22%	3.32%
Nonminority Female <sup>2</sup>	19.44%	8.99%	16.69%	8.37%	11.67%	10.73%
DISPARITY RATIOS						
All firms		100.00		100.00	100.00	100.00
African American		S		S	S	S
Native American		S		S	S	S
Asian American <sup>1</sup>		25.89		27.94	59.54	50.43
Hispanic American		21.71		30.66	67.76	53.34
Nonminority Female <sup>2</sup>		46.26		50.13	69.91	64.29

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

**Exhibit 6-10** shows the findings based on U.S. Census SBO data for the population of available firms in Colorado by race, ethnicity, and gender for administrative and support services. The availability for administrative and support services was derived from those firms that provide these services and is based on NAICS code 561. This sector includes subsectors engaged in activities that support the day-to-day operations of other organizations, such as general management, personnel administration, clerical activities, and cleaning activities.



EXHIBIT 6-10  
PRIVATE SECTOR CENSUS DISPARITIES  
NAICS CODE 561, ADMINISTRATIVE AND SUPPORT SERVICES  
U.S. CENSUS SBO, 2007, STATE OF COLORADO

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	RECEIPTS (\$1,000)	EMPLOYER FIRMS (NUMBER)	EMPLOYER RECEIPTS (\$1,000)	EMPLOYEES (NUMBER)	ANNUAL PAYROLL (\$1,000)
All firms	37,323	14,306,356	7,232	13,567,229	199,173	6,842,730
African American	670	119,962	87	106,532	1,357	42,896
Native American	512	51,041	67	40,794	475	15,489
Asian American <sup>1</sup>	943	60,139	52	40,653	557	14,984
Hispanic American	4,108	362,720	465	289,338	3,840	133,871
Nonminority Female <sup>2</sup>	15,226	2,089,584	3,062	1,670,947	27,633	763,349
PERCENTAGE OF MARKETPLACE						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	1.80%	0.84%	1.20%	0.79%	0.68%	0.63%
Native American	1.37%	0.36%	0.93%	0.30%	0.24%	0.23%
Asian American <sup>1</sup>	2.53%	0.42%	0.72%	0.30%	0.28%	0.22%
Hispanic American	11.01%	2.54%	6.43%	2.13%	1.93%	1.96%
Nonminority Female <sup>2</sup>	40.80%	14.61%	42.34%	12.32%	13.87%	11.16%
DISPARITY RATIOS						
All firms		100.00		100.00	100.00	100.00
African American		46.71		65.27	56.64	52.11
Native American		26.01		32.46	25.74	24.43
Asian American <sup>1</sup>		16.64		41.67	38.89	30.45
Hispanic American		23.04		33.17	29.99	30.43
Nonminority Female <sup>2</sup>		35.80		29.09	32.77	26.35

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

**Exhibit 6-11** shows the findings based on U.S. Census SBO data for the population of available firms in Colorado by race, ethnicity, and gender for investigation, guard, and armored car services. The availability for these services was derived from those firms categorized in NAICS Code 5616. This includes subsectors engaged in providing one or more of the following investigation and detective services; guard and patrol services; and picking up and delivering money, receipts, or other valuable items with personnel and equipment to protect such properties while in transit.

**EXHIBIT 6-11**  
**PRIVATE SECTOR CENSUS DISPARITIES**  
**NAICS CODE 56161, INVESTIGATION, GUARD, AND ARMORED CAR SERVICES**  
**U.S. CENSUS SBO, 2007, STATE OF COLORADO**

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	RECEIPTS (\$1,000)	EMPLOYER FIRMS (NUMBER)	EMPLOYER RECEIPTS (\$1,000)	EMPLOYEE S (NUMBER)	ANNUAL PAYROLL (\$1,000)
All firms	n/a	n/a	322	637,878	11,030	295,576
African American	n/a	n/a	8	63,314	335	21,360
Native American	n/a	n/a	n/a	n/a	n/a	n/a
Asian American <sup>1</sup>	n/a	n/a	S	S	S	S
Hispanic American	n/a	n/a	S	D	b	D
Nonminority Female <sup>2</sup>	n/a	n/a	48	48,544	207	8,889
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	n/a	n/a	100.00%	100.00%	100.00%	100.00%
African American	n/a	n/a	2.48%	9.93%	3.04%	7.23%
Native American	n/a	n/a	n/a	n/a	n/a	n/a
Asian American <sup>1</sup>	n/a	n/a	S	S	S	S
Hispanic American	n/a	n/a	S	D	b	D
Nonminority Female <sup>2</sup>	n/a	n/a	14.91%	7.61%	1.88%	3.01%
<b>DISPARITY RATIOS</b>						
All firms		n/a		100.00	100.00	100.00
African American		n/a		399.51	122.25	290.87
Native American		n/a		n/a	n/a	n/a
Asian American <sup>1</sup>		n/a		S	S	S
Hispanic American		n/a		D	b	D
Nonminority Female <sup>2</sup>		n/a		51.05	12.59	20.17

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

n/a denotes data not available.

b denotes in order to provide meaningful information suppression of sensitive employment data has occurred as a result of firms that have 20 to 99 employees.

D denotes data withheld to avoid disclosing data for individual companies; data are included in higher level totals.

S denotes estimates are suppressed when publication standards are not met, such as the relative standard error of the sales and receipts is 50 percent or more.

**Exhibit 6-12** shows the findings based on U.S. Census SBO data for the population of available contractors in Colorado by race, ethnicity, and gender for janitorial services. The availability for these services was derived from those firms categorized in NAICS Code 56172 includes subsectors in cleaning building interiors and/or windows.

**EXHIBIT 6-12**  
**PRIVATE SECTOR CENSUS DISPARITIES**  
**NAICS CODE 56172, JANITORIAL SERVICES**  
**U.S. CENSUS SBO, 2007, STATE OF COLORADO**

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	RECEIPTS (\$1,000)	EMPLOYER FIRMS (NUMBER)	EMPLOYER RECEIPTS (\$1,000)	EMPLOYEES (NUMBER)	ANNUAL PAYROLL (\$1,000)
All firms	10,706	781,755	1,178	646,716	22,540	336,466
African American	330	12,531	34	8,603	274	4,718
Native American	S	S	S	S	S	S
Asian American <sup>1</sup>	353	12,870	20	7,781	225	3,296
Hispanic American	1,936	77,134	213	50,363	1,307	17,140
Nonminority Female <sup>2</sup>	2,650	297,936	383	267,331	7,655	124,717
PERCENTAGE OF MARKETPLACE						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	3.08%	1.60%	2.89%	1.33%	1.22%	1.40%
Native American	S	S	S	D	a	D
Asian American <sup>1</sup>	3.30%	1.65%	1.70%	1.20%	1.00%	0.98%
Hispanic American	18.08%	9.87%	18.08%	7.79%	5.80%	5.09%
Nonminority Female <sup>2</sup>	24.75%	38.11%	32.51%	41.34%	33.96%	37.07%
DISPARITY RATIOS						
All firms		100.00		100.00	100.00	100.00
African American		52.00		46.09	42.12	48.58
Native American		S		D	a	D
Asian American <sup>1</sup>		49.93		70.87	58.80	57.70
Hispanic American		54.56		43.07	32.07	28.17
Nonminority Female <sup>2</sup>		153.97		127.14	104.46	114.01

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

a denotes in order to provide meaningful information suppression of sensitive employment data has occurred as a result of firms that have 0 to 19 employees.

D denotes data withheld to avoid disclosing data for individual companies; data are included in higher level totals.

S denotes estimates are suppressed when publication standards are not met, such as the relative standard error of the sales and receipts is 50 percent or more.

**Exhibit 6-13** shows the findings based on U.S. Census SBO data for the population of available firm in Colorado by race, ethnicity, and gender for landscaping services. The availability for these services was derived from those firms categorized in NAICS Code 56173 includes subsectors engaged in providing landscape care and maintenance services and/or installing trees, shrubs, plants, lawns, or gardens.

**EXHIBIT 6-13**  
**PRIVATE SECTOR CENSUS DISPARITIES**  
**NAICS CODE 56173, LANDSCAPING SERVICES**  
**U.S. CENSUS SBO, 2007, STATE OF COLORADO**

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	RECEIPTS (\$1,000)	EMPLOYER FIRMS (NUMBER)	EMPLOYER RECEIPTS (\$1,000)	EMPLOYEES (NUMBER)	ANNUAL PAYROLL (\$1,000)
All firms	5,907	1,428,584	2,077	1,320,874	12,681	426,485
African American	111	6,673	S	S	S	S
Native American	S	S	S	S	S	S
Asian American <sup>1</sup>	310	9,123	S	S	S	S
Hispanic American	587	53,740	116	34,226	400	10,563
Nonminority Female <sup>2</sup>	3,131	869,012	1,185	813,740	8,470	280,151
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	1.88%	0.47%	S	S	S	S
Native American	S	S	S	S	S	S
Asian American <sup>1</sup>	5.25%	0.64%	S	S	S	S
Hispanic American	9.94%	3.76%	5.58%	2.59%	3.15%	2.48%
Nonminority Female <sup>2</sup>	53.00%	60.83%	57.05%	61.61%	66.79%	65.69%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		D		D	b	D
Native American		S		D	a	D
Asian American <sup>1</sup>		S		S	S	S
Hispanic American		S		D	a	D
Nonminority Female <sup>2</sup>		114.76		107.98	117.07	115.13

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

a denotes in order to provide meaningful information suppression of sensitive employment data has occurred as a result of firms that have 0 to 19 employees.

b denotes in order to provide meaningful information suppression of sensitive employment data has occurred as a result of firms that have 20 to 99 employees.

D denotes data withheld to avoid disclosing data for individual companies; data are included in higher level totals.

S denotes estimates are suppressed when publication standards are not met, such as the relative standard error of the sales and receipts is 50 percent or more.

**Exhibit 6-13** shows the findings based on U.S. Census SBO data for the population of available firm in Colorado by race, ethnicity, and gender for printing and related support activities. The availability for these services was derived from those firms categorized in NAICS Code 323, which includes subsectors that print products and perform support activities, such as data imaging, plate-making services, and bookbinding.

**EXHIBIT 6-13**  
**PRIVATE SECTOR CENSUS DISPARITIES**  
**NAICS CODE 323, PRINTING AND RELATED SUPPORT ACTIVITIES**  
**U.S. CENSUS SBO, 2007, STATE OF COLORADO**

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	RECEIPTS (\$1,000)	EMPLOYER FIRMS (NUMBER)	EMPLOYER RECEIPTS (\$1,000)	EMPLOYEES (NUMBER)	ANNUAL PAYROLL (\$1,000)
All firms	1,264	1,310,870	679	1,289,379	8,157	299,310
African American	2	D	1	D	b	D
Native American	7	2,214	3	2,183	12	649
Asian American <sup>1</sup>	S	S	S	S	S	S
Hispanic American	S	S	S	D	a	D
Nonminority Female <sup>2</sup>	592	512,883	301	500,051	3,382	132,014
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	0.16%	D	0.15%	D	b	D
Native American	0.55%	0.17%	0.44%	0.17%	0.15%	0.22%
Asian American <sup>1</sup>	S	S	S	S	S	S
Hispanic American	S	S	S	D	a	D
Nonminority Female <sup>2</sup>	46.84%	39.13%	44.33%	38.78%	41.46%	44.11%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		D		D	b	D
Native American		S		D	a	D
Asian American <sup>1</sup>		S		S	S	S
Hispanic American		S		D	a	D
Nonminority Female <sup>2</sup>		83.54		87.49	93.53	99.50

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

a denotes in order to provide meaningful information suppression of sensitive employment data has occurred as a result of firms that have 0 to 19 employees.

b denotes in order to provide meaningful information suppression of sensitive employment data has occurred as a result of firms that have 20 to 99 employees.

D denotes data withheld to avoid disclosing data for individual companies; data are included in higher level totals.

S denotes estimates are suppressed when publication standards are not met, such as the relative standard error of the sales and receipts is 50 percent or more.

**Appendix Q** presents findings for other industries (sectors), such as all sectors and professional, scientific, and technical services (includes construction-related professional services).

## 6.7 ANALYSIS OF RACE, ETHNICITY, AND GENDER EFFECTS ON SELF-EMPLOYMENT

The purpose of this analysis is to examine the effects of race and gender, along with other individual economic and demographic characteristics, on individuals' participation in the private sector as self-employed business operators, and on their earnings as a result of their participation in five categories of private sector business activity in the Denver-Aurora-Boulder CSA. Findings for minority business enterprises are compared to the self-employment participation and earnings record of nonminority male business owners to determine if a disparity in self-employment rates and earnings exists, and if it is attributable to differences in race, gender, or ethnicity. Adopting the methodology and variables employed by a City of Denver disparity study (see *Concrete Works v. City and County of Denver*<sup>184</sup>), we use Public Use Microdata Samples (PUMS) data derived from the 2010 American Community Survey, to which we apply appropriate regression statistics to draw conclusions.

To guide this investigation, three general research questions were posed. Questions and variables used to respond to each, followed by a report of findings, are reported below:

- I. Are racial, ethnic, and gender minority groups less likely than nonminority males to be self-employed?
- II. This analysis examined the statistical effects of the following variables on the likelihood of being self-employed in the study market area. Race, ethnicity, and gender of business owner (African American, Asian American, Hispanic American, Native American, nonminority women, nonminority men), marital status, age, self-reported health-related disabilities, availability of capital (household property value, monthly total mortgage payments, unearned income), other characteristics (number of individuals over the age of 65 living in household, number of children under the age of 18 living in household), and level of education.
- III. Does race, ethnicity, and/or gender have an impact on individual's self-employment earnings?
- IV. This analysis examined the statistical effects of the following variables on income from self-employment for business owners in the market area: Race, ethnicity, and gender of business owner (African American, Asian American, Hispanic American, Native American, nonminority women, nonminority men), marital status, age, self-reported health-related disabilities, availability of capital (household property value, monthly total mortgage payments, unearned income), and level of education.
- V. If Minority and Women's Business Enterprises (M/WBEs) and nonminority males shared similar traits and marketplace "conditions" (i.e., similar "rewards" in terms of capital and asset accrual), what would be the effect on rates of self-employment by race, ethnicity, and gender?

Derived from a similar model employed by a City of Denver disparity study, we created a model that leveraged statistical findings in response to the first two questions to determine if race, gender, and ethnic effects derived from those findings would persist if nonminority male demographic and economic

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<sup>184</sup> *Concrete Works v. City and County of Denver*, 321 F.3 950 (10<sup>th</sup> Cir. 2003).

characteristics were combined with M/WBE self-employment data. More precisely, in contrast to Question 1, which permitted a comparison of self-employment rates based on demographic and economic characteristics reported by the 2010 census for individual M/WBE categories and nonminority males, respectively, this analysis posed the question, “How would M/WBE rates change, if M/WBE’s operated in a nonminority male business world and how much of this change is attributable to race, gender, or ethnicity?”

## FINDINGS<sup>185</sup>

1. Are racial, ethnic, and gender minority groups less likely than nonminority males to be self-employed?
  - ◆ In all industries in the Denver-Aurora-Boulder CSA, nonminority males were nearly twice as likely to be self-employed as nonminority women.
  - ◆ In all industries in the Denver-Aurora-Boulder CSA, nonminority males were over twice as likely to be self-employed as African Americans.
  - ◆ In the Denver-Aurora-Boulder CSA, nonminority males were over ten times as likely as Hispanic Americans to be self-employed in professional services.
  - ◆ In the Denver-Aurora-Boulder CSA, nonminority males were nearly six times as likely as Hispanic Americans in professional services.
2. Does race, ethnicity, and/or gender have an impact on an individual’s self-employment earnings?
  - ◆ In the Denver-Aurora-Boulder CSA, nonminority women reported significantly lower earnings in all business type categories.
  - ◆ In the goods and supplies industry, nonminority women reported significantly lower earnings than nonminority males in the Denver-Aurora-Boulder CSA: 52.6 percent less.
  - ◆ The most egregious effect on earnings elasticities was found in professional services for Hispanic Americans. In professional services, Hispanic Americans earned 50.1 percent less than nonminority males.
3. If M/WBEs and nonminority males shared similar traits and marketplace “conditions” (i.e., similar “rewards” in terms of capital and asset accrual), what would be the effect on rates of self-employment by race, ethnicity, and gender?
  - ◆ Overall, comparing self-employed nonminority males with self-employed Hispanic Americans in the Denver-Aurora-Boulder CSA, over 70 percent of the disparity in self-employment rates was attributable to race differences.
  - ◆ Comparing self-employed nonminority males with self-employed nonminority women in the Denver-Aurora-Boulder CSA construction industry, over 80 percent of the disparity in self-employment rates was attributable to race differences.

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<sup>185</sup> These ‘likelihood’ characteristics were derived from [Exhibit 6-10](#) by calculating the inverse of the reported odds ratios.

- ◆ Comparing self-employed nonminority males with self-employed Hispanic Americans in the Denver-Aurora-Boulder CSA construction industry, over 75 percent of the disparity in self-employment rates was attributable to race differences.
- ◆ Comparing self-employed nonminority males with self-employed Hispanic Americans in the Denver-Aurora-Boulder CSA other services, over 70 percent of the disparity in self-employment rates was attributable to race differences.
- ◆ Comparing self-employed nonminority males with self-employed Asian Americans in the Denver-Aurora-Boulder CSA goods and supplies industry, over 53 percent of the disparity in self-employment rates was attributable to race differences.

### 6.7.1 INTRODUCTION

The following sections analyze the availability of minority, nonminority women, and nonminority male firms in five categories of private sector business activity in the Denver-Aurora-Boulder CSA. The goal of this investigation is to examine the effects of race and gender, along with other individual economic and demographic characteristics, on individuals' participation in the private sector as self-employed business operators, and on their earnings as a result of their participation. Ultimately, we will compare these findings to the self-employment participation and earnings record of nonminority male business owners to determine if a disparity in self-employment rates and earnings exists, and if it is attributable to racial or gender discrimination in the marketplace. Data for this investigation are provided by the Public Use Microdata Samples (PUMS) data derived from the 2010 American Community Survey, to which we apply appropriate regression statistics to draw conclusions. **Exhibit 6-10**<sup>186</sup> presents a general picture of self-employment rates by race, median earnings, and sample sizes (n's) in the Denver-Aurora-Boulder CSA, calculated from the five percent PUMS census sample.

The next section will discuss the research basis for this examination to lay the groundwork for a description of the models and methodologies to be employed. This will be followed by a presentation of findings regarding minority status effects on self-employment rates, self-employment earnings, and attributions of these differences to discrimination, per se.

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<sup>186</sup> The 2010 census ACS self-employment data for the City of Denver CSA is located in **Appendix R, Part I**. The sample size of 2010 census ACS self-employment data for the City of Denver CSA is insufficient to conduct a proper statistical analysis of self-employment by race and gender. The data does show some growth in percentage self-employment for Native Americans and Nonminority Males, but a decline for other groups.



EXHIBIT 6-10  
 PERCENTAGE SELF-EMPLOYED  
 BY RACE, ETHNICITY, AND GENDER  
 2010 EARNINGS, DENVER-AURORA-BOULDER CSA

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF POPULATION SELF-EMPLOYED	2010 SAMPLE CENSUS n	2010 MEDIAN EARNINGS
Nonminority Males	12.66%	375	\$40,000.00
African American	4.26%	8	\$22,150.00
Hispanic American	4.65%	42	\$21,600.00
Asian American	7.86%	18	\$28,500.00
Native American	12.68%	9	\$20,000.00
Nonminority Women	6.75%	165	\$39,000.00
<b>TOTAL</b>	<b>9.08%</b>	<b>617</b>	<b>\$36,000.00</b>

Source: PUMS data from 2010 American Community Survey.

Note: Although the sample sizes for some of the minority groups are small, the sample sizes do not represent single individuals but rather a representative percentage of the population.

### 6.7.2 SELF-EMPLOYMENT RATES AND EARNINGS AS AN ANALOG OF BUSINESS FORMATION AND MAINTENANCE

Research in economics consistently supports the finding of group differences by race and gender in rates of business formation (see *Journal of Econometrics*, Vol. 61, Issue 1, devoted entirely to the econometrics of labor market discrimination and segregation). For a disparity study, however, the fundamental question is “How much of this difference is due to factors that would appear, at least superficially, to be related to group differences other than race, ethnicity, or gender, and how much can be attributed to discrimination effects related to one’s racial, ethnic, and/or gender affiliation?” We know, for instance, that most minority groups have a lower median age than do non-Hispanic whites (ACS PUMS, 2010). We also know, in general, that the likelihood of being self-employed increases with age (ACS PUMS, 2010). When social scientists speak of nonracial group differences, they are referring to such things as general differences in religious beliefs as these might influence group attitudes toward contraception, and, in turn, both birthrates and median age. A disparity study, therefore, seeks to examine these other important demographic and economic variables in conjunction with race and ethnicity, as they influence group rates of business formation, to determine if we can assert that discrimination against minorities is sufficiently present to warrant consideration of public sector legal remedies such as affirmative action and minority set-aside contracting.

Questions about marketplace dynamics affecting self-employment—or, more specifically, the odds of being able to form one’s own business and then to excel (i.e., generate earnings growth)—are at the heart of disparity analysis research. Whereas early disparity studies tended to focus on gross racial disparities, merely documenting these is insufficient for inferring discrimination effects per se without “partialling out” effects due to nondiscriminatory factors. Moreover, to the extent that discrimination exists, it is likely to inhibit both the formation of minority business enterprises and their profits and growth. Consequently, earlier disparity study methodology and analysis have failed to account for the effects of discrimination on minority self-employment in at least two ways: (1) a failure to account adequately for the effects of discriminatory barriers minorities face “up front” in attempting to form

businesses; and (2) a failure to isolate and methodologically explain discrimination effects once minority businesses are formed.

The next section addresses these shortcomings, utilizing PUMS data derived from the 2010 U.S. Census to answer research questions about the effects of discrimination on self-employment and self-employment earnings using multiple regression statistics.

### 6.7.3 RESEARCH QUESTIONS, STATISTICAL MODELS, AND METHODS

Two general research questions were posed in the initial analysis:

- I. Are racial, ethnic, and gender minority groups less likely than nonminority males to be self-employed?
- II. Does race, ethnicity, and/or gender have an impact on individuals' earnings?

A third question, to be addressed later—How much does race, ethnicity, and/or gender discrimination influence the probability of being self-employed?—draws conclusions based on findings from questions one and two.

To answer the first two questions, we employed two multivariate regression techniques, respectively: logistic regression and linear regression. To understand the appropriate application of these regression techniques, it is helpful to explore in greater detail the questions we are trying to answer. The dependent variables in Questions I and II—that is, the phenomena to be explained by influences such as age, race, gender, and disability status, for example (the independent or “explanatory” variables)—are, respectively: the probability of self-employment status (a binary, categorical variable based on two possible values: 0 = not self-employed/1 = self-employed) and 2010 earnings from self-employment (a continuous variable). In our analysis, the choice of regression approach was based on the scale of the dependent variable (in Question I, a categorical scale with only two possible values, and in Question II, a continuous scale with many possible values). Because binary logistic regression is capable of performing an analysis in which the dependent variable is categorical, it was employed for the analysis of Question I.<sup>187</sup> To analyze Question II, in which the dependent variable is continuous, we used simple linear regression.

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<sup>187</sup> Logistical regression, or logit, models generate predicted probabilities that are almost identical to those calculated by a probit procedure, used in *Concrete Works v. City and County of Denver* case. Logit, however, has the added advantage of dealing more effectively with observations at the extremes of a distribution. For a complete explanation, see *Interpreting Probability Models* (T.F. Liao, Text 101 in the Sage University series).

## DERIVING THE LOGISTIC REGRESSION MODEL FROM THE SIMPLE LINEAR MODEL

The logistic regression model can be derived with reference to the simple linear regression model expressed mathematically as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \varepsilon$$

Where:

- Y = a continuous variable (e.g., 2010 earnings from self-employment)
- $\beta_0$  = the constant, representing the value of Y when  $X_i = 0$
- $\beta_i$  = coefficient representing the magnitude of  $X_i$ 's effect on Y
- $X_i$  = the independent variables, such as age, human capital (e.g., level of education), availability of capital, race/ethnicity/gender, etc.
- $\varepsilon$  = the error term, representing the variance in Y unexplained by  $X_i$

This equation may be summarized as:

$$E(Y) = \mu = \sum_{k=1}^K \beta_k x_k$$

in which Y is the dependent variable and  $\mu$  represents the expected values of Y as a result of the effects of  $\beta$ , the explanatory variables. When we study a random distribution of Y using the linear model, we specify its expected values as a linear combination of K unknown parameters and the covariates or explanatory variables. When this model is applied to data in the analysis, we are able to find the statistical link between the dependent variable and the explanatory or independent variables.

Suppose we introduce a new term,  $\eta$ , into the linear model such that:

$$\eta = \mu = \sum_{k=1}^K \beta_k x_k$$

When the data are randomly distributed, the link between  $\eta$  and  $\mu$  is linear, and a simple linear regression can be used. However, to answer the first question, the categorical dependent variable was binomially distributed. Therefore, the link between  $\eta$  and  $\mu$  became  $\eta = \log[\mu/(1-\mu)]$  and logistic regression was utilized to determine the relationship between the dependent variable and the explanatory variables, calculated as a probability value (e.g., the probability of being self-employed when one is African American). The logistic regression model is expressed mathematically as:

$$\log[\mu/1(1-\mu)] = \alpha + \beta_i X_n + \varepsilon$$

Where:

$(\mu/1-\mu)$  = the probability of being self-employed

$\alpha$  = a constant value

$\beta_i$  = coefficient corresponding to independent variables

$X_n$  = selected individual characteristic variables, such as age, marital status, education, race, and gender

$\varepsilon$  = error term, representing the variance in Y unexplained by  $X_i$

This model can now be used to determine the relationship between a single categorical variable (0 = not self-employed/1 = self-employed) and a set of characteristics hypothesized to influence the probability of finding a 0 or 1 value for the categorical variable. The result of this analysis illustrates not only the extent to which a characteristic can increase or decrease the likelihood that the categorical variable will be a 0 or a 1, but also whether the effect of the influencing characteristics is positive or negative in relation to being self-employed.

#### 6.7.4 RESULTS OF THE SELF-EMPLOYMENT ANALYSIS

##### QUESTION I: ARE RACE, ETHNICITY, AND GENDER MINORITY GROUPS LESS LIKELY THAN NONMINORITY MALES TO BE SELF-EMPLOYED?

To derive a set of variables known to predict employment status (self-employed/not self-employed), we used the 5 percent PUMS data from Census 2010. Binary logistic regression was used to calculate the probability of being self-employed, the dependent variable, with respect to socioeconomic and demographic characteristics selected for their potential to influence the likelihood of self-employment. The sample for the analysis was limited to labor force participants who met to the following criteria:

- ◆ Resident of the Denver-Aurora-Boulder CSA
- ◆ Self-employed in construction, professional services, other services, architecture and engineering,<sup>188</sup> or goods and supplies
- ◆ Employed full-time (more than 35 hours a week)
- ◆ 18 years of age or older
- ◆ Employed in the private sector

Next, we derived the following variables hypothesized as predictors of employment status:

- ◆ **Race and Gender:** African American, Asian American, Hispanic American, Native American, nonminority woman, nonminority male
- ◆ **Availability of Capital:** Homeownership, home value, mortgage rate, unearned income, residual income
- ◆ **Marital Status**
- ◆ **Ability to Speak English Well**
- ◆ **Disability Status:** From individuals' reports of health-related disabilities

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<sup>188</sup> Due to inadequate sample numbers for all races in the Architecture and Engineering PUMS 2010 data, A & E was merged with the Professional Services category.

- ◆ **Age and Age Squared:** Squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings.
- ◆ **Owner’s Level of Education**
- ◆ **Number of Individuals Over the Age of 65 Living in Household**
- ◆ **Number of Children Under the Age of 18 Living in Household**

FINDINGS<sup>189</sup>

Binary logistic regression analysis provided estimates of the relationship between the independent variables described above and the probability of being self-employed in the four types of business industries. In **Exhibit 6-11**, odds ratios are presented by minority group, reporting the effect of race, ethnicity, and gender on the odds of being self-employed in 2010, holding all other variables constant. Full regression results for all the variables are presented in **Appendix R, Part II**.

EXHIBIT 6-11  
 SELF-EMPLOYMENT “ODDS RATIOS” OF MINORITY GROUPS RELATIVE TO NONMINORITY MALES AFTER  
 CONTROLLING FOR  
 SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS  
 DENVER-AURORA-BOULDER CSA

BUSINESS OWNERSHIP CLASSIFICATION	ALL INDUSTRIES	CONSTRUCTION	PROFESSIONAL SERVICES	OTHER SERVICES	GOODS & SUPPLIES
African American	<b>0.410</b>	0.853	<b>0.238</b>	0.518	0.948
Hispanic American	<b>0.511</b>	0.644	<b>0.167</b>	0.622	0.979
Asian American	0.648	0.615	<b>0.091</b>	1.331	1.025
Native American	1.344	3.450	0.518	1.182	2.534
Nonminority Women	<b>0.521</b>	0.796	<b>0.304</b>	0.863	0.778

Source: PUMS data from 2010 American Community Survey and MGT of America, Inc., calculations using SPSS.

Note: **Bold** indicates that the estimated “odds ratio” for the group was statistically significant. The architecture and engineering business industry was excluded from this analysis because of the insufficient data.

The results reveal the following:

- ◆ In all industries in the Denver-Aurora-Boulder CSA, nonminority males were nearly twice as likely to be self-employed as nonminority women.
- ◆ In all industries in the Denver-Aurora-Boulder CSA, nonminority males were over twice as likely to be self-employed as African Americans.
- ◆ In the Denver-Aurora-Boulder CSA, nonminority males were over ten times as likely as Hispanic Americans to be self-employed in professional services.

<sup>189</sup> These ‘likelihood’ characteristics were derived from **Exhibit 6-10** by calculating the inverse of the reported odds ratios.

- ◆ In the Denver-Aurora-Boulder CSA, nonminority males were nearly six times as likely as Hispanic Americans to be self-employed in professional services.

#### QUESTION I: DOES RACE, ETHNICITY, AND/OR GENDER AFFILIATION HAVE AN IMPACT ON INDIVIDUALS' EARNINGS?

To answer this question, we compared self-employed, minority, and women entrepreneurs' earnings to those of nonminority males in the Denver-Aurora-Boulder CSA, when the effect of other demographic and economic characteristics was controlled or "neutralized." That is, we were able to examine the earnings of self-employed individuals of similar education levels, ages, etc., to permit earnings comparisons by race, ethnicity, and gender.

To derive a set of variables known to predict earnings, the dependent variable, we used 2010 wages from employment for self-employed individuals, as reported in the 5 percent PUMS data. These included:

- ◆ **Race and Gender:** African American, Asian American, Hispanic American, Native American, nonminority woman, nonminority males
- ◆ **Availability of Capital:** Homeownership, home value, mortgage rate, unearned income, residual income
- ◆ **Marital Status**
- ◆ **Ability to Speak English Well**
- ◆ **Disability Status:** From individuals' reports of health-related disabilities
- ◆ **Age and Age Squared:** Squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings
- ◆ **Owner's Level of Education**

#### FINDINGS

**Exhibit 6-12** presents the results of the linear regression model estimating the effects of selected demographic and economic variables on self-employment earnings. Each number (i.e., coefficient) in the exhibit represents a percent change in earnings. For example, the corresponding number for a nonminority woman in all industries is -.350, meaning that nonminority woman will earn 35.0 percent less than a nonminority male when the statistical effects of the other variables in the equation are "controlled for." Full regression results for all the variables are presented in **Appendix R, Part II**.

EXHIBIT 6-12  
 EARNINGS ELASTICITIES OF MINORITY GROUPS RELATIVE TO NONMINORITY MALES AFTER  
 CONTROLLING FOR SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS  
 DENVER-AURORA-BOULDER CSA

BUSINESS OWNERSHIP CLASSIFICATION	ALL INDUSTRIES	CONSTRUCTION	PROFESSIONAL SERVICES	OTHER SERVICES	GOODS & SUPPLIES
African American	-0.418	*	-0.412	-0.173	0.107
Hispanic American	<b>-0.301</b>	*	<b>-0.501</b>	-0.274	0.414
Asian American	-0.224	-0.214	-0.056	-0.351	<b>1.172</b>
Native American	<b>-0.423</b>	-0.627	-0.433	-0.194	-0.987
Nonminority Women	<b>-0.350</b>	<b>-0.321</b>	<b>-0.406</b>	<b>-0.381</b>	<b>-0.526</b>

Source: PUMS data from 2010 American Community Survey and MGT of America, Inc., calculations using SPSS.

Note: **Bold** indicates that the estimated “elasticities” for the group were statistically significant. The architecture and engineering business industry was excluded from this analysis because of insufficient data.

\* denotes that there was insufficient U.S. Census data and therefore analysis could not be conducted..

The results reveal the following:

- ◆ In the Denver-Aurora-Boulder CSA, nonminority women reported significantly lower earnings in all business type categories.
- ◆ In professional services, Hispanic Americans reported significantly lower earnings than nonminority males in the Denver-Aurora-Boulder CSA: 50.1 percent less.
- ◆ The most egregious effect on earnings elasticities was found in the goods and supplies industry, nonminority women reported significantly lower earnings than nonminority males in the Denver-Aurora-Boulder CSA: 52.6 percent less.

DISPARITIES IN RATES OF SELF-EMPLOYMENT: HOW MUCH CAN BE ATTRIBUTED TO DISCRIMINATION?

Results of the analyses of self-employment rates and 2010 self-employment earnings revealed general disparities between minority and nonminority self-employed individuals whose businesses were located in the Denver-Aurora-Boulder CSA.

Exhibit 6-13 presents the results of these analyses. Column A reports observed employment rates for each race/gender group, calculated directly from the PUMS 2010 data. To obtain values in columns B and C, we calculated two predicted self-employment rates using the following equation:

$$Pr ob(y = 1) = \sum_{k=1}^K (e^{\beta_k x_k} / 1 + e^{\beta_k x_k})$$

Where:

$Pr ob(y = 1)$  = represents the probability of being self-employed

$\beta_k$  = coefficient corresponding to the independent variables used in the logistic regression analysis of self-employment probabilities  
 $x_k$  = the mean values of these same variables

The first of these predicted self-employment rate calculations (in column B) presents nonminority male self-employment rates as they would be if their characteristics (i.e.,  $x_k$ , or mean values for the independent variables) were applied to minority market structures (represented for each race by their  $\beta_k$  or odds coefficient values). The second self-employment rate calculation (in column C) presents minority self-employment rates as they would be if minorities were rewarded in a similar manner as nonminority males in the nonminority male market structure: that is, by multiplying the minority means (i.e., characteristics) by the estimated nonminority coefficients for both race and the other independent variables.

EXHIBIT 6-13  
 OBSERVED AND PREDICTED SELF-EMPLOYMENT RATES

BUSINESS OWNERSHIP CLASSIFICATION	OBSERVED SELF-EMPLOYMENT RATES	WHITE CHARACTERISTICS AND OWN MARKET STRUCTURE	OWN CHARACTERISTICS AND WHITE MARKET STRUCTURE	DISPARITY RATIO (COLUMN A DIVIDED BY COLUMN C)	PORTION OF DIFFERENCE DUE TO DISCRIMINATION
	(A)	(B)	(C)	(D)	(E)
<b>Overall</b>					
Nonminority Males	0.1266	0.0426	0.0426	1.000	
African American	0.0426	0.0792	0.1778	0.2393	n/d
Hispanic American	0.0465	0.0968	0.1097	0.4239	78.89%
Asian American	0.0786	0.1198	0.1725	0.4557	n/d
Native American	0.1268	0.2201	0.1490	0.8507	n/d
Nonminority Women	0.0675	0.0986	0.1684	0.4008	n/d
<b>Construction</b>					
Nonminority Males	0.2278	0.2278	0.2278	1.000	
African American	0.0000	0.2093	0.0787	0.0000	34.56%
Hispanic American	0.0000	0.1665	0.1738	0.0000	76.26%
Asian American	1.0000	0.1601	0.0168	59.3667	n/d
Native American	0.5000	0.5169	0.1526	3.2761	n/d
Nonminority Women	0.4286	0.1980	0.2665	1.6082	80.74%
<b>Professional Services</b>					
Nonminority Males	0.1421	0.0380	0.0380	1.000	
African American	0.0380	0.0555	0.1423	0.2668	n/d
Hispanic American	0.0456	0.0395	0.1109	0.4110	67.65%
Asian American	0.0099	0.0220	0.0399	0.2483	22.68%
Native American	0.1200	0.1134	0.2254	0.5324	n/d
Nonminority Women	0.0449	0.0698	0.1537	0.2918	n/d



EXHIBIT 6-13 (CONTINUED)  
OBSERVED AND PREDICTED SELF-EMPLOYMENT RATES

BUSINESS OWNERSHIP CLASSIFICATION	Observed Self-Employment Rates	White Characteristics and Own Market Structure	Own Characteristics and White Market Structure	Disparity Ratio (column A divided by column C)	Portion of Difference Due to Discrimination
	(A)	(B)	(C)	(D)	(E)
<b>Other Services</b>					
Nonminority Males	0.1212	0.0471	0.0471	1.0000	
African American	0.0471	0.0934	0.2298	0.2048	n/d
Hispanic American	0.0512	0.1101	0.1019	0.5025	72.49%
Asian American	0.1373	0.2093	0.2052	0.6688	n/d
Native American	0.1212	0.1904	0.1805	0.6717	n/d
Nonminority Women	0.1000	0.1465	0.1695	0.5901	n/d
<b>Goods &amp; Supplies</b>					
Nonminority Males	0.0601	0.0476	0.0476	1.000	
African American	0.0476	0.0795	0.0508	0.9378	25.26%
Hispanic American	0.0400	0.0819	0.1022	0.3912	n/d
Asian American	0.0800	0.0854	0.0693	1.1546	53.91%
Native American	0.0909	0.1875	0.1268	0.7171	n/d
Nonminority Women	0.0463	0.0662	0.1111	0.4172	n/d

Source: PUMS data from 2010 American Community Survey and MGT of America, Inc., calculations using SPSS and Microsoft Excel.  
n/d: No discrimination was found.

Note: The reason that no discrimination was found in some the representative minority populations is due in part to other factors having a role in the differences seen in the self-employment rates such as differences in education, experience, and business size between nonminority males and minorities.

Using these calculations, we were able to determine a percentage of the disparities in self-employment between minorities and nonminority males attributable to discrimination by dividing the observed self-employment rate for a particular minority group (column A) by the predicted self-employment rate as it would be if minority groups faced the same market structure as nonminority males (column C). This information is important because it highlights the true self-employment rates of M/WBEs if they participated within the same market structure as nonminority males. Therefore, the disparity ratio shows the potential availability of M/WBEs if they formed businesses within the same market structure as nonminority males. Next, we calculated the difference between the predicted self-employment rate as it would be if minority groups faced the same market structure as nonminority males and the observed self-employment rate for that minority group, and divided this value by the difference between the observed self-employment rate for nonminority males and the self-employment rate for a particular minority group. In the absence of discrimination, this number is zero, which means disparities in self-employment rates between minority groups and nonminority males can be attributed to differences in group characteristics not associated with discrimination. Conversely, as this value approaches 1.0, we are able to attribute disparities increasingly to discrimination in the marketplace.

## FINDINGS

Examining the results reported in **Exhibit 6-13**, we found the following:

- ◆ Overall, comparing self-employed nonminority males with self-employed Hispanic Americans in the Denver-Aurora-Boulder CSA, over 70 percent of the disparity in self-employment rates was attributable to race differences.
- ◆ Comparing self-employed nonminority males with self-employed nonminority women in the Denver-Aurora-Boulder CSA construction industry, over 80 percent of the disparity in self-employment rates was attributable to gender differences.
- ◆ Comparing self-employed nonminority males with self-employed Hispanic Americans in the Denver-Aurora-Boulder CSA construction industry, over 75 percent of the disparity in self-employment rates was attributable to race differences.
- ◆ Comparing self-employed nonminority males with self-employed Hispanic Americans in the Denver-Aurora-Boulder CSA other services, over 70 percent of the disparity in self-employment rates was attributable to race differences.
- ◆ Comparing self-employed nonminority males with self-employed Asian Americans in the Denver-Aurora-Boulder CSA goods and supplies industry, over 53 percent of the disparity in self-employment rates was attributable to race differences.

### 6.8 ANALYSIS OF RACE, ETHNICITY, AND GENDER EFFECTS ON INDIVIDUAL EARNINGS

The purpose of this analysis is to examine the effects of race and gender, along with other individual economic and demographic characteristics, on individuals' earnings as a result of their participation in five categories of private sector business activity in the City's Combined Statistical Area (CSA). Findings for minorities are compared to the earnings record of nonminority male to determine if a disparity in earnings exists. Adopting the methodology and variables employed by a City of Denver disparity study (see *Concrete Works v. City and County of Denver*<sup>190</sup>), we use Public Use Microdata Samples (PUMS) data derived from the 2010 American Community Survey, to which we apply appropriate regression statistics to draw conclusions.

To guide this investigation the following question was posed. Variables used to respond to this question, followed by a report of findings, are reported below:

- I. Does race, ethnicity, and/or gender have an impact on individual's earnings?

This analysis examined the statistical effects of the following variables on income for individuals in the market area: Race, ethnicity, and gender of business owner (African American, Asian American, Hispanic American, Native American, nonminority women, nonminority men), marital status, age, self-reported health-related disabilities, and availability of capital (household property value, monthly total mortgage payments, unearned income) and level of education.

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<sup>190</sup> *Concrete Works v. City and County of Denver*, 321 F.3 950 (10<sup>th</sup> Cir. 2003).

## FINDINGS

- ◆ In the Denver-Aurora-Boulder CSA, African and Hispanic Americans reported significantly lower earnings in all business type categories.
- ◆ In the construction industry, African Americans reported significantly lower earnings than nonminority males in the Denver-Aurora-Boulder CSA: 29.8 percent less.
- ◆ In the professional services industry, Hispanic Americans reported significantly lower earnings than nonminority males in the Denver-Aurora-Boulder CSA: 55 percent less.
- ◆ The most egregious effect on earnings elasticities was found in professional services for Native Americans. In professional services, Native Americans earned 70.8 percent less than nonminority males.

### 6.8.1 INTRODUCTION

This report analyzes the individual earnings of minority, nonminority women, and nonminority males in five categories of private sector business activity in the Denver-Aurora-Boulder CSA. The goal of this investigation is to examine the effects of race and gender, along with other individual economic and demographic characteristics, on individuals' earnings. Ultimately, we will compare these findings to the earnings record of nonminority males to determine if a disparity in exists. Data for this investigation are provided by the Public Use Microdata Samples (PUMS) data derived from the 2010 American Community Survey, to which we apply appropriate regression statistics to draw conclusions.

The next section will discuss the research basis for this examination to lay the groundwork for a description of the models and methodologies to be employed. This will be followed by a presentation of findings regarding minority status effects on self-employment rates, self-employment earnings, and attributions of these differences to discrimination, per se.

### 6.8.2 RESEARCH QUESTIONS, STATISTICAL MODELS, AND METHODS

The general research question was posed in the initial analysis:

- I. Does race, ethnicity, and/or gender have an impact on individuals' earnings?

To answer this question we employed a multivariate linear regression. To understand the appropriate application of this regression technique, it is helpful to explore in greater detail the question we are trying to answer. The dependent variable—that is, the phenomena to be explained by influences such as age, race, gender, and disability status, for example (the independent or “explanatory” variables)—is 2010 (a continuous variable). In our analysis, the choice of regression approach was based on the scale of the dependent variable (a continuous scale with many possible values). To analyze the above question, in which the dependent variable is continuous, we used simple linear regression.

## DERIVING THE SIMPLE LINEAR MODEL

The simple linear regression model can be expressed mathematically as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \varepsilon$$

Where:

Y = a continuous variable (e.g., 2010 individual earnings)

$\beta_0$  = the constant, representing the value of Y when  $X_i = 0$

$\beta_i$  = coefficient representing the magnitude of  $X_i$ 's effect on Y

$X_i$  = the independent variables, such as age, human capital (e.g., level of education), availability of capital, race/ethnicity/gender, etc.

$\varepsilon$  = the error term, representing the variance in Y unexplained by  $X_i$

This equation may be summarized as:

$$E(Y) = \mu = \sum_{k=1}^K \beta_k x_k$$

in which Y is the dependent variable and  $\mu$  represents the expected values of Y as a result of the effects of  $\beta$ , the explanatory variables. When we study a random distribution of Y using the linear model, we specify its expected values as a linear combination of K unknown parameters and the covariates or explanatory variables. When this model is applied to data in the analysis, we are able to find the statistical link between the dependent variable and the explanatory or independent variables, and further determine the impact of race, ethnicity, and/or gender on individual earnings.

### 6.8.3 RESULTS OF THE REGRESSION ANALYSIS

#### DOES RACIAL, ETHNIC, AND/OR GENDER AFFILIATION HAVE AN IMPACT ON INDIVIDUALS' EARNINGS?

To answer this question, we compared individual minority, and women earnings to those of nonminority males in the Denver-Aurora-Boulder CSA, when the effect of other demographic and economic characteristics was controlled or "neutralized." That is, we were able to examine the earnings of individuals of similar education levels, ages, etc., to permit earnings comparisons by race, ethnicity, and gender.

To derive a set of variables known to predict earnings, the dependent variable, we used 2010 wages from employment, as reported in the 5 percent PUMS data. These included:

- ◆ **Race and Gender:** African American, Asian American, Hispanic American, Native American, nonminority woman, nonminority males
- ◆ **Availability of Capital:** Homeownership, home value, mortgage rate, unearned income, residual income
- ◆ **Marital Status**
- ◆ **Ability to Speak English Well**

- ◆ **Disability Status:** From individuals’ reports of health-related disabilities
- ◆ **Age and Age Squared:** Squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings.
- ◆ **Owner’s Level of Education**

FINDINGS

**Exhibit 6-14** presents the results of the linear regression model estimating the effects of selected demographic and economic variables on self-employment earnings. Each number (i.e., coefficient) in the exhibit represents a percent change in earnings. For example, the corresponding number for a nonminority woman in all industries is -.229, meaning that nonminority woman will earn 22.9 percent less than a nonminority male when the statistical effects of the other variables in the equation are “controlled for.” Full regression results for all the variables are presented in **Appendix R, Part II**.

EXHIBIT 6-14  
EARNINGS ELASTICITIES OF MINORITY GROUPS RELATIVE TO NONMINORITY MALES AFTER  
CONTROLLING FOR  
SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS  
DENVER-AURORA-BOULDER CSA

BUSINESS OWNERSHIP CLASSIFICATION	ALL INDUSTRIES	CONSTRUCTION	PROFESSIONAL SERVICES	OTHER SERVICES	GOODS & SUPPLIES
African American	<b>-0.411</b>	<b>-0.298</b>	<b>-0.526</b>	<b>-0.514</b>	<b>-0.175</b>
Hispanic American	<b>-0.415</b>	<b>-0.443</b>	<b>-0.55</b>	<b>-0.435</b>	<b>-0.249</b>
Asian American	<b>-0.245</b>	-0.175	<b>-0.312</b>	<b>-0.329</b>	-0.149
Native American	<b>-0.288</b>	-0.17	<b>-0.708</b>	-0.148	-0.14
Nonminority Women	<b>-0.229</b>	-0.106	<b>-0.381</b>	<b>-0.24</b>	<b>-0.266</b>

Source: PUMS data from 2010 American Community Survey and MGT of America, Inc., calculations using SPSS.

Note: **Bold** indicates that the estimated “elasticities” for the group were statistically significant. The architecture and engineering business industry was excluded from this analysis because of insufficient data.

\* There were insufficient census numbers available for analysis.

The results reveal the following:

- ◆ In the Denver-Aurora-Boulder CSA, African and Hispanic Americans reported significantly lower earnings in all business type categories.
- ◆ In the construction industry, African Americans reported significantly lower earnings than nonminority males in the Denver-Aurora-Boulder CSA: 29.8 percent less.
- ◆ In the professional services industry, Hispanic Americans reported significantly lower earnings than nonminority males in the Denver-Aurora-Boulder CSA: 55 percent less.
- ◆ The most egregious effect on earnings elasticities was found in professional services for Native Americans. In professional services, Native Americans earned 70.8 percent less than nonminority males.

#### 6.8.4 SUMMARY OF SELF-EMPLOYMENT ANALYSIS FINDINGS

In general, findings from the PUMS 2010 data indicate that overall minorities and nonminority women earn significantly less than nonminority males. The data further shows that the most egregious effect on earnings occurs for minorities in the professional services industry. The impact on earnings is less notable in the goods and supplies industry but minorities and nonminority women continue to earn less than their nonminority male counterparts.

## 7.0 ANECDOTAL ANALYSIS

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Anecdotal research is a widely accepted research methodology that is based upon observations, interviews, data collected during focus groups, survey responses and other anecdotal data collection methods. The collection and analysis of anecdotal 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 anecdotal analysis do not rely solely on quantitative data. Anecdotal 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 of America, Inc.'s (MGT) approach to collecting anecdotal data, the methods employed and the quantitative and qualitative results of the data collected.

MGT also conducted a separate set of anecdotal analyses for Airport Concessions Disadvantaged Business Enterprises (ACDBE) with Denver International Airport (DIA), and the City and County of Denver (City) Minority and Women Business Enterprise (M/WBE) programs. To ensure the validity and integrity of anecdotal data collection M/WBEs and ACDBEs were randomly selected from the master vendor database discussed in [Chapter 4.0, Relevant Market Area, Utilization, and Availability Analyses](#). From the sample pulled, M/WBE/ACDBEs and non-M/WBE/ACDBEs were contacted to participate in focus groups, surveys, or personal interviews. A breakdown of participants is discussed within this chapter.

This chapter is organized into the following sections:

- 7.1** Methodology
- 7.2** Demographics
- 7.3** Barriers to Doing Business with the City and County of Denver
- 7.4** Certification Process and Benefits
- 7.5** Prime Contractor Practices
- 7.6** Access to Capital
- 7.7** Disparate Treatment and Discrimination
- 7.8** Other Noteworthy Comments
- 7.9** Suggested Remedies
- 7.10** Conclusions

## 7.1 METHODOLOGY

The blueprint for collecting and analyzing anecdotal 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. Anecdotal information can bolster the quantitative analyses of contract expenditures to explain whether or not minority business creation, growth, and retention are negatively affected by discrimination. In *Croson*, the Court held that anecdotal 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. Further discussion of anecdotal testimony is contained in [Chapter 2.0, Legal Framework](#).

MGT's experience conducting disparity studies has shown that utilizing multiple methods of anecdotal data collection provide more comprehensive information than methodologies using a single-pronged approach. For this reason, MGT used a combination of surveys, focus groups, public hearings, and personal interviews to collect anecdotal information and to identify issues that were common to businesses in the market area between the calendar years of January 1, 2005 and December 31, 2010. In conjunction with the quantitative data MGT was also able to draw inferences from these data as to the prevalence of obstacles perceived as limiting the participation of M/WBEs, ACDBEs and other firms in Denver's procurement transactions.

Personal interviews, public hearings, and focus group responses were edited for grammar. Otherwise responses were unfiltered or unedited. However, it should be cautioned that comments in [Sections 7.3.1, 7.4.1, 7.5.1, 7.6.1, 7.7.1](#) and [7.8](#) 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.

### 7.1.1 SURVEY OF BUSINESS OWNERS

The survey of business owners gathered information on business ownership, work performed and/or bid with the City, work bid and/or performed in the private sector, and barriers, perceived or real, that prevented firms from doing business with the City during the study period. During the months of November 2012 and December 2012 businesses listed in the master vendor database were surveyed to solicit information about their firms and experiences with the City. MGT attempted to collect data in proportion to the distribution of M/WBEs and non-M/WBEs in the relevant market area. L.S. Gallegos, Inc., a Denver-based minority-owned business research firm administered a web-based but controlled survey using the [Appendix H - Survey of Business Owners Instrument](#), which resulted in 615 completed surveys with owners and representatives. Throughout this chapter several charts detail selected survey results. See [Appendix I - Survey of Business Owners Results](#) for the complete survey of vendor results and explanation of the percentage calculations.

Based on our experience conducting disparity studies on airport concessions, we anticipated a smaller pool of ACDBE and non-ACDBE participants to draw from in comparison to the pool of M/WBE and non-M/WBE participants' for the anecdotal analysis. This was the case for the Denver International Airport; therefore, we used the smaller pool of ACDBEs to conduct other anecdotal analyses.

Along with using the City's master vendor database, MGT contacted the associations and organizations below to solicit their participation and input.



- ◆ Division of Small Business Opportunity (DSBO) Advisory Committee
- ◆ African American Construction Council (NAMC)
- ◆ Asian Chamber of Commerce
- ◆ American Business Women's Association-Denver
- ◆ AGC of Colorado
- ◆ Rocky Mountain Indian Chamber of Commerce
- ◆ National Association of Women Business Owners Denver
- ◆ Latino Chamber of Commerce of Pueblo
- ◆ Hispanic Contractors of Colorado
- ◆ Denver Hispanic Chamber of Commerce
- ◆ Colorado Women's Chamber of Commerce
- ◆ Colorado Springs Hispanic Chamber of Commerce
- ◆ Colorado Springs Black Chamber of Commerce
- ◆ Colorado Office of Economic Development & International Trade Minority Business Office
- ◆ Colorado Contractors' Association
- ◆ Colorado Black Chamber of Commerce
- ◆ Business Research Services
- ◆ Asian Chamber of Commerce

Disparity study surveys are commonly plagued by sample size limitations, especially in the case of attempting to gather a representative sample from minority business populations where low minority numbers pose problems. For example, Native American-owned businesses in most municipalities are insufficient in number to permit a valid and representative sample. This problem is compounded when analyses are stratified further by business type. Insufficient sample sizes can pose problems for the statistical confidence of the results. Although MGT's goal is to report data that can satisfy the 95 percent confidence level, this does not mean that data should not be reported because of slightly reduced confidence intervals, especially when extreme due diligence has been exercised in attempting to meet the 95 percent standard.

### 7.1.2 FOCUS GROUPS AND PUBLIC HEARINGS

MGT facilitated three focus groups with M/WBE and non-M/WBE firms with the assistance of ITP Construction, a Denver-based minority-owned firm. Two focus groups were held at the Mi Casa Resource center, 360 Acoma St. Denver, CO on October 16 and 17, 2012. The third focus group was held at the Denver Police Department, District #3 Station 1625 S. University Blvd, Denver, CO on October 17, 2012. ITP Construction provided recruitment assistance, administrative support, and coordination. MGT also facilitated one focus group in August 2012 with ACDBE firms with the assistance of Innovative Strategies, Inc. a DBE certified firm. Participants for each focus group were randomly selected using the City's master vendor database and other available resources. The focus groups discussions were voice recorded after all participants agreed to be recorded. During the focus group sessions participants completed a brief questionnaire **Appendix N - Focus Group Survey of ACDBEs** and **Appendix O - Focus Group Survey of M/WBEs** to capture basic demographic information and the business capacity of the

group. MGT used [Appendix L - Focus Group Guide - ACDBEs](#) and [Appendix M - Focus Group Guide - M/WBEs](#) to facilitate and guide the discussion with participants.

MGT conducted two public hearings with business owners or representatives on August 28 and 29, 2012 at the Denver Wastewater Management Facility located at 200 W. 3<sup>rd</sup> Ave., Denver, CO. Firms, M/WBEs and ACDBEs included, that have done business with, or interested in doing business with the City and its agencies were invited to attend. The public hearings were advertised in The Denver Post using [Appendix G - Public Hearing Notice](#) and emailed to firms in the master vendor database as well as to business associations and trade organizations. ITP Construction co-facilitated to hearings, provided administrative support and management. The public hearings were transcribed by Hansen and Company, Inc., a Denver-based court reporting service.

### 7.1.3 PERSONAL INTERVIEWS

The personal interviews—which are structured settings where an interviewer or facilitator uses an interview guide to solicit input from participants—provided more latitude for additional information gathering on issues that are unique to the respondents’ experiences. Interviews were conducted with M/WBEs, ACDBEs, and non-M/WBEs. The personal interviews gathered 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 calendar and/or fiscal years, and determine information about the firms’ experiences in attempting to do, and conducting business with the City, both directly as a prime and/or as a subcontractor. The Personal Interview Guides ([Appendices J and K](#)) included questions designed to establish a profile for each business. Additionally, we asked questions related to experiences with the M/WBE and ACDBE programs, and instances of disparate treatment and/or discrimination experienced or perceived by the firm while attempting to do or conducting business with the City and DIA. ITP Construction conducted the M/WBE and non-M/WBE interviews and Innovative Strategies conducted the ACDBE interviews. The interviewers 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. At the conclusion of the interviews, each participant was asked to sign an affidavit attesting that their responses were given freely and was true and accurate reflections of their experience with the City and DIA.

The personal interviews were conducted during August through September 2012 with ACDBE and non-ACDBE firms. Personal interviews with M/WBE and non-M/WBE firms were conducted during November through December 2012, with a cross-section of the business community in the City’s jurisdiction. To obtain interviewees, firms not selected for other anecdotal activities were randomly selected from the City’s master vendor database then e-mailed, telephoned, or faxed confirmation letters after agreeing to be interviewed. The interviews were conducted either at the firm owner’s office, or at a location designated by the firm’s owner.

## 7.2 DEMOGRAPHICS

The demographic characteristics of participants in the collection of anecdotal information are described in the sections below.

### 7.2.1 SURVEY OF BUSINESS OWNERS DEMOGRAPHICS

The Survey of Business Owners allowed MGT to reach a broader segment of the business population in a more cost-effective and time-efficient manner. **Exhibit 7-1** provides the race, ethnicity, and gender of the respondents that participated in the survey.

EXHIBIT 7-1  
THE CITY AND COUNTY OF DENVER  
SURVEY OF BUSINESS OWNERS DEMOGRAPHICS  
BY RACE, ETHNICITY, AND GENDER

RACE/ETHNICITY/GENDER	NUMBER OF RESPONDENTS	PERCENTAGE OF TOTAL
African American	59	9.6%
Asian American	28	4.6%
Hispanic American	96	15.6%
Native American	11	1.8%
Nonminority Female	264	42.9%
Nonminority Male	132	21.5%
Other <sup>191</sup>	25	4.1

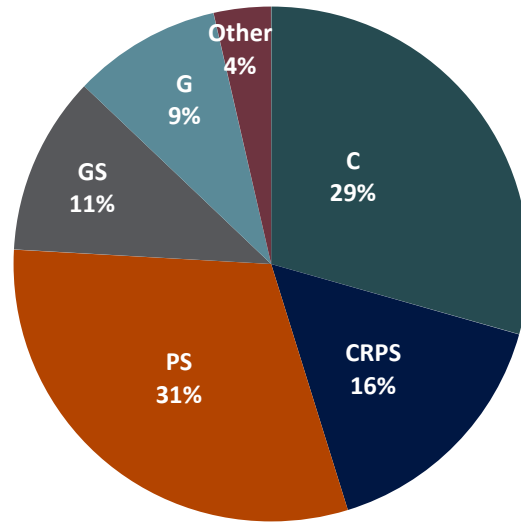
Source: Responses from survey conducted by L.S. Gallegos, Inc., 2012.

**Exhibit 7-2** categorizes the distribution of respondents based on their types of services. The primary type of business industries include Construction (C), Construction-Related Professional Services (CRPS), Professional Services (PS), General Services (GS), and Goods (G). The “Other” industry categories means that the primary line of business is not associated with the primary line of business outlined in the survey. Definitions of business industries are discussed in **Chapter 4.0, Relevant Market Area, Utilization, and Availability**.

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<sup>191</sup> Participants did not associate their race, ethnicity, and gender with the groups selected for the survey or chose not to provide their race/ethnicity/gender.

EXHIBIT 7-2  
 THE CITY AND COUNTY OF DENVER  
 SURVEY OF BUSINESS OWNERS DEMOGRAPHICS  
 BUSINESS INDUSTRY  
 BY RACE, ETHNICITY, AND GENDER



Source: Responses from survey conducted by L.S. Gallegos, Inc., 2012.

Several survey questions were asked to determine the capacity of participating firms. **Exhibits 7-3, 7-4,** and **7-5** detail the size of the firms, the largest contracts, and largest subcontracts awarded during the study period. **Exhibit 7-3** show that 62.9% of the firms surveyed have 0-10 employees excluding the owner which mean a majority of firms are small businesses which may have implications for the type and size of projects firms are willing to pursue.

EXHIBIT 7-3  
 THE CITY AND COUNTY OF DENVER  
 SURVEY OF BUSINESS OWNERS DEMOGRAPHICS  
 NUMBER OF EMPLOYEES  
 BY RACE, ETHNICITY, AND GENDER

Race/Ethnicity/Gender	0-10 Employees	11-20 Employees	21-30 Employees	31-40 Employees	41+ Employees
African American	7.8%	0.5%	0.5%	0.3%	0.5%
Asian American	2.4%	1.1%	0.5%	0.5%	0%
Hispanic American	8.6%	3.1%	1.1%	0.5%	2.3%
Native American	1.0%	0%	0.2%	0%	0.7%
Nonminority Female	30.6%	6.8%	2.3%	1.1%	2.1%
Nonminority Male	9.6%	3.7%	2.3%	2.1%	3.7%
Other <sup>192</sup>	2.9%	0.2%	0%	0%	0.8%
<b>Total</b>	<b>62.9%</b>	<b>15.4%</b>	<b>6.8%</b>	<b>4.6%</b>	<b>10.1%</b>

Source: Responses from survey conducted by L.S. Gallegos, Inc., 2012.

Exhibit 7-4 details the responses from prime contractors/vendor on the largest contract awarded during the study period. For M/WBEs the largest contracts are in the Up to \$50,000 dollar range. In contrast the largest contracts for non-M/WBEs are in the \$1 millions and greater dollar range.

EXHIBIT 7-4  
 THE CITY AND COUNTY OF DENVER  
 SURVEY OF BUSINESS OWNERS DEMOGRAPHICS  
 LARGEST CONTRACT AWARDED- PRIME  
 BY RACE, ETHNICITY, AND GENDER

Race/Ethnicity/Gender	Up to \$50,000	\$50,001 - \$100,000	\$100,001 - \$200,000	\$200,001 - \$300,000	\$300,001 - \$400,000	\$400,001 - \$500,000	\$500,001 - \$1 million	> \$1 million
African American	1.1%	1.5%	0.3%	0.7%	0.2%	0.2%	0.3%	0.8%
Asian American	0.3%	0%	0.2%	0%	0.2%	0%	0.7%	1.5%
Hispanic American	1.8%	0.7%	1.3%	0.5%	0.7%	0.2%	1.0%	2.6%
Native American	0%	0%	0%	0%	0%	0.2%	0.2%	1.0%
Nonminority Female	6.2%	3.6%	3.6%	1.1%	1.0%	1.8%	2.4%	3.3%
Nonminority Male	1.8%	1.6%	2.1%	0.8%	1.0%	0.8%	1.6%	5.2%
Other <sup>193</sup>	0.7%	0.7%	0.2%	0%	0.2%	0%	0.2%	0.5%
<b>Total</b>	<b>11.9%</b>	<b>8.0%</b>	<b>7.6%</b>	<b>3.1%</b>	<b>3.1%</b>	<b>3.1%</b>	<b>6.3%</b>	<b>14.8%</b>

Source: Responses from survey conducted by L.S. Gallegos, Inc., 2012.

Exhibit 7-5 details the responses from firms that performed work as a subcontractor on the largest contract awarded during the study period. For M/WBEs the largest contracts are in the Up to \$50,000 dollar range. In contrast the largest contracts for non-M/WBEs are in the \$1 millions and greater dollar range.

<sup>192</sup> Participants did not associate their race, ethnicity, and gender with the groups selected for the survey.

<sup>193</sup> Participants did not associate their race, ethnicity, and gender with the groups selected for the survey.

EXHIBIT 7-5  
THE CITY AND COUNTY OF DENVER  
SURVEY OF BUSINESS OWNERS DEMOGRAPHICS  
LARGEST CONTRACT AWARDED – SUBCONTRACTOR  
BY RACE, ETHNICITY, AND GENDER

Race/Ethnicity/Gender	Up to \$50,000	\$50,001 - \$100,000	\$100,001 - \$200,000	\$200,001 - \$300,000	\$300,001 - \$400,000	\$400,001 - \$500,000	\$500,001 - \$1 million	> \$1 million
African American	1.1%	1.3%	0.5%	0.2%	0.7%	0.5%	0.3%	1.0%
Asian American	1.1%	0%	0.5%	0.3%	0.3%	0%	0.5%	0.3%
Hispanic American	2.0%	0.8%	1.8%	1.3%	0.7%	0.8%	1.0%	1.5%
Native American	0%	0.2%	0%	0%	0.2%	0.2%	0%	0.8%
Nonminority Female	8.0%	2.8%	3.4%	1.0%	1.3%	1.6%	3.6%	1.8%
Nonminority Male	2.0%	2.0%	2.1%	1.6%	0.8%	1.3%	2.3%	3.6%
Other <sup>194</sup>	0.8%	0.2%	0.2%	0.2%	0.0%	0.2%	0%	0.2%
<b>Total</b>	<b>15.0%</b>	<b>7.2%</b>	<b>8.5%</b>	<b>4.6%</b>	<b>3.9%</b>	<b>4.6%</b>	<b>7.6%</b>	<b>9.1%</b>

Source: Responses from survey conducted by L.S. Gallegos, Inc., 2012.

### 7.2.2 FOCUS GROUP DEMOGRAPHICS

To solicit a diverse group of participants ITP Construction and Innovative Strategies randomly contacted firms from a sample set of the City's master vendor database.

The efforts of ITP Construction and Innovative Strategies resulted in 42 M/WBE, non-M/WBE, and ACDBE firms that participated in the four focus groups.

A total of 14 business owners or representatives attended the focus group for concessionaires. The ethnic and gender composition included: 10 African Americans, three Hispanic Americans, and one Asian American. There were no Native American-, nonminority women-, or nonminority male-owned firms in attendance. The business makeup of the focus group sessions included, but not limited to, firms that provided retail, transportation, and professional services.

A total of 28 business owners or representatives attended the focus groups for M/WBEs and non-M/WBE firms. The ethnic and gender composition included: 13 African Americans, three Asian Americans, eight Hispanic Americans, two nonminority women, and two nonminority males. There were no Native American-owned firms in attendance. The business makeup included, but not limited to, firms in industries representing architecture, engineering, construction, suppliers, consulting, trucking, and other services.

### 7.2.3 PUBLIC HEARINGS DEMOGRAPHICS

Industries represented at the public hearings were construction, special trade contractors, suppliers, retail and food concessionaires, business and trade organizations, engineering, and professional development firms. During the public hearings 26 individuals provided anecdotal testimony of their experiences doing business with the City, DIA, and primes contracted with the City or DIA.

<sup>194</sup> Participants did not associate their race, ethnicity, and gender with the groups selected for the survey.

#### 7.2.4 PERSONAL INTERVIEW DEMOGRAPHICS

The efforts of ITP Construction and Innovative Strategies resulted in 79 firms that were interviewed.

Of the 27 concessionaires that were interviewed the ethnic and gender composition included 10 African Americans, six Hispanic Americans, one Asian American, and 10 nonminority women. There were no nonminority male or Native American firms interviewed. The industries represented included, but not limited to, retail, personal services, interior landscaping, janitorial services, and consulting.

Of the 52 M/WBE and non-M/WBE firms that were interviewed the ethnic and gender composition included 13 African Americans, three Asian Americans, 13 Hispanic Americans, one Native American, 18 nonminority women, and four nonminority males. The industries represented included, but not limited to, general contracting, specialty trade contractors, engineering, software development, consulting, landscaping, and staffing.

### 7.3 BARRIERS TO DOING BUSINESS WITH THE CITY AND COUNTY OF DENVER

In the normal course of business, entrepreneurs may face certain barriers when establishing and operating a business enterprise. Several factors may also prevent a business from being selected for a contract or purchase order. In this section, MGT documents participant responses concerning barriers they faced in the procurement process and factors that frequently prevented them from winning contracts or purchase orders.

#### 7.3.1 PROCUREMENT PROCESS

##### 7.3.1.1 SURVEY OF BUSINESS OWNERS

Questions for the survey of business owners were designed to gather business owners' perceptions about the procurement process and their experiences when doing business or attempting to do business with the City. An analysis of the responses showed that the majority of firms responded to questions about barriers to doing business with the City.

Among the 458 M/WBEs who responded to survey questions about barriers to doing business, the biggest concern was competing with large firms (55.9% of M/WBEs). Other key issues for M/WBE respondents participating in the survey are noted as follows. Detailed results for all respondents and statistically significant differences in MBE and WBE responses to questions are located in **Appendix I – Survey of Business Owners Results**.

- ◆ Selection Process – 43.9%
- ◆ Unnecessary restrictive contract specifications – 36.9%
- ◆ Limited time given to prepare bid package or quote – 33.0%
- ◆ Limited knowledge of purchasing contracting policies and procedures – 32.8%
- ◆ Prequalification requirements – 30.3%

### 7.3.1.2 ANECDOTAL RESPONSES – ACDBE FIRMS

The following section provides anecdotal comments participants provided from the focus group, personal interviews, or public hearings when asked about barriers they face in doing business as a concessionaire and firms that are not ACDBEs but either do business or have attempted to do business with DIA.

**Obstacles in the Procurement Process** are noted as firms perceptions or experiences of whether there are excessive procedures that create problems in the business owners' attempts to comply with the requirements of the procurement process.

- ◆ A Hispanic American concessionaire stated that he felt that airport staff intentionally or unintentionally places barriers in place which work against the concessionaire and stated that since the majority of staff has not been in business or been a concessionaire, they do not understand or support development of efforts and initiatives which benefit the concessionaires. Summarizing, he felt that airport staff is the problem most of the time.
- ◆ A Hispanic American transportation owner stated that their firm generally has had a “pretty good” relationship with the airport and its representatives. He felt that the airport maintains an open dialogue with its contractors.
- ◆ An African American professional services firm owner stated that the airport does not effectively support services that are not directly provided to the airport (i.e., subcontractors). “There is a need for the airport to review and promote the subcontract/sub-consultant services as part of what is needed on an airport project to more effectively promote small business participation.” He also stated that they are in a business area where they sell their services to subcontractors and sub-consultants and the airport does not support or assist them in marketing their services.
- ◆ An African American construction company owner stated that they generally felt that the airport constantly gives folks the “run around” and does not work to address issues and concerns. He felt that there is a large gap between opportunity and the award of such an opportunity that interest and ability to compete wanes. An example is the long waiting period before someone competes and actually participates in an airport contract which he estimated between 18-22 months.
- ◆ An African American owner that provides professional services stated that major telecommunications/telephone companies have refused to work with them. “The local



telephone company does not do business with Black-owned companies. They have not had an African American company at DIA in 12 years.” The owner continued by stating that one time they purposely bid low and were still told they could not get any work.

- ◆ A Hispanic American owned firm stated that to win a contract at DIA you have to have a lobbyist.
- ◆ An African American owned firm indicated that you need to have an established presence (like a food truck) to win a contract at DIA.
- ◆ A nonminority female owned firm indicated that DIA’s bid requirements are not specific enough; they have “wasted over \$20,000 on the bidding process without winning”.
- ◆ An African American owned firm indicated that their investor backed out of their airport deal only because the airport took too long in the solicitation process.
- ◆ An African American owned firm stated that the airport overburdens the small business owner in the proposal process and there is an excessive cost in bidding (proposing).
- ◆ An African American owned firm stated that there are no real outreach efforts made to include minority/women businesses.
- ◆ A Hispanic American owned firm indicated that the procurement system is fairly open and fair.
- ◆ A nonminority woman owned firm stated that the lack of information on projects is a frequent problem.
- ◆ An African American owned firm stated that the lack of “connections” makes it hard to break into airport contracting.
- ◆ A Hispanic American owned firm stated that having the airport provide contracting criteria and parameters will make contractor more competitive.
- ◆ African American male indicates that there needs to be better notification of contract opportunities.

**Contract Bundling** is noted as a problem when multi-scope projects are packaged into one large contract.

- ◆ A Hispanic American architect stated that DIA is allowed to sole source major hundred million dollar contracts to large businesses that do not treat minorities fairly. DIA took a program management contract and arbitrarily transformed it into a design/build contract then immediately assigned to the contract an existing airport contractor at the airport without allowing minority companies to propose. In addition, DIA assigned the architectural contract to another existing airport architect without allowing MBEs to compete.

**Specifications and Qualifications** is noted as a barrier where excessive requirements or poorly defined project requirements create problems for bidders.

- ◆ An African American owned firm stated that the standard is set at a higher level such that you cannot qualify for that standard.

**Favoritism** is noted when firms have a perception that some firms are given advantages over other firms.

- ◆ A Hispanic American owned firm stated that DIA favor the usual contractors, contractors they have done business with before, consequently there is few “new blood” local or otherwise.

- ◆ A nonminority woman owned firm stated that the unspoken word is “we want local”.
- ◆ A nonminority woman owned firm stated that there are three major primes at DIA that control the lion’s share of the concessions.
- ◆ A Hispanic American owned firm stated that it may not be a bad thing that the airport continues to work with people they trust.
- ◆ A nonminority woman owned firm stated that airport include firms simply because they are ACDBE certified.
- ◆ A Hispanic American owned firm implied that the airport is very “cliquish” environment and pays lip service to FAA requirements. If you know someone you will get a contract.
- ◆ An African American owned concessionaire stated that the airport favors current concessionaires and therefore the opportunities are closed for the average business person. The airport does not seek and support local small business and too often relies on the larger, existing concessionaires to respond on the opportunities. While the airport has “goals”, the goals do not support or facilitate the involvement of local and small business in the airport concession opportunities.

**Notification of Contract/Bid Opportunities** is noted as a barrier when notification of contract/bid opportunities is not well advertised or difficult to locate.

- ◆ An Asian American owned firm stated that the airport send emails of contract opportunities.
- ◆ A nonminority woman owned firm indicated that although DIA does outreach, it is in the wrong area based on the NAICS codes for which their firm is registered.
- ◆ An African American owned firm indicated that they received emails but not from the airport but from the City of Denver.
- ◆ A Hispanic American owned firm stated that they received emails of opportunities through concessionaire associations but there has been no personal contact by airport personnel.
- ◆ An African American owned firm stated that they received emails as part of the airport’s outreach efforts.
- ◆ A nonminority woman owned firm stated that airport management personally encouraged them to propose or bid.
- ◆ A nonminority woman owned firm stated that management has made efforts to get them in touch with prime contractors, such as on the new hotel.
- ◆ An African American owned firm stated that airport representatives contacted her by telephone on an opportunity.
- ◆ A nonminority woman owned firm received an RFP request directly from the airport.
- ◆ A Hispanic American owned firm stated that they have received emails as well as been invited to public meetings to introduce opportunities to the public.
- ◆ An African American owned firm indicated that the airport has a good system that includes email, telephone calls, newsletter, and public meetings.

### 7.3.1.2 ANECDOTAL RESPONSES – M/WBE AND NON-M/WBE FIRMS

The following section provides anecdotal comments participants provided from the focus groups, personal interviews, or public hearings when asked about barriers they face in doing business with the City or its primes.

**Notification of Contract/Bid Opportunities** is noted as a barrier when notification of contract/bid opportunities is not well advertised or difficult to locate.

- ◆ An African American owned supplier stated that they often find out about procurements by word of mouth and that they have not received any notice of contract opportunities in the area in which they are registered or certified. However, they went on to state that they frequently gets notices from the City on categories of business that they are not interested in or registered.
- ◆ An African American construction company owner stated that they get information from too many sources which make the process of tracking projects too unwieldy.
- ◆ A Hispanic American owned supplier stated that they never get bid information from General Services. They continued by stating that they get calls when a prime needs to comply with minority participation requirements.
- ◆ An Asian American owned engineering firm owner subscribed to private marketing service that combines several public agencies because they do not receive notifications directly from the City.
- ◆ A Hispanic American owned firm professional services consultant stated that because their firm is not certified, they do not receive notification of contract opportunities from City agencies
- ◆ An African American consulting firm owner stated that they did not get any notices from General Services. Although the firm owner went to a General Services outreach event for small businesses, they indicated that the procurement staff did not seem interested in assisting their firm understand the procurement process.
- ◆ A Hispanic American engineering firm owner stated, “It is extremely difficult and far too time consuming to obtain timely information on City procurements. This firm also stated that the City does not have a good clearing house for obtaining information.”
- ◆ An Asian American engineer indicated that the City’s website is not user friendly and that the State Highway Department does a good job of advance notification of future projects.
- ◆ A nonminority woman architect stated that the City of Boulder directly notifies her of contract opportunities by e-mail using her industry code.

**Obstacles in the Procurement Process** are noted as firms perceptions or experiences of whether there are excessive procedures that create problems in the business owners’ attempts to comply with the requirements of the procurement process.

- ◆ An African American general contractor owner stated that the City uses a prequalification process to exclude construction contractors by requiring (a) a firm history of so many projects of a particular kind e.g. fire stations (b) of a minimum dollar value or certain size and bonded and (c) to have been completed within the last few years in order to prequalify. “It’s all a gimmick and a way to eliminate M/WBEs.”

- ◆ An African American general contractor and project management owner stated that because of the onerous prequalification standards, they are forced to seek work as a subcontractor or consultant even though they possess the experience to handle much of the work as a prime.

**Contract Bundling** is noted as a problem when multi-scope projects are packaged into larger contracts.

- ◆ A Hispanic American engineer stated that the “so-called Quality Based Selection (QBC) process” excludes small businesses via long term on-call contracts for primes that effectively bundle lots of smaller independent contracts into one large contract. This process leaves no opportunity for MBE primes. “In the past many small businesses got a chance to work as primes and build their businesses and their reputation.”
- ◆ An Asian American engineer stated that the City now bundles many smaller projects into one large procurement package, which denies an opportunity to bid or propose on the individual projects that may be coming out and that the City’s practices effectively discourage M/WBEs from being prime contractors.
- ◆ A Hispanic American architect stated, “The city effectively hides the \$50,000 to \$100,000 professional services design contracts in bundled packages that require millions of dollars of recent similar work experience in order to prequalify to propose. By bundling many independent and separate contracts into a single contract and then by requiring proposers to have completed so many similar sized projects within the last few years of a certain dollar threshold, they effectively exclude all M/WBEs. When most of the underlying contract work is of a much lower dollar threshold, it is the bundling of these projects that becomes a barrier and not the work itself.”

**Favoritism** is noted when firms have a perception that some firms are given advantages over other firms.

- ◆ A Hispanic American architect stated that the City selected large national firms as part of a good old boy network and they find out about projects before everyone else. The firm owner went on to say that this “network” of firms are contacted directly by City contracting personnel who ask them to propose and provide other valuable information that is not available to other bidders.
- ◆ An African American general contractor and project management owner stated that the selection process seems to be relationship oriented.
- ◆ An African American specialty trade subcontractor stated that they received by accident a fax with pricing from a manufacturer that was meant for their nonminority competitor and the price was substantially lower than what they received from the same manufacturer.

**Government Imposed Goals** are related to experiences achieving goals through the M/WBE Program.

- ◆ An Asian American engineer, having experience with the goals setting review process, stated that the City contracting officials resist M/WBE goals. The firm owner went on to state that it was apparent that the project managers had a negative view of the small business M/WBE requirements.
- ◆ An African American owned professional services firm owner stated that while working with the goals committee the City project managers would come to the meetings with the full intent of setting the M/WBE goals low.

- ◆ A Hispanic American engineer stated that when he served on the City Goals Committee the City project managers usually had an agenda and pushed the committee to accept lower goals even though they were not supposed to tell the committee what the goal should be.
- ◆ A Hispanic American owned specialty trade subcontractor stated that they sat on the heavy highway goals committee and that the large businesses and women-owned business keep most project goals between 6-8%. This firm continued by stating, “Rarely do they go to even 10%.” This subcontractor believes that the goals should be between 18%-20% based on the existing study.
- ◆ An African American owned supplier stated that the M/WBE goals are too low.
- ◆ An African American owned professional services subconsultant stated that the City’s goals should be separated for minorities and women as they were in the past.
- ◆ An African American technical consultant stated that they are against combined M/WBE goals setting program because the goal is predominately satisfied with women-owned businesses and no minorities.
- ◆ An African American engineer stated that they believe that within some WBE engineering firms the men have all the technical engineering skills and the women do the accounting or administrative work.
- ◆ An African American general contractor stated that M/WBE goals sometimes help when there is a project goal. Otherwise there is a general negative perception of M/WBEs even when you are competent.

## 7.4 CERTIFICATION PROCESS AND BENEFITS

The following sections provide additional anecdotal comments based on survey results and other anecdotal data collection methods concerning the City’s certification process. The survey results show that 45% of the firms are certified through Denver’s Unified Certification program. Certified M/WBEs account for 37.7% of the responses. Of those certified, many held multiple certifications. The certification type and percentage of respondents certified are:

- ◆ MBE certified – 18.2%
- ◆ SBE certified – 34.6%
- ◆ WBE certified – 18.5%
- ◆ DBE certified – 28.3%
- ◆ ACDBE certified – 3.9%

### 7.4.1 ANECDOTAL RESPONSES – ACDBE FIRMS

- ◆ A nonminority woman professional services firm owner stated that her status as a certified firm is the only reason she gets some work and is the basis of her involvement at DIA.
- ◆ An Asian American owned firm stated that she secured her contract because of her certification.
- ◆ A nonminority woman owned firm felt that she has not gotten anything from her certification.
- ◆ A nonminority woman owned firm stated that her certification has been crucial to getting business with larger companies who have access to capital and equipment.

- ◆ A Hispanic American owned firm felt that without certification they would not be considered for opportunities.
- ◆ A Hispanic American owned firm stated that with certification they have the opportunity to joint venture with other firms.
- ◆ An African American owned firm stated that before being certified no one pursued their company to bid.

#### 7.4.2 ANECDOTAL RESPONSES – M/WBE AND NON-M/WBE FIRMS

- ◆ A nonminority male engineer stated that the City’s small business certification process takes too much time to fill out the application and that the City should accept RTD certification.
- ◆ A nonminority woman owned consultant stated that her certified status has not helped her with the City of Denver and she thinks that RTD does a better job of working with M/WBE companies.

### 7.5 PRIME CONTRACTOR PRACTICES

Anecdotal participants were asked to discuss their experiences working with or observing primes contracted by the City or in the private sector marketplace.

#### 7.5.1 ANECDOTAL RESPONSES

- ◆ An African American specialty trade subcontractor stated that when their firm contacts prime bidders they are told their team is already in place. “They usually select white female firms with whom they are comfortable with to meet their goals. Their teams are pre-selected without including minority-owned businesses.” This firm also stated that some primes told them to bid if you want to but our team is already selected.
- ◆ An African American professional consultant stated that there are too many “false opportunities” out there where large businesses are just going through the motions. This firm stated that they have put together a bid and later found out that the prime had no intention of awarding this task to any outside company.
- ◆ An African American general contractor stated that while working as a subcontractor, the prime they worked with provided financial assistance by phasing the bonding requirement and made payments in shorter intervals.
- ◆ An African American owned firm stated that they feel that prime contractors favor those they have done business with previously.
- ◆ African American male states primes tell you they already have a favored DBE partner.

### 7.6 ACCESS TO CAPITAL

The following sections provide survey results and anecdotal comments concerning participants’ experiences accessing financial capital during the study period.

### 7.6.1 SURVEY OF BUSINESS OWNERS RESPONSES

Survey respondents were asked if they applied for a commercial loan between 2005 and 2010 and whether they were approved or denied. If their loan was denied, a follow up question was what they believed was the basis of their denial. Of the 214 (34.8% of total) respondents that applied for a commercial loan, 67.3% were M/WBEs. Almost half of the M/WBEs were denied loans. The primary response to why firms believed they were denied was due to insufficient business history and race or ethnicity of the owner.

### 7.6.2 ANECDOTAL RESPONSES - M/WBE AND NON-M/WBE FIRMS

- ◆ An African American general contractor stated that timely payments are critical. This firm owner also stated that they avoid City contracts and prefers private sector work primarily because the City is slow to make payments and they hold retainage too long which affects financing and the ability to take on other work.
- ◆ A nonminority male architect stated that project financing is also a problem in terms of meeting the prequalification criteria and slow payment on City jobs is a major contributor to the financing demands.
- ◆ An Asian American specialty trade subcontractor stated that the type of contracts that they would qualify for usually carries with it a financial obligation that “puts them out of the running.” They continued by stating that there is little to no help from the City to resolve financial needs in spite of their 20 years in business.
- ◆ An Asian American general contractor stated, “Timely and adequate financing is an absolute necessity for business growth. Slow payment is therefore an impediment to maintaining a strong cash flow. Sometimes it is the fault of the city and other times it is the prime. Lack of an adequate bonding line is also a major problem. The city and primes should develop a way to allow for phased bonding to facilitate opportunities for MBE. Especially on highway jobs that move between one location to another and are phased in time, it is not necessary to hold bonding for all of the work when it is being completed in segments. Phased bonding can help overcome that problem.”
- ◆ A Hispanic American owned professional services firm owner concurred that bonding and financial requirements to propose on City contracts cause major problems.
- ◆ A nonminority woman owned specialty trade subcontractor stated that she had a project at DIA which was cancelled and the airport did not even tell her and that she stopped bidding at DIA because of insurance requirements.
- ◆ An African American general contractor stated that cash flow is a problem on City projects when it takes over 90 days to get paid and you are paying prevailing wages to your workforce. This owner suggested that the City have large primes agree to pay MBEs on a more frequent basis than its normal invoicing periods.
- ◆ An African American specialty trade subcontractor stated that their suppliers want to get paid within 30 days and it takes up to 90 days to get paid especially when you get started. The supplier on a DIA project refused subsequent deliveries because it too long to get paid. The city and/or the general contractor can arrange COD payment for materials delivered to the job site.
- ◆ A nonminority woman owned professional services firm said that several opportunities with the City that her company was qualified for was halted in the prequalification stage because of “Cash on-hand” requirements. She also said that companies’ history of excellent work is often



overlooked because of “unfair and unrealistic” financial qualifications that do not actually pertain to the deliverable.

- ◆ A nonminority woman professional services consultant suggested that the City should set up an insurance pool to which it could assign those smaller firms that do not pose any serious risks and that by mitigating this risk among several low risk M/WBEs, the City could facilitate their obtaining the necessary insurance at a hopefully lower rate.

## 7.7 DISPARATE TREATMENT AND DISCRIMINATION

Participants in the survey and other anecdotal data gathering methods were asked if they experienced discriminatory or disparate behavior by the City, its primes, or in the private sector during the study period.

### 7.7.1 SURVEY OF BUSINESS OWNERS RESPONSES

**Exhibit 7-6** illustrates survey respondents experience of discriminatory behavior from the City, a prime contractor/service provider contracted by the City, or while conducting business in the private sector.

EXHIBIT 7-6  
THE CITY AND COUNTY OF DENVER  
SURVEY DEMOGRAPHICS  
DISCRIMINATION  
BY RACE, ETHNICITY, AND GENDER

	BY CITY	BY PRIMES	PRIVATE SECTOR
M/WBE (Prime)	6.2%		
Non-M/WBE (Prime)	2.9%		
M/WBE (Subcontractor)		2.9%	
Non-M/WBE(Subcontractor)		1.5%	
All M/WBE Firms			10.4%
All non-M/WBE Firms			0.7%

Source: Responses from telephone survey conducted by L.S. Gallegos, Inc. 2012.

With respect to disparate treatment M/WBE respondents reported:

- ◆ That an informal network precluded their firms from obtaining work in the private sector - 18.1%,
- ◆ Seldom or never being solicited when there were no M/WBE goals - 40.8%,
- ◆ Being dropped from a project after being included to satisfy good faith efforts requirements - 17.5%.

These findings are consistent with the low minority and women business participation identified in **Chapter 6.0, Private Sector Analyses**.



### 7.7.2 ANECDOTAL RESPONSES – ACDBE FIRMS

- ◆ An African American professional services subconsultant stated that there is real discrimination against African American companies at DIA by primes and the City supports it. This firm went on to say that a prime placed a new manager at DIA who replaced their company on a contract - but they kept their staff. Later, a new prime was awarded the contract and was believed to have said that they did not want to work with any African American companies. There are no African American companies working under this major prime contractor at DIA now.
- ◆ A nonminority male owned firm general contractor stated that DIA discriminated against the largest African American general contractor in the state and saw many cases where the African American firm was not paid after providing all of the necessary documentation. “They would find ways to not pay him. He was really thorough and had literally performed on hundreds of millions of dollars of city building work.”

### 7.7.3 ANECDOTAL RESPONSES – M/WBE AND NON-M/WBE FIRMS<sup>195</sup>

- ◆ An African American owned specialty trade subcontractor stated, “We paid at least 20% more for our supplies. We figured out why we were always losing bids. The cost of money is higher for minorities as is the cost of supplies. The difference between WBEs and MBEs is prevalent. In one instance, a white woman- owned firm came to a negotiating session with her husband. However, she went and sat at a side table with her kids. She was the president of this company. The large business then said that it was okay for her husband to negotiate while she sat at another table watching the kids. There is absolutely a preference for working with white women-owned firms, which seems to be based on race. Also, there are manufacturers who simply refuse to sell their product to us. We are therefore locked out of the process and we can’t get the job.”
- ◆ An African American owned supplier stated that their firm had a contract to distribute a product that no one else was doing it at the time. As time passed and the market got more competitive, they found that the pricing they received was 20-30% higher than what was available in the marketplace. They told the major distributor that they needed more competitive pricing because otherwise it would not be possible to obtain any new customers. They were told “to work harder” and refused to lower prices.
- ◆ An African American owned professional services firm owner stated that there is major discrimination in the selection of manufactured products which are either unavailable to minorities or only available at a noncompetitive price.
- ◆ An African American professional consultant also stated that manufacturers give discriminatory pricing to MBEs and suggested they are barred from doing business with the City.

## 7.8 OTHER NOTEWORTHY COMMENTS

As stated in [Section 7.1](#), it should be cautioned that the following comments are the perceptions and opinions of individuals.

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<sup>195</sup> Comments provided are from different M/WBE firms.

- ◆ “The design team that won the hotel and another major project at DIA were all women. They had no minorities at all. Not one minority on the team. After a protest DIA awarded a small piece to MBEs.”
- ◆ “Women are preferred over minorities. Within the MBE program, Hispanics are first choice, and then all of the other ethnic groups are preferred over African Americans. Race is a bigger barrier for African Americans than other minority groups.”
- ◆ “The City should employ a teaming process on all jobs. It requires the prime contractor and architectural teams hold monthly meetings with all subcontractors and subconsultants to review the project status. That allows MBE and all other subs to understand what is going on and also protects them. It eliminates misinformation and often stops mistreatment because they become aware of the total project picture.”

## 7.9 SUGGESTED REMEDIES

While collecting anecdotal data participants provided their ideas and recommendations for improving the procurement process and increasing M/WBE and ACDBE participation. A few recurring ideas and/or recommendations provided by participants are:

1. *Teaming relationships with nonminority male and M/WBE firms should be encouraged. Particularly on large projects.*
2. *Separate minority goals from nonminority women participation goals.*
3. *Reduce the size of contracts so that smaller firms can bid on them.*
4. *Ban firms that discriminate against M/WBEs.*
5. *Create a centralized bidding notification hub for all City agencies.*
6. *Develop and advertise bidding forecasts.*
7. *Incorporate M/WBE program evaluation criteria for buyers and project managers.*
8. *Establish a vendor rotation process to open opportunities for new firms to compete.*
9. *Reevaluate and restructure the good faith effort requirements.*
10. *Investigate and ban nonminority women-owned fronts.*
11. *Establish a local firm preference program.*
12. *Incorporate M/WBE participation in the RFP evaluation process.*
13. *Reevaluate and reduce the small business enterprise size standards.*
14. *Improve the payment process to increase timely payments to firms.*

## 7.10 CONCLUSIONS

Between the focus groups, survey of business owners, public hearing testimonies, and personal interviews, MGT and its subconsultants received anecdotal data from 762 business owners or representatives that have done business with, or attempted to do business with the City and County of Denver. In comparison, the Ninth Circuit Court of Appeals accepted anecdotal information from 57 interviewees in *Coral Construction*.

Overall, minority-owned firms are dissatisfied with the current procurement programs designed to encourage minorities to compete and be successful in winning contracts. Discussions with minority firms repeatedly referenced 1) separating minority goals from women; 2) strengthening program compliance; and 3) holding primes and City staff accountable for program policies. In addition, minority firms seem to agree that they do not see any positive economic impact the M/WBE and SBE programs were designed to achieve.

## 8.0 FINDINGS

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### 8.1 INTRODUCTION

In July 2011, MGT of America, Inc. (MGT), was retained to conduct a Comprehensive Disparity Study for the City of Denver (City) to provide current data on the Denver Small Business Opportunity (DSBO) programs. In this chapter, MGT provides findings for the City. This study consisted of fact-finding to analyze City procurement trends and practices for the study period from January 1, 2005 through December 31, 2011; to evaluate the impact of race- and gender-neutral remedial efforts; and to evaluate various options for future program development.

The results of this study and conclusions drawn are presented in detail in **Chapters 2.0** through **7.0** of this report.

### 8.2 FINDINGS FOR M/WBE AVAILABILITY, UTILIZATION AND DISPARITY

#### FINDING 8-1: HISTORICAL M/WBE UTILIZATION

Percent of Minority and Women Business Enterprise (M/WBE) utilization in the 2006 and 2007 disparity studies is presented in **Exhibit 8-1** below.

EXHIBIT 8-1  
M/WBE PERCENTAGE UTILIZATION  
CONSTRUCTION, PROFESSIONAL SERVICES, AND GOODS AND SERVICES  
PRIME CONTRACTING AND SUBCONTRACTING

Procurement Category	MBE	WBE	M/WBE
Construction (2000-2005)	8.8%	4.1%	12.9%
Professional Services (2000-2005)	18.2%	7.3%	25.4%
Goods and Services (2003-2004)	1.3%	6.7%	8.0%

Source: Construction and Professional Services: NERA, *Race, Sex, and Business Enterprise: Evidence from Denver, Colorado*, May 5, 2006, Tables 7.1 and 7.2. Goods and Services: BBC, *Procurement Opportunity Study, City and County of Denver, 2007*, Executive Summary.

## FINDING 8-2: M/W/DBE UTILIZATION AND DISPARITY

The dollar value of Minority and Women Business Enterprise (M/WBE) utilization by the City over the current study period within the relevant market was as follows:

- ◆ MBEs were paid \$198.9 million (9.92% of the total) for construction; WBEs were paid \$75.1 million (3.75% of the total) for construction.<sup>196</sup> As a whole, there was substantial disparity for M/WBEs for Denver projects.<sup>197</sup>
- ◆ MBEs were paid for \$49.3 million (19.11% of the total) for construction-related professional services. WBEs were paid \$23.0 million (8.93% of the total) for construction-related professional services.<sup>198</sup> As a whole, there was disparity or substantial disparity for M/WBEs for Denver projects.<sup>199</sup>
- ◆ MBEs were paid for \$13.8 million (1.84% of the total) for selected goods and services. WBEs were paid \$7.7 million (1.04% of the total) for selected goods and services.<sup>200</sup> There was substantial disparity for all M/WBE groups for Denver projects.<sup>201</sup>
- ◆ MBEs earned \$337.8 million in concession revenue (35.89% of the total concessions excluding car rental). WBEs earned \$58.8 million in concession revenue (6.22% of the total concessions excluding car rental). There was substantial disparity for Asian Americans, Native Americans and Nonminority Women.

In summary, the percent of Minority and Women Business Enterprise (M/WBE) utilization over the current study period is presented in **Exhibit 8-2** below.

### EXHIBIT 8-2 M/WBE PERCENTAGE UTILIZATION CONSTRUCTION AND SELECTED GOODS AND SERVICES PRIME CONTRACTING AND SUBCONTRACTING

PROCUREMENT CATEGORY	MBE	WBE	M/WBE
Construction	9.92%	3.75%	13.66%
Construction-Related Professional Services	19.11%	8.93%	28.04%
Selected Goods and Services	1.84%	1.04%	2.88%
Concession Revenue	35.89%	6.22%	42.10%

Source: MGT developed a Master Procurement Database, Master Contracting Database, Master Concession Database, and Master Availability Database.

Percent of dollars is taken from the utilization analysis presented in this report.

<sup>196</sup> **Exhibit 4-10.**

<sup>197</sup> **Exhibit 5-3.** Note that there are a number of disparity tables (state, Denver CSA and with and without DIA) and not every group is underutilized in every disparity table.

<sup>198</sup> **Exhibit 4-10.**

<sup>199</sup> **Exhibit 5-3.** Note that there are a number of disparity tables (state, Denver CSA and with and without DIA) and not every group is underutilized in every disparity table.

<sup>200</sup> **Exhibit 4-25.** The goods and services studied were: building management & maintenance; communications equipment & services; general business services; maintenance and repair services (including landscaping); parking services; security services; waste management services; computers & software; electrical & industrial equipment, parts & supplies; office equipment; and furniture.

<sup>201</sup> **Exhibit 5-9.** Note that there are a number of disparity tables and not every group is underutilized in every disparity table.

### FINDING 8-3: ANECDOTAL COMMENTS

Among the M/WBEs who responded to questions about barriers to doing business, the biggest concern was competing with large firms (55.9% of M/WBE respondents). Other key issues noted by M/WBE respondents included:

- ◆ Selection process – 43.9%
- ◆ Unnecessary restrictive contract specifications – 36.9%
- ◆ Limited time given to prepare bid package or quote – 33.0%
- ◆ Limited knowledge of purchasing and contracting policies and procedures – 32.8%
- ◆ Prequalification requirements – 30.3%

With respect to disparate treatment M/WBE respondents reported:

- ◆ discriminatory experiences in dealing with the City – 6.2%
- ◆ discriminatory experiences in dealing with prime contractor – 2.9%
- ◆ an informal network precluded their firms from obtaining work in the private sector – 18.1%
- ◆ discriminatory experiences in the private sector – 10.4%
- ◆ seldom or never being solicited when there were no M/WBE goals – 40.8%
- ◆ being dropped from a project after being included to satisfy good faith efforts requirements – 17.5%

## 8.3 FINDINGS FOR PRIVATE SECTOR ANALYSIS

### FINDING 8-4: DISPARITIES IN SURVEY OF BUSINESS OWNERS DATA

In 180 disparity ratios for nine procurement categories in the Survey of Business Owners, with and without employees, for both Colorado and the Denver CSA, there were only two instances of overutilization found of M/WBE groups.

### FINDING 8-5: DISPARITIES IN SELF-EMPLOYMENT AND REVENUE EARNINGS

Econometric analysis using data from 2010 American Community Survey data for the Denver area found statistically significant disparities for entry into self-employment: for African Americans, Hispanic Americans and nonminority women. There were statistically significant disparities in earnings from self-employment for Hispanic Americans, Native Americans and Nonminority Women. There were statistically significant disparities for earnings for African Americans, Hispanic Americans, Asian American, Native Americans and Nonminority Women.

### FINDING 8-6: PRIVATE SECTOR COMMERCIAL CONSTRUCTION

M/WBE utilization in private sector commercial construction in the Denver Metropolitan Statistical Area (MSA) was very low, as measured by data from building permits. From January 1, 2006 through

December 31, 2010, MBE prime contractors won 1.55 percent of prime permits and WBEs received 0.03 percent of permits. MBE subcontractors were issued 1.55 percent of all subcontracting permits and WBEs 0.46 percent of subcontracting permits.

#### FINDING 8-7: ACCESS TO CAPITAL

An econometric analysis of data in the 2003 National Survey of Small Business Finance (NSSBF) found a statistically significant positive relationship between the probability of loan denial and African American ownership. These results are consistent with data in the local survey. About 11.1 percent of non-M/WBE loan applicants reported being denied commercial bank loans, as compared to 76.1 percent of African American applicants, 42.8 percent of Hispanic American applicants, 16.6 percent of Asian American-owned firms, 50 percent of Native American applicants and 26.5 percent of Nonminority Woman applicants.

### 8.4 FINDINGS FOR DENVER PROGRAMS AND POLICIES

#### FINDING 8-8: DENVER ASPIRATIONAL GOALS

Current aspirational goals for Denver M/WBE, Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) programs are set forth in **Exhibit 8-3** below.

EXHIBIT 8-3  
ASPIRATIONAL GOALS  
M/WBE, DBE, SBE PROGRAMS  
CITY AND COUNTY OF DENVER 2011

PROGRAM	ANNUAL GOAL
M/WBE Construction	22%
M/WBE Professional Design Services	15%
SBE	N/A
DBE	15%
Airport Concessions DBE	36%
SBE Concessions	N/A

Source: Office of the Auditor, DSBO Performance Audit, April 2011, p. 9.

Since its inception the Denver M/WBE program has set project goals distinct from overall aspirational goals and has not set goals on every project. The Denver M/WBE program has not set goals for goods and services.

#### FINDING 8-9: BUSINESS DEVELOPMENT ASSISTANCE

The City does not offer direct management and technical assistance, but does collaborate with local providers of business support and entrepreneurial development.

Denver does not currently maintain a general lending assistance program for SBE or M/WBE firms, or bonding assistance program.

## 8.5 COMMENDATIONS AND RECOMMENDATIONS

Most of the following commendations and recommendations are based on multiple findings and do not necessarily tie to one finding.

### COMMENDATION AND RECOMMENDATION 8-1: DEFINED SELECTION POOL PROGRAM

Denver should be commended for starting a Defined Selection Pool program for SBEs. A strong SBE program is central to maintaining a narrowly tailored program to promote M/WBE utilization. In particular, Denver should focus on increasing M/WBE utilization through its SBE program in general and Defined Selection Pool Program in particular. Denver does not face constitutional restrictions on its SBE program, only those procurement restrictions imposed by State law. Specific suggestions for the Denver SBE program can be found in features of other SBE programs around the United States, which are discussed in **Appendix S: Selected Policies of Other M/W/DBE Programs**.

### RECOMMENDATION 8-2: MENTOR-PROTÉGÉ PROGRAM

Denver should consider establishing a mentor-protégé program to supplement its M/WBE/SBE program. Examples of such programs can be found in **Appendix S** below.

### COMMENDATION AND RECOMMENDATION 8-3: NARROWLY TAILORED M/WBE PROGRAM

This study provides evidence to support continuing the Denver M/WBE program and extending the program to selected goods and services studied in this report. This conclusion is based primarily on statistical disparities in current M/WBE utilization; substantial disparities in the private marketplace; evidence of discrimination in business formation and revenue earned from self-employment; the very low M/WBE utilization in private sector commercial construction; evidence of passive participation in private sector disparities; credit disparities; and anecdotal evidence of discrimination. Denver should tailor its women and minority participation policy to remedy each of these specific disparities. The core theme should be that prime contractors should document their outreach efforts and the reasons why they may have rejected qualified M/WBEs that were the low-bidding subcontractors. As such the focus of the Denver subcontracting program should be in business areas where there are subcontracting opportunities. These opportunities are sometimes referred to as "subcontractible items."

Denver should be commended for its narrowly tailored program features, including, establishing an SBE program; collaborating with business development organizations; developing project goals that vary from aspirational goals; placing no goals on some projects; avoiding rigid quotas; using waivers; and holding regular program reviews.

### RECOMMENDATION 8-4: S/M/WBE ASPIRATIONAL GOALS

The study provides evidence to support the setting of annual aspirational goals by business category, not rigid project goals. To establish a benchmark for goal setting, aspirational goals should be based on relative M/WBE availability. The primary means for achieving these aspirational goals should be the SBE program, outreach, and adjustments in City procurement policy. As in the U.S. Department of Transportation DBE program, M/WBE project goals should, in general, vary from overall M/WBE aspirational goals.



Current aspirational goals are 22 percent for construction, 15 percent for professional services, and 0 percent for goods and general services. Possible revised aspirational goals are 24 percent for construction, 33 percent for professional services, 8 percent for general services, and 5 percent for goods. These proposed aspirational goals are similar in design to the DBE goal setting process in that the goals are a weighted average of estimated M/WBE availability and utilization.<sup>202</sup>

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<sup>202</sup> The approach to calculating these proposed aspirational goals is contained in [Appendix V](#). This report does not address U.S. Department of Transportation DBE goals for transportation or concessions.

## THE CITY AND COUNTY OF DENVER

### MINORITY/ WOMEN-OWNED/ DISADVANTAGED BUSINESS ENTERPRISE DISPARITY STUDY

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## APPENDIX A

AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, CONSTRUCTION AND  
CONSTRUCTION-RELATED PROFESSIONAL SERVICES

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## APPENDIX A: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES

### EXHIBIT A-1 AVAILABILITY ESTIMATES OF FIRMS AT THE PRIME CONTRACTOR AND SUBCONTRACTOR LEVELS CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES, STATE OF COLORADO

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
236210	Industrial Building Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
236220	Commercial and Institutional Building Construction	6.52%	1.09%	4.35%	2.17%	10.87%	25.00%	75.00%	0.00%
237110	Water and Sewer Line and Related Structures Construction	2.00%	4.00%	13.00%	1.00%	9.00%	29.00%	71.00%	0.00%
237120	Oil and Gas Pipeline and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
237130	Power and Communication Line and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%
237210	Land Subdivision	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
237310	Highway, Street, and Bridge Construction	4.95%	1.49%	16.34%	0.50%	11.88%	35.15%	64.36%	0.50%
237990	Other Heavy and Civil Engineering Construction	2.94%	0.00%	14.71%	0.00%	8.82%	26.47%	73.53%	0.00%
238110	Poured Concrete Foundation and Structure Contractors	3.23%	0.00%	19.35%	0.00%	9.68%	32.26%	67.74%	0.00%
238120	Structural Steel and Precast Concrete Contractors	0.00%	0.00%	15.87%	0.00%	9.52%	25.40%	74.60%	0.00%
238130	Framing Contractors	0.00%	0.00%	7.14%	7.14%	0.00%	14.29%	85.71%	0.00%
238140	Masonry Contractors	3.70%	0.00%	7.41%	0.00%	11.11%	22.22%	77.78%	0.00%
238150	Glass and Glazing Contractors	6.67%	0.00%	13.33%	0.00%	13.33%	33.33%	66.67%	0.00%
238160	Roofing Contractors	0.00%	2.78%	13.89%	0.00%	11.11%	27.78%	69.44%	2.78%
238170	Siding Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
238190	Other Foundation, Structure, and Building Exterior Contractors	5.00%	0.00%	20.00%	0.00%	5.00%	30.00%	70.00%	0.00%

APPENDIX A: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
238210	Electrical Contractors and Other Wiring Installation Contractors	3.73%	2.24%	12.69%	1.49%	13.43%	33.58%	65.67%	0.75%
238220	Plumbing, Heating, and Air-Conditioning Contractors	2.34%	0.78%	10.94%	1.56%	10.94%	26.56%	73.44%	0.00%
238290	Other Building Equipment Contractors	6.25%	3.13%	9.38%	0.00%	9.38%	28.13%	71.88%	0.00%
238310	Drywall and Insulation Contractors	3.61%	2.41%	13.25%	1.20%	9.64%	30.12%	68.67%	1.20%
238320	Painting and Wall Covering Contractors	3.23%	1.61%	19.35%	0.00%	11.29%	35.48%	64.52%	0.00%
238330	Flooring Contractors	4.35%	0.00%	6.52%	0.00%	8.70%	19.57%	80.43%	0.00%
238340	Tile and Terrazzo Contractors	0.00%	0.00%	11.11%	0.00%	11.11%	22.22%	77.78%	0.00%
238350	Finish Carpentry Contractors	0.00%	0.00%	7.69%	0.00%	15.38%	23.08%	76.92%	0.00%
238390	Other Building Finishing Contractors	2.17%	0.00%	2.17%	0.00%	13.04%	17.39%	82.61%	0.00%
238910	Site Preparation Contractors	4.71%	1.18%	12.94%	1.18%	17.65%	37.65%	62.35%	0.00%
238990	All Other Specialty Trade Contractors	6.02%	0.00%	13.25%	1.20%	14.46%	34.94%	65.06%	0.00%
321911	Wood Window and Door Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
321991	Manufactured Home (Mobile Home) Manufacturing	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
323110	Commercial Printing	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
323111	Commercial Printing (except Screen and Books)	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
324122	Asphalt Shingle and Coating Materials Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
326191	Plastics Plumbing Fixture Manufacturing	11.11%	0.00%	0.00%	0.00%	11.11%	22.22%	77.78%	0.00%
327390	Other Concrete Product Manufacturing	4.35%	0.00%	8.70%	0.00%	8.70%	21.74%	78.26%	0.00%
327992	Ground or Treated Mineral and Earth Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
331511	Iron Foundries	0.00%	0.00%	0.00%	0.00%	25.00%	25.00%	75.00%	0.00%
332312	Fabricated Structural Metal Manufacturing	0.00%	0.00%	25.00%	0.00%	0.00%	25.00%	75.00%	0.00%
332313	Plate Work Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
332323	Ornamental and Architectural Metal Work Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
336390	Other Motor Vehicle Parts Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423220	Home Furnishing Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	10.00%	10.00%	90.00%	0.00%

APPENDIX A: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	18.75%	18.75%	81.25%	0.00%
423330	Roofing, Siding, and Insulation Material Merchant Wholesalers	0.00%	0.00%	12.50%	0.00%	0.00%	12.50%	87.50%	0.00%
423390	Other Construction Material Merchant Wholesalers	0.00%	0.00%	20.00%	0.00%	0.00%	20.00%	80.00%	0.00%
423410	Photographic Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
423440	Other Commercial Equipment Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423510	Metal Service Centers and Other Metal Merchant Wholesalers	14.29%	0.00%	0.00%	0.00%	28.57%	42.86%	57.14%	0.00%
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	21.43%	0.00%	21.43%	0.00%	14.29%	57.14%	42.86%	0.00%
423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423690	Other Electronic Parts and Equipment Merchant Wholesalers	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	50.00%	0.00%
423710	Hardware Merchant Wholesalers	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers	50.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%
423830	Industrial Machinery and Equipment Merchant Wholesalers	0.00%	0.00%	14.29%	0.00%	0.00%	14.29%	85.71%	0.00%
423840	Industrial Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%
423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	9.09%	0.00%	0.00%	0.00%	9.09%	18.18%	81.82%	0.00%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
424310	Piece Goods, Notions, and Other Dry Goods Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
424690	Other Chemical and Allied Products Merchant Wholesalers	0.00%	0.00%	33.33%	0.00%	0.00%	33.33%	66.67%	0.00%
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	33.33%	0.00%	0.00%	0.00%	33.33%	66.67%	33.33%	0.00%
424910	Farm Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%

APPENDIX A: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
424950	Paint, Varnish, and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
425120	Wholesale Trade Agents and Brokers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
444190	Other Building Material Dealers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
444220	Nursery, Garden Center, and Farm Supply Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
484220	Specialized Freight (except Used Goods) Trucking, Local	7.69%	0.00%	48.72%	2.56%	17.95%	76.92%	23.08%	0.00%
518210	Data Processing, Hosting, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
532412	Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing	10.00%	10.00%	0.00%	0.00%	0.00%	20.00%	80.00%	0.00%
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541300	Architectural, Engineering, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541310	Architectural Services	4.44%	3.33%	3.33%	1.11%	22.22%	34.44%	64.44%	1.11%
541320	Landscape Architectural Services	1.64%	6.56%	16.39%	0.00%	21.31%	45.90%	54.10%	0.00%
541330	Engineering Services	3.65%	9.59%	6.85%	0.00%	18.72%	38.81%	61.19%	0.00%
541340	Drafting Services	0.00%	0.00%	33.33%	0.00%	66.67%	100.00%	0.00%	0.00%
541370	Surveying and Mapping (except Geophysical) Services	0.00%	1.89%	15.09%	3.77%	16.98%	37.74%	62.26%	0.00%
541380	Testing Laboratories	0.00%	10.71%	17.86%	0.00%	7.14%	35.71%	64.29%	0.00%
541410	Interior Design Services	33.33%	0.00%	0.00%	0.00%	66.67%	100.00%	0.00%	0.00%
541430	Graphic Design Services	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%
541511	Custom Computer Programming Services	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
541512	Computer Systems Design Services	0.00%	9.09%	18.18%	0.00%	27.27%	54.55%	36.36%	9.09%
541611	Administrative Management and General Management Consulting Services	0.00%	42.86%	42.86%	0.00%	0.00%	85.71%	14.29%	0.00%
541614	Process, Physical Distribution, and Logistics Consulting Services	0.00%	33.33%	0.00%	0.00%	33.33%	66.67%	33.33%	0.00%
541618	Other Management Consulting Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541620	Environmental Consulting Services	0.00%	13.64%	4.55%	0.00%	45.45%	63.64%	36.36%	0.00%
541690	Other Scientific and Technical Consulting Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541810	Advertising Agencies	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541820	Public Relations Agencies	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%

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6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
541910	Marketing Research and Public Opinion Polling	8.33%	0.00%	16.67%	0.00%	41.67%	66.67%	33.33%	0.00%
541990	All Other Professional, Scientific, and Technical Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
561311	Employment Placement Agencies	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
561320	Temporary Help Services	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
561439	Other Business Service Centers (including Copy Shops)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
561612	Security Guards and Patrol Services	40.00%	0.00%	20.00%	0.00%	0.00%	60.00%	40.00%	0.00%
561621	Security Systems Services (except Locksmiths)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
561710	Exterminating and Pest Control Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
561730	Landscaping Services	9.62%	3.85%	9.62%	0.00%	11.54%	34.62%	65.38%	0.00%
561740	Carpet and Upholstery Cleaning Services	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
561790	Other Services to Buildings and Dwellings	50.00%	0.00%	0.00%	0.00%	50.00%	100.00%	0.00%	0.00%
561990	All Other Support Services	0.00%	0.00%	0.00%	0.00%	72.73%	72.73%	27.27%	0.00%
562111	Solid Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
562112	Hazardous Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
562119	Other Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
562910	Remediation Services	0.00%	14.29%	28.57%	0.00%	14.29%	57.14%	42.86%	0.00%
562991	Septic Tank and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
611710	Educational Support Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%

Source: MGT developed a master availability database based on custom census availability estimates.



EXHIBIT A-2  
 AVAILABILITY ESTIMATES OF FIRMS  
 AT THE PRIME CONTRACTOR AND SUBCONTRACTOR LEVELS  
 CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES, DENVER-AURORA-BOULDER, CSA

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
236210	Industrial Building Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
236220	Commercial and Institutional Building Construction	7.87%	1.12%	4.49%	2.25%	11.24%	26.97%	73.03%	0.00%
237110	Water and Sewer Line and Related Structures Construction	1.72%	3.45%	12.07%	0.86%	8.62%	26.72%	73.28%	0.00%
237120	Oil and Gas Pipeline and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
237130	Power and Communication Line and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%
237210	Land Subdivision	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
237310	Highway, Street, and Bridge Construction	4.27%	2.14%	19.66%	0.00%	11.54%	37.61%	62.39%	0.00%
237990	Other Heavy and Civil Engineering Construction	2.78%	0.00%	13.89%	0.00%	13.89%	30.56%	69.44%	0.00%
238110	Poured Concrete Foundation and Structure Contractors	3.45%	0.00%	20.69%	0.00%	10.34%	34.48%	65.52%	0.00%
238120	Structural Steel and Precast Concrete Contractors	0.00%	0.00%	22.39%	0.00%	10.45%	32.84%	67.16%	0.00%
238130	Framing Contractors	0.00%	0.00%	7.69%	7.69%	0.00%	15.38%	84.62%	0.00%
238140	Masonry Contractors	4.17%	0.00%	8.33%	0.00%	8.33%	20.83%	79.17%	0.00%
238150	Glass and Glazing Contractors	7.14%	0.00%	14.29%	0.00%	14.29%	35.71%	64.29%	0.00%
238160	Roofing Contractors	0.00%	2.94%	14.71%	0.00%	11.76%	29.41%	67.65%	2.94%
238170	Siding Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
238190	Other Foundation, Structure, and Building Exterior Contractors	5.56%	0.00%	22.22%	0.00%	5.56%	33.33%	66.67%	0.00%
238210	Electrical Contractors and Other Wiring Installation Contractors	3.68%	2.21%	12.50%	1.47%	13.97%	33.82%	66.18%	0.00%
238220	Plumbing, Heating, and Air-Conditioning Contractors	2.22%	0.74%	12.59%	1.48%	10.37%	27.41%	72.59%	0.00%
238290	Other Building Equipment Contractors	6.45%	3.23%	9.68%	0.00%	9.68%	29.03%	70.97%	0.00%
238310	Drywall and Insulation Contractors	3.41%	2.27%	12.50%	1.14%	11.36%	30.68%	68.18%	1.14%
238320	Painting and Wall Covering Contractors	3.17%	1.59%	19.05%	0.00%	11.11%	34.92%	65.08%	0.00%
238330	Flooring Contractors	3.85%	0.00%	5.77%	0.00%	9.62%	19.23%	80.77%	0.00%

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		%	%	%	%	%	%	%	%
<b>CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
238340	Tile and Terrazzo Contractors	0.00%	0.00%	12.50%	0.00%	12.50%	25.00%	75.00%	0.00%
238350	Finish Carpentry Contractors	0.00%	0.00%	12.00%	0.00%	16.00%	28.00%	72.00%	0.00%
238390	Other Building Finishing Contractors	2.17%	0.00%	2.17%	0.00%	13.04%	17.39%	82.61%	0.00%
238910	Site Preparation Contractors	4.55%	0.00%	14.77%	1.14%	18.18%	38.64%	61.36%	0.00%
238990	All Other Specialty Trade Contractors	6.02%	0.00%	13.25%	1.20%	14.46%	34.94%	65.06%	0.00%
321911	Wood Window and Door Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
321991	Manufactured Home (Mobile Home) Manufacturing	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
323110	Commercial Lithographic Printing	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
323111	Commercial Printing (except Screen and Books)	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
324122	Asphalt Shingle and Coating Materials Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
326191	Plastics Plumbing Fixture Manufacturing	14.29%	0.00%	0.00%	0.00%	14.29%	28.57%	71.43%	0.00%
327390	Other Concrete Product Manufacturing	4.55%	0.00%	9.09%	0.00%	9.09%	22.73%	77.27%	0.00%
327992	Ground or Treated Mineral and Earth Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
331511	Iron Foundries	0.00%	0.00%	0.00%	0.00%	25.00%	25.00%	75.00%	0.00%
332312	Fabricated Structural Metal Manufacturing	0.00%	0.00%	25.00%	0.00%	0.00%	25.00%	75.00%	0.00%
332313	Plate Work Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
332323	Ornamental and Architectural Metal Work Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
336390	Other Motor Vehicle Parts Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423220	Home Furnishing Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	12.50%	12.50%	87.50%	0.00%
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	18.75%	18.75%	81.25%	0.00%
423330	Roofing, Siding, and Insulation Material Merchant Wholesalers	0.00%	0.00%	12.50%	0.00%	0.00%	12.50%	87.50%	0.00%
423390	Other Construction Material Merchant Wholesalers	0.00%	0.00%	12.50%	0.00%	0.00%	12.50%	87.50%	0.00%

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6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
423410	Photographic Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
423440	Other Commercial Equipment Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423510	Metal Service Centers and Other Metal Merchant Wholesalers	14.29%	0.00%	0.00%	0.00%	28.57%	42.86%	57.14%	0.00%
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	18.75%	0.00%	31.25%	0.00%	6.25%	56.25%	43.75%	0.00%
423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423690	Other Electronic Parts and Equipment Merchant Wholesalers	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	50.00%	0.00%
423710	Hardware Merchant Wholesalers	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers	50.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%
423830	Industrial Machinery and Equipment Merchant Wholesalers	0.00%	0.00%	14.29%	0.00%	0.00%	14.29%	85.71%	0.00%
423840	Industrial Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%
423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	11.11%	0.00%	0.00%	0.00%	11.11%	22.22%	77.78%	0.00%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%
424690	Other Chemical and Allied Products Merchant Wholesalers	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	50.00%	0.00%
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	33.33%	0.00%	0.00%	0.00%	33.33%	66.67%	33.33%	0.00%
424910	Farm Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
424950	Paint, Varnish, and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
425120	Wholesale Trade Agents and Brokers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
444190	Other Building Material Dealers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
444220	Nursery, Garden Center, and Farm Supply Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%

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		%	%	%	%	%	%	%	%
<b>CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
484220	Specialized Freight (except Used Goods) Trucking, Local	6.82%	0.00%	52.27%	2.27%	18.18%	79.55%	20.45%	0.00%
518210	Data Processing, Hosting, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
532412	Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing	10.00%	10.00%	0.00%	0.00%	0.00%	20.00%	80.00%	0.00%
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541300	Architectural, Engineering, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541310	Architectural Services	5.32%	3.19%	3.19%	1.06%	24.47%	37.23%	61.70%	1.06%
541320	Landscape Architectural Services	1.67%	5.00%	16.67%	0.00%	23.33%	46.67%	53.33%	0.00%
541330	Engineering Services	3.19%	9.96%	7.97%	0.00%	19.52%	40.64%	59.36%	0.00%
541340	Drafting Services	0.00%	0.00%	33.33%	0.00%	66.67%	100.00%	0.00%	0.00%
541370	Surveying and Mapping (except Geophysical) Services	0.00%	1.92%	11.54%	3.85%	19.23%	36.54%	63.46%	0.00%
541380	Testing Laboratories	0.00%	14.29%	14.29%	0.00%	5.71%	34.29%	65.71%	0.00%
541410	Interior Design Services	33.33%	0.00%	0.00%	0.00%	66.67%	100.00%	0.00%	0.00%
541430	Graphic Design Services	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%	0.00%
541511	Custom Computer Programming Services	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
541512	Computer Systems Design Services	0.00%	9.09%	18.18%	0.00%	27.27%	54.55%	36.36%	9.09%
541611	Administrative Management and General Management Consulting Services	0.00%	42.86%	42.86%	0.00%	0.00%	85.71%	14.29%	0.00%
541614	Process, Physical Distribution, and Logistics Consulting Services	0.00%	33.33%	0.00%	0.00%	33.33%	66.67%	33.33%	0.00%
541618	Other Management Consulting Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541620	Environmental Consulting Services	0.00%	19.23%	3.85%	0.00%	42.31%	65.38%	34.62%	0.00%
541690	Other Scientific and Technical Consulting Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541810	Advertising Agencies	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
541820	Public Relations Agencies	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
541910	Marketing Research and Public Opinion Polling	8.33%	0.00%	25.00%	0.00%	33.33%	66.67%	33.33%	0.00%
541990	All Other Professional, Scientific, and Technical Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
561311	Employment Placement Agencies	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%
561320	Temporary Help Services	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%

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		%	%	%	%	%	%	%	%
<b>CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
561439	Other Business Service Centers (including Copy Shops)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
561612	Security Guards and Patrol Services	40.00%	0.00%	20.00%	0.00%	0.00%	60.00%	40.00%	0.00%
561621	Security Systems Services (except Locksmiths)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
561730	Landscaping Services	10.00%	3.33%	11.67%	0.00%	16.67%	41.67%	58.33%	0.00%
561740	Carpet and Upholstery Cleaning Services	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%
561790	Other Services to Buildings and Dwellings	50.00%	0.00%	0.00%	0.00%	50.00%	100.00%	0.00%	0.00%
561990	All Other Support Services	0.00%	0.00%	0.00%	0.00%	72.73%	72.73%	27.27%	0.00%
562111	Solid Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
562112	Hazardous Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
562119	Other Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
562910	Remediation Services	0.00%	14.29%	28.57%	0.00%	14.29%	57.14%	42.86%	0.00%
562991	Septic Tank and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
611710	Educational Support Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%

Source: MGT developed a master availability database based on custom census availability estimates.

EXHIBIT A-3  
 AVAILABILITY ESTIMATES OF FIRMS, WEIGHTED  
 CONSTRUCTION, STATE OF COLORADO

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION</b>									
236210	Industrial Building Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.00%
236220	Commercial and Institutional Building Construction	2.48%	0.41%	1.66%	0.83%	4.14%	9.52%	28.57%	0.00%
237110	Water and Sewer Line and Related Structures Construction	0.17%	0.35%	1.13%	0.09%	0.78%	2.52%	6.18%	0.00%
237120	Oil and Gas Pipeline and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.68%	0.00%
237130	Power and Communication Line and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.01%	0.00%
237310	Highway, Street, and Bridge Construction	1.34%	0.40%	4.43%	0.13%	3.22%	9.54%	17.46%	0.13%
237990	Other Heavy and Civil Engineering Construction	0.02%	0.00%	0.10%	0.00%	0.06%	0.18%	0.51%	0.00%
238110	Poured Concrete Foundation and Structure Contractors	0.00%	0.00%	0.03%	0.00%	0.01%	0.04%	0.09%	0.00%
238120	Structural Steel and Precast Concrete Contractors	0.00%	0.00%	0.35%	0.00%	0.21%	0.55%	1.63%	0.00%
238130	Framing Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.04%	0.00%
238140	Masonry Contractors	0.02%	0.00%	0.04%	0.00%	0.06%	0.11%	0.39%	0.00%
238150	Glass and Glazing Contractors	0.01%	0.00%	0.02%	0.00%	0.02%	0.05%	0.10%	0.00%
238160	Roofing Contractors	0.00%	0.02%	0.10%	0.00%	0.08%	0.21%	0.52%	0.02%
238170	Siding Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
238190	Other Foundation, Structure, and Building Exterior Contractors	0.02%	0.00%	0.07%	0.00%	0.02%	0.11%	0.25%	0.00%
238210	Electrical Contractors and Other Wiring Installation Contractors	0.19%	0.11%	0.63%	0.07%	0.67%	1.67%	3.26%	0.04%
238220	Plumbing, Heating, and Air-Conditioning Contractors	0.07%	0.02%	0.34%	0.05%	0.34%	0.82%	2.27%	0.00%
238290	Other Building Equipment Contractors	0.03%	0.01%	0.04%	0.00%	0.04%	0.12%	0.31%	0.00%
238310	Drywall and Insulation Contractors	0.04%	0.03%	0.15%	0.01%	0.11%	0.35%	0.79%	0.01%
238320	Painting and Wall Covering Contractors	0.01%	0.00%	0.03%	0.00%	0.02%	0.06%	0.12%	0.00%
238330	Flooring Contractors	0.02%	0.00%	0.03%	0.00%	0.04%	0.10%	0.40%	0.00%
238340	Tile and Terrazzo Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
238350	Finish Carpentry Contractors	0.00%	0.00%	0.03%	0.00%	0.06%	0.09%	0.30%	0.00%
238390	Other Building Finishing Contractors	0.02%	0.00%	0.02%	0.00%	0.13%	0.17%	0.80%	0.00%

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		%	%	%	%	%	%	%	%
<b>CONSTRUCTION</b>									
238910	Site Preparation Contractors	0.05%	0.01%	0.15%	0.01%	0.20%	0.43%	0.72%	0.00%
238990	All Other Specialty Trade Contractors	0.02%	0.00%	0.05%	0.00%	0.06%	0.14%	0.25%	0.00%
321911	Wood Window and Door Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
321991	Manufactured Home (Mobile Home) Manufacturing	0.00%	0.00%	0.01%	0.00%	0.00%	0.01%	0.00%	0.00%
323110	Commercial Printing (except Screen and Books)	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.00%	0.00%
323111	Commercial Printing (except Screen and Books)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
324122	Asphalt Shingle and Coating Materials Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
326191	Plastics Plumbing Fixture Manufacturing	0.03%	0.00%	0.00%	0.00%	0.03%	0.05%	0.19%	0.00%
327390	Other Concrete Product Manufacturing	0.02%	0.00%	0.05%	0.00%	0.05%	0.12%	0.43%	0.00%
327992	Ground or Treated Mineral and Earth Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
331511	Iron Foundries	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
332312	Fabricated Structural Metal Manufacturing	0.00%	0.00%	0.01%	0.00%	0.00%	0.01%	0.03%	0.00%
332313	Plate Work Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
332323	Ornamental and Architectural Metal Work Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
336390	Other Motor Vehicle Parts Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423220	Home Furnishing Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.05%	0.05%	0.21%	0.00%
423330	Roofing, Siding, and Insulation Material Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
423390	Other Construction Material Merchant Wholesalers	0.00%	0.00%	0.02%	0.00%	0.00%	0.02%	0.07%	0.00%
423410	Photographic Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423440	Other Commercial Equipment Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
423510	Metal Service Centers and Other Metal Merchant Wholesalers	0.02%	0.00%	0.00%	0.00%	0.04%	0.05%	0.07%	0.00%
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	0.11%	0.00%	0.11%	0.00%	0.07%	0.28%	0.21%	0.00%

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		%	%	%	%	%	%	%	%
<b>CONSTRUCTION</b>									
423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423690	Other Electronic Parts and Equipment Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423710	Hardware Merchant Wholesalers	0.00%	0.00%	0.02%	0.00%	0.00%	0.02%	0.00%	0.00%
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423830	Industrial Machinery and Equipment Merchant Wholesalers	0.00%	0.00%	0.02%	0.00%	0.00%	0.02%	0.10%	0.00%
423840	Industrial Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	0.01%	0.00%	0.00%	0.00%	0.01%	0.02%	0.08%	0.00%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	0.01%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%
424310	Piece Goods, Notions, and Other Dry Goods Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
424690	Other Chemical and Allied Products Merchant Wholesalers	0.00%	0.00%	0.01%	0.00%	0.00%	0.01%	0.01%	0.00%
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	0.02%	0.00%	0.00%	0.00%	0.02%	0.05%	0.02%	0.00%
424910	Farm Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers	0.00%	0.00%	0.01%	0.00%	0.00%	0.01%	0.00%	0.00%
424950	Paint, Varnish, and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
425120	Wholesale Trade Agents and Brokers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
444190	Other Building Material Dealers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
444220	Nursery, Garden Center, and Farm Supply Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
484220	Specialized Freight (except Used Goods) Trucking, Local	0.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
532412	Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing	0.01%	0.01%	0.00%	0.00%	0.00%	0.01%	0.05%	0.00%
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
541310	Architectural Services	0.00%	0.00%	0.00%	0.00%	0.02%	0.03%	0.05%	0.00%
541330	Engineering Services	0.02%	0.04%	0.03%	0.00%	0.08%	0.16%	0.26%	0.00%



APPENDIX A: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION</b>									
541370	Surveying and Mapping (except Geophysical) Services	0.00%	0.00%	0.02%	0.00%	0.02%	0.05%	0.08%	0.00%
541380	Testing Laboratories	0.00%	0.01%	0.02%	0.00%	0.01%	0.05%	0.09%	0.00%
541430	Graphic Design Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
541512	Computer Systems Design Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.00%
541611	Administrative Management and General Management Consulting Services	0.00%	0.01%	0.01%	0.00%	0.00%	0.02%	0.00%	0.00%
541620	Environmental Consulting Services	0.00%	0.01%	0.00%	0.00%	0.03%	0.04%	0.02%	0.00%
541810	Advertising Agencies	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
541820	Public Relations Agencies	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
541910	Marketing Research and Public Opinion Polling	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
541990	All Other Professional, Scientific, and Technical Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
561320	Temporary Help Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
561439	Other Business Service Centers (including Copy Shops)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
561612	Security Guards and Patrol Services	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
561621	Security Systems Services (except Locksmiths)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
561710	Exterminating and Pest Control Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
561730	Landscaping Services	0.15%	0.06%	0.15%	0.00%	0.19%	0.56%	1.05%	0.00%
561740	Carpet and Upholstery Cleaning Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
561790	Other Services to Buildings and Dwellings	0.01%	0.00%	0.00%	0.00%	0.01%	0.03%	0.00%	0.00%
561990	All Other Support Services	0.00%	0.00%	0.00%	0.00%	0.02%	0.02%	0.01%	0.00%
562111	Solid Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
562112	Hazardous Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
562119	Other Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
562910	Remediation Services	0.00%	0.12%	0.23%	0.00%	0.12%	0.47%	0.35%	0.00%
562991	Septic Tank and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL CONSTRUCTION</b>		<b>5.06%</b>	<b>1.65%</b>	<b>10.15%</b>	<b>1.22%</b>	<b>11.06%</b>	<b>29.01%</b>	<b>69.33%</b>	<b>0.21%</b>

Source: MGT conducted availability (weighted) estimates based on utilization and custom census availability estimates.

EXHIBIT A-4  
 AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, WEIGHTED  
 CONSTRUCTION, STATE OF COLORADO

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF AVAILABLE FIRMS	DISPARATE IMPACT	DISPARATE IMPACT OF UTILIZATION	
African American	5.06%	21.90	*	Underutilization
Asian American	1.65%	28.67	*	Underutilization
Hispanic American	10.15%	71.95	*	Underutilization
Native American	1.22%	76.33	*	Underutilization
Nonminority Female	11.06%	35.62	*	Underutilization
<b>Total M/WBE Firms</b>	<b>29.01%</b>	<b>47.40</b>	*	<b>Underutilization</b>
Non-M/WBE Firms	69.33%	124.37		Overutilization
Other Female	0.21%	8.04	*	Underutilization

Source: MGT conducted availability (weighted) estimates based on utilization and custom census availability estimates.

Percent of dollars (the utilization analysis) can be found in [Chapter 4.0](#) of this report.

Percent of available firms is taken from the availability estimates presented in this appendix.

Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.

\* indicate a substantial level of disparity, which is a disparity index below 80.00.

EXHIBIT A-5  
 AVAILABILITY ESTIMATES OF FIRMS, WEIGHTED  
 CONSTRUCTION, DENVER-AURORA-BOULDER, CSA

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION</b>									
236210	Industrial Building Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.00%
236220	Commercial and Institutional Building Construction	3.00%	0.43%	1.71%	0.86%	4.28%	10.28%	27.83%	0.00%
237110	Water and Sewer Line and Related Structures Construction	0.15%	0.31%	1.07%	0.08%	0.76%	2.37%	6.49%	0.00%
237120	Oil and Gas Pipeline and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.69%	0.00%
237130	Power and Communication Line and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.01%	0.00%
237310	Highway, Street, and Bridge Construction	1.18%	0.59%	5.42%	0.00%	3.18%	10.37%	17.20%	0.00%
237990	Other Heavy and Civil Engineering Construction	0.01%	0.00%	0.06%	0.00%	0.06%	0.14%	0.31%	0.00%
238110	Poured Concrete Foundation and Structure Contractors	0.00%	0.00%	0.03%	0.00%	0.01%	0.05%	0.09%	0.00%
238120	Structural Steel and Precast Concrete Contractors	0.00%	0.00%	0.48%	0.00%	0.23%	0.71%	1.45%	0.00%
238130	Framing Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
238140	Masonry Contractors	0.02%	0.00%	0.04%	0.00%	0.04%	0.10%	0.37%	0.00%
238150	Glass and Glazing Contractors	0.01%	0.00%	0.02%	0.00%	0.02%	0.05%	0.09%	0.00%
238160	Roofing Contractors	0.00%	0.02%	0.11%	0.00%	0.09%	0.22%	0.50%	0.00%
238170	Siding Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
238190	Other Foundation, Structure, and Building Exterior Contractors	0.02%	0.00%	0.08%	0.00%	0.02%	0.12%	0.24%	0.00%
238210	Electrical Contractors and Other Wiring Installation Contractors	0.18%	0.11%	0.62%	0.07%	0.70%	1.68%	3.29%	0.00%
238220	Plumbing, Heating, and Air-Conditioning Contractors	0.06%	0.02%	0.36%	0.04%	0.30%	0.78%	2.07%	0.00%
238290	Other Building Equipment Contractors	0.03%	0.01%	0.04%	0.00%	0.04%	0.12%	0.30%	0.00%
238310	Drywall and Insulation Contractors	0.04%	0.03%	0.14%	0.01%	0.13%	0.35%	0.79%	0.00%
238320	Painting and Wall Covering Contractors	0.01%	0.00%	0.03%	0.00%	0.02%	0.06%	0.12%	0.00%
238330	Flooring Contractors	0.02%	0.00%	0.03%	0.00%	0.05%	0.10%	0.40%	0.00%
238340	Tile and Terrazzo Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
238350	Finish Carpentry Contractors	0.00%	0.00%	0.05%	0.00%	0.06%	0.11%	0.28%	0.00%
238390	Other Building Finishing Contractors	0.02%	0.00%	0.02%	0.00%	0.13%	0.17%	0.81%	0.00%
238910	Site Preparation Contractors	0.05%	0.00%	0.17%	0.01%	0.21%	0.44%	0.71%	0.00%

APPENDIX A: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION</b>									
238990	All Other Specialty Trade Contractors	0.02%	0.00%	0.05%	0.00%	0.06%	0.14%	0.26%	0.00%
321911	Wood Window and Door Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
321991	Manufactured Home (Mobile Home) Manufacturing	0.00%	0.00%	0.01%	0.00%	0.00%	0.01%	0.00%	0.00%
323110	Commercial Lithographic Printing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
323111	Commercial Printing (except Screen and Books)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
324122	Asphalt Shingle and Coating Materials Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
326191	Plastics Plumbing Fixture Manufacturing	0.04%	0.00%	0.00%	0.00%	2.04%	0.00%	0.00%	0.00%
327390	Other Concrete Product Manufacturing	0.03%	0.00%	0.00%	0.00%	0.41%	0.00%	7.02%	0.00%
327992	Ground or Treated Mineral and Earth Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
331511	Iron Foundries	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
332312	Fabricated Structural Metal Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	18.75%	0.00%
332313	Plate Work Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
332323	Ornamental and Architectural Metal Work Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
336390	Other Motor Vehicle Parts Manufacturing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423220	Home Furnishing Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.05%	0.05%	0.20%	0.00%
423330	Roofing, Siding, and Insulation Material Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
423390	Other Construction Material Merchant Wholesalers	0.00%	0.00%	0.01%	0.00%	0.00%	0.01%	0.05%	0.00%
423410	Photographic Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423440	Other Commercial Equipment Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
423510	Metal Service Centers and Other Metal Merchant Wholesalers	0.02%	0.00%	0.00%	0.00%	0.04%	0.05%	0.07%	0.00%

APPENDIX A: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION</b>									
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	0.08%	0.00%	0.14%	0.00%	0.03%	0.25%	0.19%	0.00%
423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423690	Other Electronic Parts and Equipment Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423710	Hardware Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423830	Industrial Machinery and Equipment Merchant Wholesalers	0.00%	0.00%	0.02%	0.00%	0.00%	0.02%	0.10%	0.00%
423840	Industrial Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	0.01%	0.00%	0.00%	0.00%	0.01%	0.01%	0.05%	0.00%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	0.01%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%
424690	Other Chemical and Allied Products Merchant Wholesalers	0.00%	0.00%	0.01%	0.00%	0.00%	0.01%	0.01%	0.00%
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	0.02%	0.00%	0.00%	0.00%	0.02%	0.05%	0.02%	0.00%
424910	Farm Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers	0.00%	0.00%	0.01%	0.00%	0.00%	0.01%	0.00%	0.00%
424950	Paint, Varnish, and Supplies Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
425120	Wholesale Trade Agents and Brokers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
444190	Other Building Material Dealers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
444220	Nursery, Garden Center, and Farm Supply Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
484220	Specialized Freight (except Used Goods) Trucking, Local	0.08%	0.00%	0.64%	0.03%	0.22%	0.97%	0.25%	0.00%
532412	Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing	0.01%	0.01%	0.00%	0.00%	0.00%	0.01%	0.05%	0.00%
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%

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6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION</b>									
541310	Architectural Services	0.00%	0.00%	0.00%	0.00%	0.02%	0.03%	0.05%	0.00%
541330	Engineering Services	0.01%	0.04%	0.03%	0.00%	0.08%	0.17%	0.25%	0.00%
541370	Surveying and Mapping (except Geophysical) Services	0.00%	0.00%	0.01%	0.00%	0.02%	0.05%	0.08%	0.00%
541380	Testing Laboratories	0.00%	0.02%	0.02%	0.00%	0.01%	0.05%	0.09%	0.00%
541430	Graphic Design Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
541512	Computer Systems Design Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.01%
541611	Administrative Management and General Management Consulting Services	0.00%	0.01%	0.01%	0.00%	0.00%	0.02%	0.00%	0.00%
541620	Environmental Consulting Services	0.00%	0.01%	0.00%	0.00%	0.02%	0.04%	0.02%	0.00%
541810	Advertising Agencies	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
541820	Public Relations Agencies	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
541910	Marketing Research and Public Opinion Polling	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
541990	All Other Professional, Scientific, and Technical Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
561320	Temporary Help Services	0.00%	0.00%	0.02%	0.00%	0.00%	0.02%	0.00%	0.00%
561439	Other Business Service Centers (including Copy Shops)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
561612	Security Guards and Patrol Services	0.05%	0.00%	0.03%	0.00%	0.00%	0.08%	0.00%	0.00%
561621	Security Systems Services (except Locksmiths)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.12%	0.00%
561730	Landscaping Services	0.16%	0.05%	0.19%	0.00%	0.27%	0.68%	0.95%	0.00%
561740	Carpet and Upholstery Cleaning Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
561790	Other Services to Buildings and Dwellings	0.01%	0.00%	0.00%	0.00%	0.01%	0.03%	0.00%	0.00%
561990	All Other Support Services	0.00%	0.00%	0.00%	0.00%	0.02%	0.02%	0.01%	0.00%
562111	Solid Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
562112	Hazardous Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
562119	Other Waste Collection	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
562910	Remediation Services	0.00%	0.12%	0.24%	0.00%	0.12%	0.48%	0.36%	0.00%
562991	Septic Tank and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL CONSTRUCTION</b>		<b>3.84%</b>	<b>2.99%</b>	<b>12.94%</b>	<b>0.64%</b>	<b>14.69%</b>	<b>35.10%</b>	<b>64.73%</b>	<b>0.17%</b>

Source: MGT conducted availability (weighted) estimates based on utilization and custom census availability estimates.

EXHIBIT A-6  
 AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, WEIGHTED  
 CONSTRUCTION, DENVER-AURORA-BOULDER, CSA

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF AVAILABLE FIRMS	DISPARATE IMPACT	DISPARATE IMPACT	DISPARATE IMPACT OF UTILIZATION
African American	3.84%	29.36	*	Underutilization
Asian American	2.99%	15.78	*	Underutilization
Hispanic American	12.94%	57.00	*	Underutilization
Native American	0.64%	147.21		Overutilization
Nonminority Female	14.69%	25.50	*	Underutilization
<b>Total M/WBE Firms</b>	<b>35.10%</b>	<b>38.93</b>	<b>*</b>	<b>Underutilization</b>
Non-M/WBE Firms	64.73%	133.35		Overutilization
Other Female	0.17%	9.79	*	Underutilization

Source: MGT conducted availability (weighted) estimates based on utilization and custom census availability estimates.

Percent of dollars (the utilization analysis) can be found in [Chapter 4.0](#) of this report.

Percent of available firms is taken from the availability estimates presented in this appendix.

Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.

\* indicate a substantial level of disparity, which is a disparity index below 80.00.

The business ownership classification Other Female was excluded from this exhibit. Therefore, the percent of available firms may not equal 100 percent. The remaining percentage can be attributed to this group.

EXHIBIT A-7  
 AVAILABILITY ESTIMATES OF FIRMS, WEIGHTED  
 CONSTRUCTION-RELATED PROFESSIONAL SERVICES, STATE OF COLORADO

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
236220	Commercial and Institutional Building Construction	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.04%	0.00%
237110	Water and Sewer Line and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
237310	Highway, Street, and Bridge Construction	0.00%	0.00%	0.00%	0.00%	0.20%	0.20%	0.20%	0.00%
237990	Other Heavy and Civil Engineering Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.02%	0.00%
238210	Electrical Contractors and Other Wiring Installation Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.02%	0.00%
238220	Plumbing, Heating, and Air-Conditioning Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
238390	Other Building Finishing Contractors	0.00%	0.00%	0.00%	0.00%	0.02%	0.03%	0.15%	0.00%
238910	Site Preparation Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
238990	All Other Specialty Trade Contractors	0.01%	0.00%	0.01%	0.00%	0.01%	0.03%	0.06%	0.00%
323110	Commercial Printing (except Screen and Books)	0.00%	0.00%	0.00%	0.00%	0.02%	0.02%	0.00%	0.00%
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
484220	Specialized Freight (except Used Goods) Trucking, Local	0.02%	0.00%	0.12%	0.01%	0.04%	0.19%	0.06%	0.00%
518210	Data Processing, Hosting, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
541300	Architectural, Engineering, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.03%	0.00%
541310	Architectural Services	0.89%	0.67%	0.67%	0.22%	4.44%	6.88%	12.87%	0.22%
541320	Landscape Architectural Services	0.08%	0.32%	0.79%	0.00%	1.03%	2.22%	2.61%	0.00%
541330	Engineering Services	2.22%	5.83%	4.17%	0.00%	11.39%	23.61%	37.22%	0.00%
541340	Drafting Services	0.00%	0.00%	0.02%	0.00%	0.04%	0.07%	0.00%	0.00%
541370	Surveying and Mapping (except Geophysical) Services	0.00%	0.03%	0.27%	0.07%	0.30%	0.67%	1.11%	0.00%
541380	Testing Laboratories	0.00%	0.06%	0.11%	0.00%	0.04%	0.21%	0.39%	0.00%
541410	Interior Design Services	0.13%	0.00%	0.00%	0.00%	0.26%	0.40%	0.00%	0.00%
541430	Graphic Design Services	0.00%	0.00%	0.00%	0.00%	0.04%	0.04%	0.04%	0.00%
541511	Custom Computer Programming Services	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.00%	0.00%
541512	Computer Systems Design Services	0.00%	0.07%	0.14%	0.00%	0.20%	0.41%	0.27%	0.07%
541611	Administrative Management and General Management Consulting Services	0.00%	0.46%	0.46%	0.00%	0.00%	0.92%	0.15%	0.00%



APPENDIX A: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	%
<b>CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
541614	Process, Physical Distribution, and Logistics Consulting Services	0.00%	1.24%	0.00%	0.00%	1.24%	2.48%	1.24%	0.00%
541618	Other Management Consulting Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.22%	0.00%
541620	Environmental Consulting Services	0.00%	0.15%	0.05%	0.00%	0.51%	0.72%	0.41%	0.00%
541690	Other Scientific and Technical Consulting Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
541910	Marketing Research and Public Opinion Polling	0.03%	0.00%	0.06%	0.00%	0.15%	0.24%	0.12%	0.00%
561311	Employment Placement Agencies	0.00%	0.00%	0.00%	0.00%	0.29%	0.29%	0.00%	0.00%
561320	Temporary Help Services	0.00%	0.00%	0.03%	0.00%	0.00%	0.03%	0.00%	0.00%
561612	Security Guards and Patrol Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
561730	Landscaping Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.00%
561990	All Other Support Services	0.00%	0.00%	0.00%	0.00%	0.25%	0.25%	0.09%	0.00%
562910	Remediation Services	0.00%	0.05%	0.10%	0.00%	0.05%	0.21%	0.16%	0.00%
611710	Educational Support Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>		<b>3.39%</b>	<b>8.89%</b>	<b>7.01%</b>	<b>0.30%</b>	<b>20.58%</b>	<b>40.17%</b>	<b>59.54%</b>	<b>0.29%</b>

Source: MGT conducted availability (weighted) estimates based on utilization and custom census availability estimates.

EXHIBIT A-8  
 AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, WEIGHTED  
 CONSTRUCTION-RELATED PROFESSIONAL SERVICES, STATE OF COLORADO

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF AVAILABLE FIRMS	DISPARATE IMPACT		DISPARATE IMPACT OF UTILIZATION
African American	3.39%	152.13		Overutilization
Asian American	8.89%	58.49	*	Underutilization
Hispanic American	7.01%	124.41		Overutilization
Native American	0.30%	14.28	*	Underutilization
Nonminority Female	20.58%	43.27	*	Underutilization
<b>Total M/WBE Firms</b>	<b>40.17%</b>	<b>69.77</b>	<b>*</b>	<b>Underutilization</b>
Non-M/WBE Firms	59.54%	120.88		Overutilization
Other Female	0.29%	0.59	*	Underutilization

Source: MGT conducted availability (weighted) estimates based on utilization and custom census availability estimates.

Percent of dollars (the utilization analysis) can be found in [Chapter 4.0](#) of this report.

Percent of available firms is taken from the availability estimates presented in this appendix.

Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.

\* indicate a substantial level of disparity, which is a disparity index below 80.00.

EXHIBIT A-9  
 AVAILABILITY ESTIMATES OF FIRMS, WEIGHTED  
 CONSTRUCTION-RELATED PROFESSIONAL SERVICES, DENVER-AURORA-BOULDER, CSA

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	
<b>CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
236220	Commercial and Institutional Building Construction	0.00%	0.00%	0.00%	0.00%	0.01%	0.02%	0.04%	0.00%
237110	Water and Sewer Line and Related Structures Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
237310	Highway, Street, and Bridge Construction	0.02%	0.01%	0.08%	0.00%	0.05%	0.15%	0.25%	0.00%
237990	Other Heavy and Civil Engineering Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.02%	0.00%
238220	Plumbing, Heating, and Air-Conditioning Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
238390	Other Building Finishing Contractors	0.00%	0.00%	0.00%	0.00%	0.02%	0.03%	0.15%	0.00%
238910	Site Preparation Contractors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
238990	All Other Specialty Trade Contractors	0.01%	0.00%	0.01%	0.00%	0.01%	0.03%	0.06%	0.00%
323110	Commercial Printing (except Screen and Books)	0.00%	0.00%	0.00%	0.00%	0.02%	0.02%	0.00%	0.00%
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
484220	Specialized Freight (except Used Goods) Trucking, Local	0.02%	0.00%	0.13%	0.01%	0.05%	0.20%	0.05%	0.00%
518210	Data Processing, Hosting, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
541300	Architectural, Engineering, and Related Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.02%	0.02%
541310	Architectural Services	1.07%	0.64%	0.64%	0.21%	4.92%	7.49%	12.41%	0.00%
541320	Landscape Architectural Services	0.08%	0.23%	0.78%	0.00%	1.09%	2.18%	2.49%	0.00%
541330	Engineering Services	1.94%	6.08%	4.86%	0.00%	11.91%	24.80%	36.22%	0.00%
541340	Drafting Services	0.00%	0.00%	0.02%	0.00%	0.04%	0.07%	0.00%	0.00%
541370	Surveying and Mapping (except Geophysical) Services	0.00%	0.03%	0.21%	0.07%	0.35%	0.66%	1.14%	0.00%
541380	Testing Laboratories	0.00%	0.09%	0.09%	0.00%	0.03%	0.21%	0.40%	0.00%
541410	Interior Design Services	0.13%	0.00%	0.00%	0.00%	0.27%	0.40%	0.00%	0.00%
541430	Graphic Design Services	0.00%	0.00%	0.00%	0.00%	0.04%	0.04%	0.04%	0.00%
541511	Custom Computer Programming Services	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.00%	0.00%

APPENDIX A: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES

6-DIGIT NAICS CODES AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL M/WBE FIRMS	NON-M/WBE FIRMS	OTHER FEMALE
		%	%	%	%	%	%	%	
<b>CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>									
541512	Computer Systems Design Services	0.00%	0.08%	0.15%	0.00%	0.23%	0.45%	0.30%	0.00%
541611	Administrative Management and General Management Consulting Services	0.00%	0.46%	0.46%	0.00%	0.00%	0.92%	0.15%	0.00%
541614	Process, Physical Distribution, and Logistics Consulting Services	0.00%	1.25%	0.00%	0.00%	1.25%	2.50%	1.25%	0.00%
541618	Other Management Consulting Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.22%	0.00%
541620	Environmental Consulting Services	0.00%	0.22%	0.04%	0.00%	0.48%	0.74%	0.39%	0.00%
541690	Other Scientific and Technical Consulting Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
541910	Marketing Research and Public Opinion Polling	0.03%	0.00%	0.09%	0.00%	0.12%	0.24%	0.12%	0.00%
561311	Employment Placement Agencies	0.00%	0.00%	0.00%	0.00%	0.29%	0.29%	0.00%	0.00%
561320	Temporary Help Services	0.00%	0.00%	0.03%	0.00%	0.00%	0.03%	0.00%	0.00%
561612	Security Guards and Patrol Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
561730	Landscaping Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.00%
561990	All Other Support Services	0.00%	0.00%	0.00%	0.00%	0.25%	0.25%	0.10%	0.00%
562910	Remediation Services	0.00%	0.05%	0.11%	0.00%	0.05%	0.21%	0.16%	0.00%
611710	Educational Support Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
<b>TOTAL CONSTRUCTION-RELATED PROFESSIONAL SERVICES</b>		<b>4.18%</b>	<b>4.18%</b>	<b>13.15%</b>	<b>0.63%</b>	<b>17.19%</b>	<b>39.18%</b>	<b>60.82%</b>	<b>0.00%</b>

Source: MGT conducted availability (weighted) estimates based on utilization and custom census availability estimates.

EXHIBIT A-10  
 AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, WEIGHTED  
 CONSTRUCTION-RELATED PROFESSIONAL SERVICES, DENVER-AURORA-BOULDER, CSA

BUSINESS OWNERSHIP CLASSIFICATION	PERCENT OF AVAILABLE FIRMS	DISPARATE IMPACT	DISPARATE IMPACT OF UTILIZATION
African American	4.18%	124.10	Overutilization
Asian American	4.18%	124.40	Overutilization
Hispanic American	13.15%	66.11	* Underutilization
Native American	0.63%	6.85	* Underutilization
Nonminority Female	17.19%	51.94	* Underutilization
<b>Total M/WBE Firms</b>	<b>39.18%</b>	<b>71.57</b>	<b>* Underutilization</b>
Non-M/WBE Firms	60.82%	118.31	Overutilization
Other Female	0.00%	-	n/a

Source: MGT conducted availability (weighted) estimates based on utilization and custom census availability estimates.

Percent of dollars (the utilization analysis) can be found in [Chapter 4.0](#) of this report.

Percent of available firms is taken from the availability analysis presented in this appendix.

Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.

\* indicate a substantial level of disparity, which is a disparity index below 80.00.

**APPENDIX B**

CUSTOM CENSUS SURVEY FOR CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES

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## **APPENDIX B: CUSTOM CENSUS SURVEY FOR CONSTRUCTION AND CONSTRUCTION-RELATED PROFESSIONAL SERVICES**

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### **CITY AND COUNTY OF DENVER CUSTOM CENSUS SURVEY CONSTRUCTION & CONSTRUCTION-RELATED PROFESSIONAL SERVICES**

Hello. My name is \_\_\_\_\_, and I am calling for MGT of America on behalf of the City and County of Denver.

We are conducting a very brief survey of 10 questions to determine the availability of businesses in the Denver Regional Area. Is this \_\_\_\_\_ (Company's name)? **IF YES, CONTINUE.**

Have I reached \_\_\_\_\_? **(VERIFY TELEPHONE NUMBER)**

**IF YES, CONTINUE, IF NO, TERMINATE**

May I speak with the owner please?

IF OWNER IS PUT ON THE LINE: CONTINUE WITH INTRODUCTION

IF TRANSFERRED TO ANOTHER PARTY (CEO, MANAGER, ETC):

Are you able to answer questions concerning ownership? **IF YES, CONTINUE AND ENTER LOGIN ID (WHICH WILL BE PROVIDED IN THE SAMPLE)**

**IF NO, SCHEDULE A CALL BACK WHEN THE OWNER OR CEO MAY BE AVAILABLE AND LEAVE TELEPHONE NUMBER. IF NOBODY IS AVAILABLE TO ANSWER QUESTIONS:**

SCHEDULE CALL BACK DATE AND TIME

#### **INTRODUCTION**

**MGT of America, Inc. has been contracted by the City of Denver to contact area businesses to get their opinions about the business climate in the City of Denver. The objectives of this very brief survey of 10 questions are to (1) assist in determining the availability of businesses in the Denver Regional Area and (2) help the City learn more about local businesses. Your company's information has been provided to us from Dun & Bradstreet. Your opinions are important to us, and all of your responses will be kept confidential. If you have any questions regarding the survey, please send them to Ms. Vernetta Mitchell of MGT of America, Inc. at Vernetta\_Mitchell@mgtamer.com. For technical assistance relating to the survey, please contact LS Gallegos at (email). Thank you in advance for your**

Approved: August 30, 2012

**Q1.** What is your title? [REQUIRE ANSWER]

- Owner/CEO/President (SKIP TO Q3) 1
- Manager/Financial Officer (SKIP TO Q3) 2
- Other (Specify) 3 \_\_\_\_\_

**Q2.** Please provide the following in case we have any further questions.

- Name (First and Last Name) (1)
- Email Address (2)

**Q3.** Let me confirm that, based on information we have from Dun & Bradstreet, this is a for-profit construction or construction-related professional services business, 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 AND DO NOT ENTER NO OR DON'T KNOW IN THE SURVEY. PLEASE GO THE ACCESS TABLE AND IN THE ACCESS TABLE, IN THE DISPOSITION COLUMN/DATA FIELD, PLEASE SELECT "DISQUALIFIED".**

**Disqualification statement**

**Thank you for your input; however, you do not qualify for this survey.  
In the Access Table, in the Disposition column/data field, please select "Disqualified".**

Approved: August 30, 2012



**Q4.** Let us confirm that your company provides construction or construction-related services.

Examples include but are not limited to highway and street construction, building construction (general contractors or builders), construction management, construction special trade contractors plumbing, heating, and air conditioning, painting, electrical work, masonry, stonework, tile setting and plastering, excavation work, structural steel erection, demolition, trucking or hauling services, architecture, engineering, surveying, drafting, landscape architecture, environmental consulting services.

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

**[IF THE ANSWER TO QUESTION 4 IS NO TERMINATE THE CALL AND DO NOT ENTER NO OR DON'T KNOW IN THE SURVEY. PLEASE GO THE ACCESS TABLE AND IN THE ACCESS TABLE, IN THE DISPOSITION COLUMN/DATA FIELD, PLEASE SELECT "DISQUALIFIED".**

**Disqualification statement**

**Thank you for your input; however, you do not qualify for this survey.**

**In the Access Table, in the Disposition column/data field, please select "Disqualified".**

**Q5.** Between January 1, 2005 and December 31, 2010 has your company submitted a bid as a prime contractor or subcontractor for a city funded construction or construction-related professional services contract or project to the City to include the Department of Public Works, Department of General Services, or Department of Aviation?

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

**Q6.** Between January 1, 2005 and December 31, 2010 has your company submitted a bid as prime contractor or subcontractor, for a construction or construction-related professional services contract or project to a federal, state, or other local government agency in the Denver Regional Area?

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

Approved: August 30, 2012

**Q7.** Is your company interested in submitting a bid as a prime contractor or subcontractor, for a construction or construction-related professional services contract to the City of Denver over the next 12 months?

Yes	1
No	2
Don't Know	3

**Q8.** Does your company bid primarily as prime contractor? Subcontractor? or both?

Prime Contractor	1
Subcontractor	2
Both	3
Don't Know	4

**Q9.** Is **more** than 50 percent of your company owned and controlled by a woman or women?

[REQUIRE ANSWER]

Yes	1
No	2
Don't Know	3

**Q10.** Is **more** than 50 percent of your company owned and controlled by a person or people from one of the following racial or ethnic groups?

[REQUIRE ANSWER]

Anglo/Caucasian	1
African American	2
Asian or Pacific Islander	3
Hispanic American	4
Native American/Alaskan Native	5
Other (Specify)	6 _____
Don't Know	7

**You will be directed to the following upon the completion of the survey. Please be sure to state the following to the respondent:**

That completes our interview. Thank you for your input  
 If you would like more information on the Disparity Study, please contact Mr. Chris Martinez, Director,  
 Division of Small Business Opportunity at (720) 913.1999.

Interviewer Id# [REQUIRE ANSWER] \_\_\_\_\_

Approved: August 30, 2012

## APPENDIX C

CUSTOM CENSUS SURVEY FOR GENERAL SERVICES

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## APPENDIX C: CUSTOM CENSUS SURVEY FOR GENERAL SERVICES

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### CITY AND COUNTY OF DENVER CUSTOM CENSUS SURVEY GENERAL SERVICES

Hello. My name is \_\_\_\_\_, and I am calling for MGT of America on behalf of the City and County of Denver.

We are conducting a very brief survey of 10 questions to determine the availability of businesses in the Denver Regional Area. Is this \_\_\_\_\_ (Company's name)? **IF YES, CONTINUE.**

Have I reached \_\_\_\_\_? **(VERIFY TELEPHONE NUMBER)**

**IF YES, CONTINUE, IF NO, TERMINATE**

May I speak with the owner please?

IF OWNER IS PUT ON THE LINE: CONTINUE WITH INTRODUCTION

IF TRANSFERRED TO ANOTHER PARTY (CEO, MANAGER, ETC):

Are you able to answer questions concerning ownership? **IF YES, CONTINUE AND ENTER LOGIN ID (WHICH WILL BE PROVIDED IN THE SAMPLE)**

**IF NO, SCHEDULE A CALL BACK WHEN THE OWNER OR CEO MAY BE AVAILABLE AND LEAVE TELEPHONE NUMBER. IF NOBODY IS AVAILABLE TO ANSWER QUESTIONS:**

SCHEDULE CALL BACK DATE AND TIME

#### INTRODUCTION

**MGT of America, Inc. has been contracted by the City of Denver to contact area businesses to get their opinions about the business climate in the City of Denver. The objectives of this very brief survey of 10 questions are to (1) assist in determining the availability of businesses in the Denver Regional Area and (2) help the City learn more about local businesses. Your company's information has been provided to us from Dun & Bradstreet. Your opinions are important to us, and all of your responses will be kept confidential. If you have any questions regarding the survey, please send them to Ms. Vernetta Mitchell of MGT of America, Inc. at Vernetta\_Mitchell@mgtamer.com. For technical assistance relating to the survey, please contact LS Gallegos at (email). Thank you in advance for your participation.**

Approved: August 30, 2012

**Q1.** What is your title? [REQUIRE ANSWER]

- Owner/CEO/President (SKIP TO Q3) 1
- Manager/Financial Officer (SKIP TO Q3) 2
- Other (Specify) 3 \_\_\_\_\_

**Q2.** Please provide the following in case we have any further questions.

- Name (First and Last Name) (1)
- Email Address (2)

**Q3.** Let me confirm that, based on information we have from Dun & Bradstreet, this is a for-profit business?

[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 AND**

**DO NOT ENTER NO OR DON'T KNOW IN THE SURVEY. PLEASE GO THE ACCESS TABLE AND IN THE ACCESS TABLE, IN THE DISPOSITION COLUMN/DATA FIELD, PLEASE SELECT "DISQUALIFIED".**

**Disqualification statement**

**Thank you for your input; however, you do not qualify for this survey.  
In the Access Table, in the Disposition column/data field, please select "Disqualified".**

**Q4.** Let us confirm that your company provides general services.

Examples include but are not limited to building management and maintenance, parking services, furniture, fixture, and equipment (FF&E), communication equipment and services, security services, landscaping services, and waste management services.

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

**[IF THE ANSWER TO QUESTION 4 IS NO TERMINATE THE CALL AND**

**DO NOT ENTER NO OR DON'T KNOW IN THE SURVEY. PLEASE GO THE ACCESS TABLE AND IN THE ACCESS TABLE, IN THE DISPOSITION COLUMN/DATA FIELD, PLEASE SELECT "DISQUALIFIED".**

**Disqualification statement**

**Thank you for your input; however, you do not qualify for this survey.  
In the Access Table, in the Disposition column/data field, please select "Disqualified".**

Approved: August 30, 2012

**Q5.** Between January 1, 2005 and December 31, 2010 has your company submitted a bid as a prime contractor or subcontractor for a city funded general services contract or project to the City to include the Department of General Services?

Yes 1  
 No 2  
 Don't Know 3

**Q6.** Between January 1, 2005 and December 31, 2010 has your company submitted a bid as prime contractor or subcontractor, for a general services contract or project to a federal, state, or other local government agency in the Denver Regional Area?

Yes 1  
 No 2  
 Don't Know 3

**Q7.** Is your company interested in submitting a bid as a prime contractor or subcontractor, for a general services contract to the city of Denver over the next 12 months?

Yes 1  
 No 2  
 Don't Know 3

**Q8.** Does your company bid primarily as prime contractor? Subcontractor? or both?

Prime Contractor 1  
 Subcontractor 2  
 Both 3  
 Don't Know 4

**Q9.** Is **more** than 50 percent of your company owned and controlled by a woman or women?

[REQUIRE ANSWER]

Yes 1  
 No 2  
 Don't Know 3

**Q10.** Is **more** than 50 percent of your company owned and controlled by a person or people from one of the following racial or ethnic groups?

[REQUIRE ANSWER]

Anglo/Caucasian 1  
 African American 2  
 Asian or Pacific Islander 3  
 Hispanic American 4  
 Native American/Alaskan Native 5  
 Other (Specify) 6 \_\_\_\_\_  
 Don't Know 7

Approved: August 30, 2012

**You will be directed to the following upon the completion of the survey. Please be sure to state the following to the respondent:**

That completes our interview. Thank you for your input

If you would like more information on the Disparity Study, please contact Mr. Chris Martinez, Director, Division of Small Business Opportunity at (720) 913.1999.

Interviewer Id# [REQUIRE ANSWER] \_\_\_\_\_ (xxx - xxx)

Approved: August 30, 2012

**APPENDIX D**

CUSTOM CENSUS SURVEY FOR CONCESSIONAIRES AND AVAILABILITY ESTIMATES FOR CONCESSIONS

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## APPENDIX D: CUSTOM CENSUS SURVEY FOR CONCESSIONAIRES AND AVAILABILITY ESTIMATES FOR CONCESSIONS

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### CITY AND COUNTY OF DENVER CUSTOM CENSUS SURVEY CONCESSIONAIRES

Hello. My name is \_\_\_\_\_, and I am calling for MGT of America on behalf of the City and County of Denver.

We are conducting a very brief survey of 8 questions to determine the availability of businesses in the Denver Regional Area. Is this \_\_\_\_\_ (Company's name)? **IF YES, CONTINUE.**

Have I reached \_\_\_\_\_? **(VERIFY TELEPHONE NUMBER)**

**IF YES, CONTINUE, IF NO, TERMINATE**

May I speak with the owner please?

IF OWNER IS PUT ON THE LINE: CONTINUE WITH INTRODUCTION

IF TRANSFERRED TO ANOTHER PARTY (CEO, MANAGER, ETC):

Are you able to answer questions concerning ownership? **IF YES, CONTINUE AND ENTER LOGIN ID (WHICH WILL BE PROVIDED IN THE SAMPLE)**

**IF NO, SCHEDULE A CALL BACK WHEN THE OWNER OR CEO MAY BE AVAILABLE AND LEAVE TELEPHONE NUMBER. IF NOBODY IS AVAILABLE TO ANSWER QUESTIONS:**

SCHEDULE CALL BACK DATE AND TIME

#### INTRODUCTION

**MGT of America, Inc. has been contracted by the City of Denver to contact area businesses to get their opinions about the business climate in the City of Denver. The objectives of this very brief survey of 8 questions are to (1) assist in determining the availability of businesses in the Denver Regional Area and (2) help the City learn more about local businesses. Your company's information has been provided to us from Dun & Bradstreet. Your opinions are important to us, and all of your responses will be kept confidential. If you have any questions regarding the survey, please send them to Ms. Vernetta Mitchell of MGT of America, Inc. at Vernetta\_Mitchell@mgtamer.com. For technical assistance relating to the survey, please contact LS Gallegos at (email). Thank you in advance for your participation.**

Approved: August 30, 2012

Q1 What is your title? [REQUIRE ANSWER]

- |                           |   |
|---------------------------|---|
| Owner/CEO/President       | 1 |
| Manager/Financial Officer | 2 |
| Other, specify: _____     | 3 |

Q2 Please provide the following in case we have any further questions.

- Name (First and Last Name) (1)  
Email Address (2)

Q3 Let me confirm that, based on information we have from Dun & Bradstreet, this is a for-profit business?

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

**[IF THE ANSWER TO QUESTION 3 IS NO OR DON'T KNOW, THEN TERMINATE THE CALL AND DO NOT ENTER NO OR DON'T KNOW IN THE SURVEY. PLEASE GO THE ACCESS TABLE AND IN THE ACCESS TABLE, IN THE DISPOSITION COLUMN/DATA FIELD, PLEASE SELECT "DISQUALIFIED".**

**Disqualification statement**

**Thank you for your input; however, you do not qualify for this survey.  
In the Access Table, in the Disposition column/data field, please select "Disqualified".**

Q4 Let us confirm that your company provides concessions-related goods and services.

Examples include but are not limited to news dealer and newsstand, book store, gift, novelty, and souvenir shop, personal services, retail store, luggage and leather goods, etc.

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

**[IF THE ANSWER TO QUESTION 4 IS NO TERMINATE THE CALL AND DO NOT ENTER NO OR DON'T KNOW IN THE SURVEY. PLEASE GO THE ACCESS TABLE AND IN THE ACCESS TABLE, IN THE DISPOSITION COLUMN/DATA FIELD, PLEASE SELECT "DISQUALIFIED".**

**Disqualification statement**

**Thank you for your input; however, you do not qualify for this survey.  
In the Access Table, in the Disposition column/data field, please select "Disqualified".**

Approved: August 30, 2012

Q5. Between January 1, 2005 and December 31, 2010 has your company applied to become a concessionaire with the Denver International Airport?

Yes 1  
 No 2  
 Don't Know 3

Q6 Is your company interested in becoming a concessionaire with the Denver International Airport?

Yes 1  
 No 2  
 Don't Know 3

Q7 Is **more** than 50 percent of your company owned and controlled by a woman or women?

[REQUIRE ANSWER]

Yes 1  
 No 2  
 Don't Know 3

Q8. Is **more** than 50 percent of your company owned and controlled by a person or people from one of the following racial or ethnic groups?

[REQUIRE ANSWER]

Anglo/Caucasian 1  
 African American 2  
 Asian or Pacific Islander 3  
 Hispanic American 4  
 Native American/Alaskan Native 5  
 Other (Specify) 6 \_\_\_\_\_  
 Don't Know 7

**You will be directed to the following upon the completion of the survey. Please be sure to state the following to the respondent:**

That completes our interview. Thank you for your input  
 If you would like more information on the Disparity Study, please contact Mr. Chris Martinez, Director,  
 Division of Small Business Opportunity at (720) 913.1999.

Interviewer Id# [REQUIRE ANSWER] \_\_\_\_\_ (xxx - xxx)

Approved: August 30, 2012

EXHIBIT D-1  
 AVAILABILITY ESTIMATES OF FIRMS  
 BY RACE, ETHNICITY, AND GENDER  
 CUSTOM CENSUS, CONCESSIONS OVERALL

BUSINESS OWNERSHIP CLASSIFICATION	CONCESSIONS AVAILABLE FIRMS (%)
African American	4.21%
Asian American	4.67%
Hispanic American	6.07%
Native American	0.47%
Total MBE Firms	15.42%
Non-Minority Female	38.79%
Total M/WBE Firms	54.21%
Non-M/WBE Firms	45.79%
Other Female	n/a

EXHIBIT D-2  
 AVAILABILITY ESTIMATES OF FIRMS  
 BY RACE, ETHNICITY, AND GENDER  
 CUSTOM CENSUS, CONCESSIONS 6-DIGIT NAICS CODE

6-DIGIT NAICS CODE AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL MWBE FIRMS	NON-MWBE FIRMS
		%	%	%	%	%	%	%
<b>CONCESSIONS &amp; GOODS SERVICES</b>								
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
441310	Automotive Parts and Accessories Stores	0.00%	0.00%	0.00%	0.00%	33.33%	33.33%	66.67%
445292	Confectionery and nut stores	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%
445299	All Other Specialty Food Stores	0.00%	0.00%	0.00%	0.00%	33.33%	33.33%	66.67%
448110	Men's Clothing Stores	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	50.00%
448120	Women's Clothing Stores	0.00%	8.33%	0.00%	0.00%	58.33%	66.67%	33.33%
448150	Clothing Accessories Stores	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
448310	Jewellery Stores	0.00%	0.00%	0.00%	0.00%	41.67%	41.67%	58.33%
451110	Sporting Goods Stores	10.00%	0.00%	10.00%	0.00%	60.00%	80.00%	20.00%
451120	Hobby, Toy, and Game Stores	16.67%	0.00%	0.00%	0.00%	33.33%	50.00%	50.00%
451211	Book Stores	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%
453220	Gift, Novelty, and Souvenir Stores	16.67%	0.00%	0.00%	0.00%	33.33%	50.00%	50.00%
453910	Pet and Pet Supplies Stores	0.00%	0.00%	33.33%	0.00%	66.67%	100.00%	0.00%
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	5.88%	0.00%	0.00%	0.00%	41.18%	47.06%	52.94%
522110	Commercial Banking	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
541810	Advertising Agencies	0.00%	0.00%	0.00%	0.00%	25.00%	25.00%	75.00%
722110	Full-Service Restaurants	2.70%	8.11%	5.41%	0.00%	24.32%	40.54%	59.46%

EXHIBIT D-2 (CONT.)  
 AVAILABILITY ESTIMATES OF FIRMS  
 BY RACE, ETHNICITY, AND GENDER  
 CUSTOM CENSUS, CONCESSIONS 6-DIGIT NAICS CODE

6-DIGIT NAICS CODE AND TEXT DESCRIPTION		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	TOTAL MWBE FIRMS	NON-MWBE FIRMS
		%	%	%	%	%	%	%
<b>CONCESSIONS &amp; GOODS SERVICES</b>								
722211	Limited-Service Restaurants	7.14%	7.14%	7.14%	0.00%	42.86%	64.29%	35.71%
722410	Drinking Places (Alcoholic Beverages)	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	50.00%
812111	Barber Shops	0.00%	0.00%	25.00%	25.00%	0.00%	50.00%	50.00%
812112	Beauty Salons	5.77%	1.92%	11.54%	0.00%	42.31%	61.54%	38.46%
812113	Nail Salons	0.00%	36.36%	0.00%	0.00%	0.00%	36.36%	63.64%
812990	All Other Personal Services	0.00%	0.00%	0.00%	0.00%	75.00%	75.00%	25.00%
<b>TOTAL CONCESSIONS &amp; GOODS</b>		<b>4.21%</b>	<b>4.67%</b>	<b>6.07%</b>	<b>0.47%</b>	<b>38.79%</b>	<b>54.21%</b>	<b>45.79%</b>

**APPENDIX E**

CUSTOM CENSUS SURVEY FOR PROFESSIONAL SERVICES

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## APPENDIX E: CUSTOM CENSUS SURVEY FOR PROFESSIONAL SERVICES

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### CITY AND COUNTY OF DENVER CUSTOM CENSUS SURVEY PROFESSIONAL SERVICES

Hello. My name is \_\_\_\_\_, and I am calling for MGT of America on behalf of the City and County of Denver.

We are conducting a very brief survey of 10 questions to determine the availability of businesses in the Denver Regional Area. Is this \_\_\_\_\_ (Company's name)? **IF YES, CONTINUE.**

Have I reached \_\_\_\_\_? **(VERIFY TELEPHONE NUMBER)**

**IF YES, CONTINUE, IF NO, TERMINATE**

May I speak with the owner please?

IF OWNER IS PUT ON THE LINE: CONTINUE WITH INTRODUCTION

IF TRANSFERRED TO ANOTHER PARTY (CEO, MANAGER, ETC):

Are you able to answer questions concerning ownership? **IF YES, CONTINUE AND ENTER LOGIN ID (WHICH WILL BE PROVIDED IN THE SAMPLE)**

**IF NO, SCHEDULE A CALL BACK WHEN THE OWNER OR CEO MAY BE AVAILABLE AND LEAVE TELEPHONE NUMBER. IF NOBODY IS AVAILABLE TO ANSWER QUESTIONS:**

SCHEDULE CALL BACK DATE AND TIME

#### INTRODUCTION

**MGT of America, Inc. has been contracted by the City of Denver to contact area businesses to get their opinions about the business climate in the City of Denver. The objectives of this very brief survey of 10 questions are to (1) assist in determining the availability of businesses in the Denver Regional Area and (2) help the City learn more about local businesses. Your company's information has been provided to us from Dun & Bradstreet. Your opinions are important to us, and all of your responses will be kept confidential. If you have any questions regarding the survey, please send them to Ms. Vernetta Mitchell of MGT of America, Inc. at Vernetta\_Mitchell@mgtamer.com. For technical assistance relating to the survey, please contact LS Gallegos at (email). Thank you in advance for your**

Approved: August 30, 2012



**Q1.** What is your title? [REQUIRE ANSWER]

- Owner/CEO/President (SKIP TO Q3) 1
- Manager/Financial Officer (SKIP TO Q3) 2
- Other (Specify) 3 \_\_\_\_\_

**Q2.** Please provide the following in case we have any further questions.

- Name (First and Last Name) (1)
- Email Address (2)

**Q3.** Let me confirm that, based on information we have from Dun & Bradstreet, this is a for-profit services business, 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 AND**

**DO NOT ENTER NO OR DON'T KNOW IN THE SURVEY. PLEASE GO THE ACCESS TABLE AND IN THE ACCESS TABLE, IN THE DISPOSITION COLUMN/DATA FIELD, PLEASE SELECT "DISQUALIFIED".**

**Disqualification statement**

**Thank you for your input; however, you do not qualify for this survey.  
In the Access Table, in the Disposition column/data field, please select "Disqualified".**

**Q4.** Let us confirm that your company provides professional services.

Examples include but are not limited to accounting, management consulting, computer systems design, advertising, market research, legal services, marketing consultant services, financial services.

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

**[IF THE ANSWER TO QUESTION 4 IS NO TERMINATE THE CALL AND DO NOT ENTER NO OR DON'T KNOW IN THE SURVEY. PLEASE GO THE ACCESS TABLE AND IN THE ACCESS TABLE, IN THE DISPOSITION COLUMN/DATA FIELD, PLEASE SELECT "DISQUALIFIED".**

**Disqualification statement**

**Thank you for your input; however, you do not qualify for this survey.  
In the Access Table, in the Disposition column/data field, please select "Disqualified".**

Approved: August 30, 2012

**Q5.** Between January 1, 2005 and December 31, 2010 has your company submitted a bid as a lead service provider/prime or subconsultant for a city funded professional services contract or project to the City to include the Department of Public Works, Department of General Services, and Department of Aviation?

Yes 1  
 No 2  
 Don't Know 3

**Q6.** Between January 1, 2005 and December 31, 2010 has your company submitted a bid as lead service provider/prime or subconsultant, for a professional services contract or project to a federal, state, or other local government agency in the Denver Regional Area?

Yes 1  
 No 2  
 Don't Know 3

**Q7.** Is your company interested in submitting a bid as a lead service provider/prime or subconsultant, for a professional services contract to the city of Denver over the next 12 months?

Yes 1  
 No 2  
 Don't Know 3

**Q8.** Does your company bid primarily as lead service provider/prime? Subconsultant? or both?

Lead service provider/Prime 1  
 Subconsultant 2  
 Both 3  
 Don't Know 4

**Q9.** Is **more** than 50 percent of your company owned and controlled by a woman or women?

[REQUIRE ANSWER]

Yes 1  
 No 2  
 Don't Know 3

**Q10.** Is **more** than 50 percent of your company owned and controlled by a person or people from one of the following racial or ethnic groups?

[REQUIRE ANSWER]

Anglo/Caucasian 1  
 African American 2  
 Asian or Pacific Islander 3  
 Hispanic American 4  
 Native American/Alaskan Native 5  
 Other (Specify) 6 \_\_\_\_\_  
 Don't Know 7

**You will be directed to the following upon the completion of the survey. Please be sure to state the following to the respondent:**

That completes our interview. Thank you for your input  
If you would like more information on the Disparity Study, please contact Mr. Chris Martinez, Director,  
Division of Small Business Opportunity at (720) 913.1999.

Interviewer Id# [REQUIRE ANSWER] \_\_\_\_\_ (xxx - xxx)

Approved: August 30, 2012

**APPENDIX F**

DISPARITY STUDY ANNOUNCEMENT

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## APPENDIX F: DISPARITY STUDY ANNOUNCEMENT

### City and County of Denver M/W/DBE Disparity Study

#### ANNOUNCEMENT

MGT of America, Inc., a nationally recognized consulting firm, is conducting an study of the utilization of Minority- and Women-owned Business Enterprises (M/WBE), Disadvantaged Business Enterprises (DBE), and Airport Concession Disadvantaged Business Enterprises (ACDBE) for the City and County of Denver (City). The study will examine the procurement of services and products for the City, the subcontracting participation of prime contractors/service providers who do business with the City and the anecdotal evidence collected from a broad cross section of M/W/DBE and non-M/W/DBE firms. The results of the study will provide an update to the City's current M/W/DBE program.

The study will analyze the following three (3) categories of contracting opportunities in order to identify whether a statistical disparity exists.

1. The award and procurement of construction and construction-related professional services contracts funded by the City, and awarded by the City's Department of Public Work, the Department of General Services, Department of Aviation, and other City user departments and agencies;
2. The award and procurement of concession related goods and services contracts at Denver International Airport;
3. The procurement of services by the City's Department of General Services Purchasing Division specific to General Business Services, Building Management and Maintenance Services, Parking Services, Furniture, Fixtures, and Equipment (FF&E), Communication Equipment and Services, Security services, Maintenance and Repair Services including Landscaping, and Waste Management Services.

Your participation will make it possible for the City to acquire valuable information on issues related to the utilization of M/W/DBEs. This is a great opportunity for you to provide feedback regarding your experience doing business with or attempting to do businesses with the City. Businesses may be contacted to participate one or more of the following activities that are to be scheduled over the next few months:

- Surveys of Vendors
- Personal Interviews
- Focus Groups

Thank you in advance for your support and participation in the very important study.

To verify the information in this announcement contact The Office of Economic Development Division of Small Business Opportunity at (720) 913.1999

June 2012

**APPENDIX G**

**PUBLIC HEARING NOTICE**

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## APPENDIX G: PUBLIC HEARING NOTICE

### City and County of Denver M/W/DBE Disparity Study

#### PUBLIC HEARING NOTICE

**You are invited to attend a public hearing to provide your comments on doing business with or attempting to do business with the City and County of Denver.**

These public hearings are being conducted in coordination with a study of the utilization of Minority- and Women-owned Business Enterprises (M/WBE), Disadvantaged Business Enterprises (DBE), and Airport Concession Disadvantaged Business Enterprises (ACDBE). The study will examine the procurement of services and products for the City, the subcontracting participation of prime contractors/service providers who do business with the City and the anecdotal evidence collected from a broad cross section of M/W/DBE and non-M/W/DBE firms. The results of the study will provide an update to the City's current M/W/DBE program.

The study will analyze the following three (3) categories of contracting opportunities in order to identify whether a statistical disparity exists.

1. The award and procurement of construction and construction-related professional services contracts funded by the City, and awarded by the City's Department of Public Work, the Department of General Services, Department of Aviation, and other City user departments and agencies;
2. The award and procurement of concession related goods and services contracts at Denver International Airport;
3. The procurement of services by the City's Department of General Services Purchasing Division specific to General Business Services, Building Management and Maintenance Services, Parking Services, Furniture, Fixtures, and Equipment (FF&E), Communication Equipment and Services, Security services, Maintenance and Repair Services including Landscaping, and Waste Management Services.

Tuesday, August 28, 2012  
6:00 – 8:00 pm

**OR**

Wednesday, August 29, 2012  
6:00 – 8:00 pm

Both hearings will be held at:  
Denver Wastewater Management  
2000 W 3rd Ave  
Denver, CO 80223

Thank you in advance for your support and participation in the very important study.

To verify the information in this announcement contact The Office of Economic Development Division of Small Business Opportunity at (720) 913.1999.

August 2012

**APPENDIX H**

SURVEY OF BUSINESS OWNERS SURVEY

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## APPENDIX H: SURVEY OF BUSINESS OWNERS

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### CITY AND COUNTY OF DENVER SURVEY OF BUSINESS OWNERS

MGT of America is conducting a survey of business owners for the **City and County of Denver's Department of Public Works, Department of General Services, Denver International Airport, other City user departments and agencies (City)** to determine the current business climate and help evaluate the procurement of services and products for the City, the subcontracting practices of prime contractors/service providers who do business with the City, and the anecdotal evidence collected from a broad cross section of businesses.

The following survey will gather information on business ownership, work performed and/or bid with the City, work bid and/or performed in the private sector, and barriers, perceived or real, that prevented your firm from doing business with the City between **January 1, 2005 through December 31, 2010**. The results of the study will provide the basis, if warranted, will result in recommendations to improve the City'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 the City by agreeing to carefully complete this survey. The survey will only take a few minutes of your time to complete. **Your information is aggregated for the overall analysis and used only for the purpose of conducting this study. Individual information is kept confidential.**

**Q1** What is your title? [REQUIRE ANSWER]

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

If Owner Is Selected, Then Skip To Please provide your name and phone number

10/3/2012

**Q1a** Are you able to answer questions concerning ownership and business activities? [REQUIRE ANSWER]

- Yes            1  
 No                2 (If No, discontinue survey)

**Termination Statement:** *Your firm's input is very important so we request that the survey be provided to a member of management with more knowledge of the establishment and functions of the business. Thank you.*

**Q2** Please provide your name and phone number just in case we have any further questions? [REQUIRE ANSWER]

Contact Name: \_\_\_\_\_

Contact Telephone Number: \_\_\_\_\_

**Q3** Which **ONE** of the following is your company's primary line of business?

[REQUIRE ANSWER]

- Construction (such as general contractor, electrical, site work, HVAC, drywall, etc.) (1)  
 Construction Related Professional Services (such as architecture, engineering environmental, structural, land development, etc.) (2)  
 Professional Services (such as consulting, accounting, software development, marketing, legal services, etc.) (3)  
 General Services (such as landscaping, FF&E, building maintenance, vehicle maintenance, janitorial, security, training, etc.) (4)  
 Goods (such as books, office supplies, computers, equipment, vehicles, etc.) (5)  
 Other, Please specify (6) \_\_\_\_\_

**Q4.** Is **more than 50%** of your company owned and controlled by a woman or women? [REQUIRE ANSWER]

- Yes                1  
 No                 2  
 Don't Know      3

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**Q5.** Is **more than 50%** of the company owned and controlled by one of the following racial or ethnic groups?

- White/Caucasian 1
- African American 2
- Asian or Pacific Islander 3
- Hispanic American 4
- Native American/Alaskan Native 5
- No Response/Don't Know 6
- Other 7 Specify: \_\_\_\_\_

**Q6** 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
- No response/Don't know 7

**Q7** In what year was your company established? \_\_\_\_ [REQUIRE ANSWER]

**Q8** How many years of experience in your company's business line does the primary owner of your firm have? \_\_\_\_ [REQUIRE ANSWER]

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

**Q9** Excluding yourself, on average, how many employees does your company keep on the payroll, including full-time and part-time staff? [REQUIRE ANSWER]

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

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**Q10** Which of the following categories best approximates your company's gross revenues for calendar year 2010? [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

**Q11** What percentage of these gross revenues was earned from city and county of Denver's Department of Public Works, Department of General Services, Denver International Airport, other City user departments and agencies, the private sector, and other public government sector projects? (Must total 100%)

City \_\_\_\_\_ Private Sector \_\_\_\_\_ Public Sector \_\_\_\_\_

**Q12** Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?

- 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

10/3/2012

**Q13.** Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?

- 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** Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?

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

[S - IF THE ANSWER 1, THEN SKIP TO QUESTION 15]

[S - IF THE ANSWER 2, THEN SKIP TO QUESTION 16]

[S - IF THE ANSWER 3, THEN SKIP TO QUESTION 17]

**Q15** What is your certification? *Check all that applies.*

- MBE 1
- SBE 2
- WBE 3
- DBE 4
- ACDBE 5
- Other 6 Specify \_\_\_\_\_

**Q16.** If you are not certified as with the City, what is the primary reason you are not? [REQUIRE ANSWER]

- Not qualified 1
- Certification does not benefit my firm 2
- Application asks for too much information 3
- No reason 4
- Other: (specify)\_\_\_\_\_ 5

10/3/2012

The following questions are related to work your company have done or attempted to with the City & County of Denver’s Department of Public Works, Department of General Services, Denver International Airport, other City user departments and agencies.

**Q17** On a scale from 1 to 5 (1 being extremely easy and 5 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City?

- Extremely easy 1
- Somewhat easy 2
- Easy 3
- Difficult 4
- Somewhat Difficult 5
- Extremely Difficult 6

**Q18** The following list of factors may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects as a prime contractor/service provider or subcontractor on projects for the City:

[REQUIRE ANSWER TO EACH OF THE FOLLOWING]

	Yes (1)	No (2)
Prequalification requirements (1)	<input type="radio"/>	<input type="radio"/>
Bid bond requirement (2)	<input type="radio"/>	<input type="radio"/>
Performance bond requirement (3)	<input type="radio"/>	<input type="radio"/>
Payment bond requirement (4)	<input type="radio"/>	<input type="radio"/>
Financing (5)	<input type="radio"/>	<input type="radio"/>
Insurance (general liability, professional liability, etc.) (6)	<input type="radio"/>	<input type="radio"/>
Proposal/Bid specifications (7)	<input type="radio"/>	<input type="radio"/>
Limited time given to prepare bid package or quote (8)	<input type="radio"/>	<input type="radio"/>
Limited knowledge of purchasing contracting policies and procedures (9)	<input type="radio"/>	<input type="radio"/>
Lack of experience (10)	<input type="radio"/>	<input type="radio"/>
Lack of personnel (11)	<input type="radio"/>	<input type="radio"/>
Contract too large (12)	<input type="radio"/>	<input type="radio"/>
Selection process (13)	<input type="radio"/>	<input type="radio"/>
Unnecessary restrictive contract specifications (14)	<input type="radio"/>	<input type="radio"/>
Slow payment or nonpayment (15)	<input type="radio"/>	<input type="radio"/>
Competing with large companies (16)	<input type="radio"/>	<input type="radio"/>

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**Q19** Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor/service provider for a project with the City? [REQUIRE ANSWER]

- None 1
- 1-10 times 2
- 11-25 times 3
- 26-50 times 4
- 51-100 times 5
- Over 100 times 6

**Q20** Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor/service provider by the City?

[REQUIRE ANSWER]

- None 1
- 1-10 times 2
- 11-25 times 3
- 26-50 times 4
- 51-100 times 5
- Over 100 times 6

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

**Q21** When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City?

[REQUIRE ANSWER]

- Less than 30 days 1
- 31-60 days 2
- 61-90 days 3
- 91-120 days 4
- Over 120 days 5
- Not Applicable 6

10/3/2012

**Q22** Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor/service provider was actually doing the work:[REQUIRE ANSWER]

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

**Q23** As a prime contractor/service provider, are you required to have bonding for the type of work that your company bids?

[REQUIRE ANSWER]

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

[S - IF THE ANSWER IS 2 OR 3, THEN SKIP TO QUESTION 26]

**Q24** What is your current aggregate bonding limit? [REQUIRE ANSWER]

- 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

**Q25** What is your current single project bonding limit? [REQUIRE ANSWER]

- 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

10/3/2012



**Q26** As a prime contractor/service provider did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3
- Not Applicable 4

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 31]

**Q27** What was the most noticeable way you became aware of the discrimination against your company? [REQUIRE ANSWER]

- Verbal Comment 1
- Written Statement 2
- Action taken against the company 3
- Don't Know 4

**Q28** 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 sex 2
- Don't Know 3

**Q29** When did the discrimination first occur: [REQUIRE ANSWER]

- During bidding process 1
- After contract awarded 2
- Don't Know 3

**Q30** Did you file a complaint? [REQUIRE ANSWER]

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

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**Q31** Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor/service provider for a project with the City? [REQUIRE ANSWER]

- None 1
- 1-10 times 2
- 11-25 times 3
- 26-50 times 4
- 51-100 times 5
- Over 100 times 6

**Q32** Between 2005 and 2010, how many times has your company been awarded a subcontract with a prime contractor/service provider for a project with the City?

[REQUIRE ANSWER]

- None 1
- 1-10 times 2
- 11-25 times 3
- 26-50 times 4
- 51-100 times 5
- Over 100 times 6

[S - IF THE ANSWER IS 1, THEN SKIP TO QUESTION 49]

**Q33** Between 2005 and 2010, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor/service provider? [REQUIRE ANSWER]

- Less than 30 days 1
- 31-60 days 2
- 61-90 days 3
- 91-120 days 4
- Over 120 days 5
- Not Applicable 6

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**Q34** In your opinion, how frequently have prime contractors/service providers that you've subcontracted with delayed payment for the work or services that you performed? [REQUIRE ANSWER]

- Very Often 1
- Often 2
- Sometimes 3
- Seldom 4
- Never 5
- Don't Know/NA 6

**Q35** As a subcontractor, your working experience with prime contractors/service providers has been:

- Excellent 1
- Good 2
- Fair 3
- Poor 4

**Q36** As a subcontractor, are you required to have bonding for the type of work that your company bids?

[REQUIRE ANSWER]

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

[S - IF THE ANSWER IS 2 OR 3, THEN SKIP TO QUESTION 39]

**Q37** What is your current aggregate bonding limit? [REQUIRE ANSWER]

- 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

10/3/2012

**Q38** What is your current single project bonding limit? [REQUIRE ANSWER]

- 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

**Q39** As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City when bidding or proposing on a project? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3
- Not Applicable 4

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 44]

**Q40** What was the most noticeable way you became aware of the discrimination against your company? [REQUIRE ANSWER]

- Verbal Comment 1
- Written Statement 2
- Action taken against the company 3
- Don't Know 4

**Q41** 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 sex 2
- Don't Know 3

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**Q42** When did the discrimination first occur: [REQUIRE ANSWER]

- During bidding process 1
- After contract awarded 2
- Don't Know 3

**Q43** Did you file a complaint? [REQUIRE ANSWER]

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

**Q44** As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a **prime contractor/service provider** working or bidding on a City project? [REQUIRE ANSWER]

- Yes 1
- No 2
- Don't Know 3
- Not Applicable 4

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 49]

**Q45** What was the most noticeable way you became aware of the discrimination against your company? [REQUIRE ANSWER]

- Verbal Comment 1
- Written Statement 2
- Action taken against the company 3
- Don't Know 4

**Q46** 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 sex 2
- Don't Know 3

10/3/2012

**Q47** When did the discrimination first occur: [REQUIRE ANSWER]

- During bidding process 1
- After contract awarded 2
- Don't Know 3

**Q48** Did you file a complaint? [REQUIRE ANSWER]

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

**Q49** Still talking about the City and its prime contractors/service providers, while doing business or attempting to do business, have you experienced any of the following as a form of discrimination:[REQUIRE ANSWER]

	Yes (1)	No (2)
Harassment (1)	<input type="radio"/>	<input type="radio"/>
Unequal or unfair treatment (2)	<input type="radio"/>	<input type="radio"/>
Bid shopping or bid manipulation (3)	<input type="radio"/>	<input type="radio"/>
Double standards in performance (4)	<input type="radio"/>	<input type="radio"/>
Denial of opportunity to bid (5)	<input type="radio"/>	<input type="radio"/>
Unfair denial of contract award (6)	<input type="radio"/>	<input type="radio"/>
Unfair termination (7)	<input type="radio"/>	<input type="radio"/>

**Q50** For the following statement, please indicate whether you Strongly Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, or Strongly Disagree. [REQUIRE ANSWER]

***There is an informal network of prime contractors/service providers and subcontractors that has excluded my company from doing business in the private sector:***

- Strongly Agree 1
- Somewhat Agree 2
- Neither Agree Nor Disagree 3
- Somewhat Disagree 4
- Strongly Disagree 5

10/3/2012

**Q51** Have you observed a situation in which a prime contractor/service provider 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?

[REQUIRE ANSWER]

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

**Q52** How often do prime contractors/service providers who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals? [REQUIRE ANSWER]

- Very Often 1
- Sometimes 2
- Seldom 3
- Never 4
- Not Applicable 5

**Q53** Are you aware of M/WBE or SBE firms that are front companies for larger firms?

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

**Q54** Has your company applied for a commercial (business) bank loan between 2005 and 2010?  
[REQUIRE ANSWER]

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

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

**Q55** Were you approved or denied for a commercial (business) bank loan?

[REQUIRE ANSWER]

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

[S - IF THE ANSWER IS NOT 2, THEN SKIP TO QUESTION 57]

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**Q56** Which of the following do you believe was the primary reason for your being denied a loan?  
[REQUIRE ANSWER]

- Insufficient Documentation (ID) 1
- Insufficient Business History (IBH) 2
- Confusion about the Process (C) 3
- Race or Ethnicity of Owner (RE) 4
- Gender of Owner (G) 5
- Don't Know 6
- Other. Please Specify \_\_\_\_\_ 7

**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.**

**Q57** Have you experienced discriminatory behavior from the private sector between 2005 and 2010?  
[REQUIRE ANSWER]

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

**[S - IF THE ANSWER IS NOT 1, THEN GO TO THE END OF THE SURVEY]**

**Q58** What was the most noticeable way you became aware of the discrimination against your company? [REQUIRE ANSWER]

- Verbal comment 1
- Written statement 2
- Action taken against company 3
- Don't Know 4

**Q59** 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 sex 2
- Don't know 3

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**Q60** When did the discrimination first occur? [REQUIRE ANSWER]

- During bidding process 1
- After contract award 2
- Don't know 3

**Q61** Did you file a complaint? [REQUIRE ANSWER]

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

That completes the survey. On behalf of the City and County of Denver, thank you very much for sharing your time and thoughts in this important project. **If you would like more information on the Disparity Study, please contact Mr. Chris Martinez, Director, Division of Small Business Opportunity at (720) 913.1999.**

10/3/2012

**APPENDIX I-A**

SURVEY OF BUSINESS OWNERS RESULTS (M/WBE AND NON-M/WBE CROSSTABULATION)

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Q1. What is your title? \* MWBE & Non-MWBE Firms Crosstabulation

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q1. What is your title?	Owner	Count	402	123	525
		% within Q1. What is your title?	76.6%	23.4%	100.0%
		% within MWBE & Non-MWBE Firms	87.8%	78.3%	85.4%
		% of Total	65.4%	20.0%	85.4%
	CEO/President	Count	34	22	56
		% within Q1. What is your title?	60.7%	39.3%	100.0%
		% within MWBE & Non-MWBE Firms	7.4%	14.0%	9.1%
	Manager/Financial Officer	% of Total	5.5%	3.6%	9.1%
		Count	4	2	6
		% within Q1. What is your title?	66.7%	33.3%	100.0%
	Other	% within MWBE & Non-MWBE Firms	.9%	1.3%	1.0%
		% of Total	.7%	.3%	1.0%
		Count	18	10	28
		% within Q1. What is your title?	64.3%	35.7%	100.0%
	<b>Total</b>	% within MWBE & Non-MWBE Firms	3.9%	6.4%	4.6%
% of Total		2.9%	1.6%	4.6%	
<b>Count</b>		<b>458</b>	<b>157</b>	<b>615</b>	
<b>% within Q1. What is your title?</b>		<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

Q1. What is your title? Other (please specify) \* MWBE & Non-MWBE Firms Crosstabulation

		MWBE & Non-MWBE Firms		Total
		MWBE Firms	Non-MWBE Firms	
Q1. What is your title? Other (please specify)	Count	441	147	588
	% within Q1. What is your title? Other (please specify)	75.0%	25.0%	100.0%
	% within MWBE & Non-MWBE Firms	96.3%	93.6%	95.6%
	% of Total	71.7%	23.9%	95.6%
Administrator	Count	1	0	1
	% within Q1. What is your title? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Business Development	Count	1	0	1
	% within Q1. What is your title? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Chief Business Development Officer	Count	1	0	1
	% within Q1. What is your title? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Director of Bids of Proposals	Count	1	0	1
	% within Q1. What is your title? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Director of Business Development	Count	1	0	1
	% within Q1. What is your title? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Executive - Wife is 100% owner	Count	1	0	1
	% within Q1. What is your title? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Executive Assistant/HR	Count	1	0	1
	% within Q1. What is your title? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

	General Manager	Count	1	1	2
		% within Q1. What is your title? Other (please specify)	50.0%	50.0%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	.6%	.3%
		% of Total	.2%	.2%	.3%
	HR	Count	0	1	1
		% within Q1. What is your title? Other (please specify)	0.0%	100.0%	100.0%
		% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
		% of Total	0.0%	.2%	.2%
	Manager	Count	0	1	1
		% within Q1. What is your title? Other (please specify)	0.0%	100.0%	100.0%
		% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
		% of Total	0.0%	.2%	.2%
	Office Manager	Count	2	1	3
		% within Q1. What is your title? Other (please specify)	66.7%	33.3%	100.0%
		% within MWBE & Non-MWBE Firms	.4%	.6%	.5%
		% of Total	.3%	.2%	.5%
	Project Manager	Count	1	1	2
		% within Q1. What is your title? Other (please specify)	50.0%	50.0%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	.6%	.3%
		% of Total	.2%	.2%	.3%
	Temporary Office Manager	Count	1	0	1
		% within Q1. What is your title? Other (please specify)	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
		% of Total	.2%	0.0%	.2%
	V.P. Sales	Count	1	0	1
		% within Q1. What is your title? Other (please specify)	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
		% of Total	.2%	0.0%	.2%
	Vice President	Count	4	5	9
		% within Q1. What is your title? Other (please specify)	44.4%	55.6%	100.0%
		% within MWBE & Non-MWBE Firms	.9%	3.2%	1.5%
		% of Total	.7%	.8%	1.5%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q1. What is your title? Other (please specify)</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q3. Which ONE of the following is your company's primary line of business? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q3. Which ONE of the following is your company's primary line of business?	Construction	Count	112	69	181
		% within Q3. Which ONE of the following is your company's primary line of business?	61.9%	38.1%	100.0%
		% within MWBE & Non-MWBE Firms	24.5%	43.9%	29.4%
		% of Total	18.2%	11.2%	29.4%
	Construction-Related Professional Services	Count	66	31	97
		% within Q3. Which ONE of the following is your company's primary line of business?	68.0%	32.0%	100.0%
		% within MWBE & Non-MWBE Firms	14.4%	19.7%	15.8%
		% of Total	10.7%	5.0%	15.8%
	Professional Services	Count	157	32	189
		% within Q3. Which ONE of the following is your company's primary line of business?	83.1%	16.9%	100.0%
		% within MWBE & Non-MWBE Firms	34.3%	20.4%	30.7%
		% of Total	25.5%	5.2%	30.7%
	General Services	Count	52	17	69
		% within Q3. Which ONE of the following is your company's primary line of business?	75.4%	24.6%	100.0%
		% within MWBE & Non-MWBE Firms	11.4%	10.8%	11.2%
		% of Total	8.5%	2.8%	11.2%
	Goods	Count	51	6	57
		% within Q3. Which ONE of the following is your company's primary line of business?	89.5%	10.5%	100.0%
		% within MWBE & Non-MWBE Firms	11.1%	3.8%	9.3%
		% of Total	8.3%	1.0%	9.3%
Other, Please Specify	Count	20	2	22	
	% within Q3. Which ONE of the following is your company's primary line of business?	90.9%	9.1%	100.0%	
	% within MWBE & Non-MWBE Firms	4.4%	1.3%	3.6%	
	% of Total	3.3%	.3%	3.6%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q3. Which ONE of the following is your company's primary line of business?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

Q3. Other (please specify) \* MWBE & Non-MWBE Firms Crosstabulation

		MWBE & Non-MWBE Firms		Total
		MWBE Firms	Non-MWBE Firms	
Q3. Other (please specify)	Count	439	155	594
	% within Q3. Other (please specify)	73.9%	26.1%	100.0%
	% within MWBE & Non-MWBE Firms	95.9%	98.7%	96.6%
	% of Total	71.4%	25.2%	96.6%
air show special effects	Count	0	1	1
	% within Q3. Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Childcare Center	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
clinical health and wellness - CPR, flu shots, wellness programs, etc	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Concessions	Count	4	0	4
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.9%	0.0%	.7%
	% of Total	.7%	0.0%	.7%
Contract Research Laboratory	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Healthcare	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Hotel	Count	0	1	1
	% within Q3. Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Kiosk Rental - Confectionary Exclusive Chocolates	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

Massage therapy	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Packaging, Transportation Logistics	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Personal Training	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Restaurant	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Restoring Native Habitats by controlling non-native species	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Retail	Count	2	0	2
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.4%	0.0%	.3%
	% of Total	.3%	0.0%	.3%
senior health care	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Specialty Snack Food	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Specialty-Service (Micro-hotel in international airport terminals)	Count	1	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
	<b>% within Q3. Other (please specify)</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>



**Q4. Is MORE than 50% of your company owned and controlled by a woman or women? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q4. Is MORE than 50% of your company owned and controlled by a woman or women?	Yes	Count	332	11	343	
		% within Q4. Is MORE than 50% of your company owned and controlled by a woman or women?	96.8%	3.2%	100.0%	
		% within MWBE & Non-MWBE Firms	72.5%	7.0%	55.8%	
		% of Total	54.0%	1.8%	55.8%	
	No		Count	126	146	272
			% within Q4. Is MORE than 50% of your company owned and controlled by a woman or women?	46.3%	53.7%	100.0%
		% within MWBE & Non-MWBE Firms	27.5%	93.0%	44.2%	
		% of Total	20.5%	23.7%	44.2%	
<b>Total</b>			<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
			<b>% within Q4. Is MORE than 50% of your company owned and controlled by a woman or women?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups? \* MWBE & Non-MWBE Firms Crosstabulation

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	White/Caucasian	Count	264	132	396	
		% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	66.7%	33.3%	100.0%	
		% within MWBE & Non-MWBE Firms	57.6%	84.1%	64.4%	
			% of Total	42.9%	21.5%	64.4%
	African American	Count	59	0	59	
		% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	100.0%	0.0%	100.0%	
		% within MWBE & Non-MWBE Firms	12.9%	0.0%	9.6%	
			% of Total	9.6%	0.0%	9.6%
	Asian or Pacific Islander	Count	28	0	28	
		% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	100.0%	0.0%	100.0%	
		% within MWBE & Non-MWBE Firms	6.1%	0.0%	4.6%	
			% of Total	4.6%	0.0%	4.6%
	Hispanic American	Count	96	0	96	
		% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	100.0%	0.0%	100.0%	
		% within MWBE & Non-MWBE Firms	21.0%	0.0%	15.6%	
			% of Total	15.6%	0.0%	15.6%
	Native American/Alaskan Native	Count	11	0	11	
		% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	100.0%	0.0%	100.0%	
		% within MWBE & Non-MWBE Firms	2.4%	0.0%	1.8%	
			% of Total	1.8%	0.0%	1.8%
	Other (please specify)	Count	0	25	25	
% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?		0.0%	100.0%	100.0%		
% within MWBE & Non-MWBE Firms		0.0%	15.9%	4.1%		
		% of Total	4.1%	0.0%	4.1%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>		
	<b>% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q5. Other (please specify) \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total
		MWBE Firms	Non-MWBE Firms	
Q5. Other (please specify)	Count	458	151	609
	% within Q5. Other (please specify)	75.2%	24.8%	100.0%
	% within MWBE & Non-MWBE Firms	100.0%	96.2%	99.0%
	% of Total	74.5%	24.6%	99.0%
African American and Hispanic American	Count	0	2	2
	% within Q5. Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	1.3%	.3%
	% of Total	0.0%	.3%	.3%
African American and White (Mix)	Count	0	1	1
	% within Q5. Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Don't wish to answer /ethnic questions	Count	0	1	1
	% within Q5. Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Human Race	Count	0	1	1
	% within Q5. Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
no one group has 50%	Count	0	1	1
	% within Q5. Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
	<b>% within Q5. Other (please specify)</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q6. What is the HIGHEST level of education completed by the primary owner of your company? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q6. What is the HIGHEST level of education completed by the primary owner of your company?	Some high school	Count	7	2	9
	% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?		77.8%	22.2%	100.0%
		% within MWBE & Non-MWBE Firms	1.5%	1.3%	1.5%
		% of Total	1.1%	.3%	1.5%
	High school graduate	Count	24	11	35
	% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?		68.6%	31.4%	100.0%
		% within MWBE & Non-MWBE Firms	5.2%	7.0%	5.7%
		% of Total	3.9%	1.8%	5.7%
	Trade or technical education	Count	11	8	19
	% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?		57.9%	42.1%	100.0%
		% within MWBE & Non-MWBE Firms	2.4%	5.1%	3.1%
		% of Total	1.8%	1.3%	3.1%
	Some college	Count	99	28	127
	% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?		78.0%	22.0%	100.0%
		% within MWBE & Non-MWBE Firms	21.6%	17.8%	20.7%
		% of Total	16.1%	4.6%	20.7%
	College degree	Count	177	61	238
	% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?		74.4%	25.6%	100.0%
		% within MWBE & Non-MWBE Firms	38.6%	38.9%	38.7%
		% of Total	28.8%	9.9%	38.7%
	Post graduate degree	Count	135	41	176
	% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?		76.7%	23.3%	100.0%
		% within MWBE & Non-MWBE Firms	29.5%	26.1%	28.6%
		% of Total	22.0%	6.7%	28.6%
	No response/Don't Know	Count	5	6	11
	% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?		45.5%	54.5%	100.0%
		% within MWBE & Non-MWBE Firms	1.1%	3.8%	1.8%
		% of Total	.8%	1.0%	1.8%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
	% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?		<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		% within MWBE & Non-MWBE Firms	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		% of Total	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q7. Years Established Range \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q7. Years Established Range	1970 and prior	Count	16	20	36	
		% within Q7. Years Established Range	44.4%	55.6%	100.0%	
		% within MWBE & Non-MWBE Firms	3.5%	12.8%	5.9%	
			% of Total	2.6%	3.3%	5.9%
	1971 to 1980	Count	25	8	33	
		% within Q7. Years Established Range	75.8%	24.2%	100.0%	
		% within MWBE & Non-MWBE Firms	5.5%	5.1%	5.4%	
			% of Total	4.1%	1.3%	5.4%
	1981 to 1990	Count	76	25	101	
		% within Q7. Years Established Range	75.2%	24.8%	100.0%	
		% within MWBE & Non-MWBE Firms	16.7%	16.0%	16.5%	
			% of Total	12.4%	4.1%	16.5%
	1991 to 2000	Count	121	54	175	
		% within Q7. Years Established Range	69.1%	30.9%	100.0%	
		% within MWBE & Non-MWBE Firms	26.6%	34.6%	28.6%	
			% of Total	19.8%	8.8%	28.6%
	2001 to 2005	Count	109	21	130	
		% within Q7. Years Established Range	83.8%	16.2%	100.0%	
		% within MWBE & Non-MWBE Firms	24.0%	13.5%	21.3%	
			% of Total	17.8%	3.4%	21.3%
	2006 to 2010	Count	88	27	115	
		% within Q7. Years Established Range	76.5%	23.5%	100.0%	
		% within MWBE & Non-MWBE Firms	19.3%	17.3%	18.8%	
			% of Total	14.4%	4.4%	18.8%
2010 and after	Count	20	1	21		
	% within Q7. Years Established Range	95.2%	4.8%	100.0%		
	% within MWBE & Non-MWBE Firms	4.4%	.6%	3.4%		
		% of Total	3.3%	.2%	3.4%	
<b>Total</b>	<b>Count</b>	<b>455</b>	<b>156</b>	<b>611</b>		
	<b>% within Q7. Years Established Range</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	0 - 10 employees	Count	310	77	387
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	80.1%	19.9%	100.0%
		% within MWBE & Non-MWBE Firms	67.7%	49.0%	62.9%
		% of Total	50.4%	12.5%	62.9%
	11 - 20 employees	Count	71	24	95
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	74.7%	25.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.5%	15.3%	15.4%
		% of Total	11.5%	3.9%	15.4%
	21 - 30 employees	Count	28	14	42
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	66.7%	33.3%	100.0%
		% within MWBE & Non-MWBE Firms	6.1%	8.9%	6.8%
		% of Total	4.6%	2.3%	6.8%
	31 - 40 employees	Count	15	13	28
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	53.6%	46.4%	100.0%
		% within MWBE & Non-MWBE Firms	3.3%	8.3%	4.6%
		% of Total	2.4%	2.1%	4.6%
	More than 40 employees	Count	34	28	62
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	54.8%	45.2%	100.0%
		% within MWBE & Non-MWBE Firms	7.4%	17.8%	10.1%
		% of Total	5.5%	4.6%	10.1%
	No Response	Count	0	1	1
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	0.0%	100.0%	100.0%
		% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
		% of Total	0.0%	.2%	.2%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	Up to \$50,000	Count	67	10	77
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	87.0%	13.0%	100.0%
		% within MWBE & Non-MWBE Firms	14.6%	6.4%	12.5%
		% of Total	10.9%	1.6%	12.5%
	\$50,001 to \$100,000	Count	55	7	62
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	88.7%	11.3%	100.0%
		% within MWBE & Non-MWBE Firms	12.0%	4.5%	10.1%
		% of Total	8.9%	1.1%	10.1%
	\$100,001 to \$300,000	Count	80	11	91
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	87.9%	12.1%	100.0%
		% within MWBE & Non-MWBE Firms	17.5%	7.0%	14.8%
		% of Total	13.0%	1.8%	14.8%
	\$300,001 to \$500,000	Count	28	12	40
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	70.0%	30.0%	100.0%
		% within MWBE & Non-MWBE Firms	6.1%	7.6%	6.5%
		% of Total	4.6%	2.0%	6.5%
	\$500,001 to \$1 million	Count	55	35	90
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	61.1%	38.9%	100.0%
		% within MWBE & Non-MWBE Firms	12.0%	22.3%	14.6%
		% of Total	8.9%	5.7%	14.6%
	\$1,000,001 to \$3 million	Count	89	30	119
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	74.8%	25.2%	100.0%
		% within MWBE & Non-MWBE Firms	19.4%	19.1%	19.3%
		% of Total	14.5%	4.9%	19.3%

	\$3,000,001 to \$5 million	Count	28	16	44
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	63.6%	36.4%	100.0%
	\$5,000,001 to \$10 million	% within MWBE & Non-MWBE Firms	6.1%	10.2%	7.2%
		% of Total	4.6%	2.6%	7.2%
	More than \$10 million	Count	21	11	32
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	65.6%	34.4%	100.0%
	Don't Know	% within MWBE & Non-MWBE Firms	4.6%	7.0%	5.2%
		% of Total	3.4%	1.8%	5.2%
		Count	16	20	36
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	44.4%	55.6%	100.0%
		% within MWBE & Non-MWBE Firms	3.5%	12.7%	5.9%
		% of Total	2.6%	3.3%	5.9%
		Count	19	5	24
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	79.2%	20.8%	100.0%
		% within MWBE & Non-MWBE Firms	4.1%	3.2%	3.9%
		% of Total	3.1%	.8%	3.9%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>



**Q11. Percentage of revenue from the City and County of Denver \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q11. Percentage of revenue from the City and County of Denver	0 - 10%	Count	255	95	350
		% within Q11. Percentage of revenue from the City and County of Denver	72.9%	27.1%	100.0%
		% within MWBE & Non-MWBE Firms	76.3%	78.5%	76.9%
		% of Total	56.0%	20.9%	76.9%
	11 - 25%	Count	39	15	54
		% within Q11. Percentage of revenue from the City and County of Denver	72.2%	27.8%	100.0%
		% within MWBE & Non-MWBE Firms	11.7%	12.4%	11.9%
		% of Total	8.6%	3.3%	11.9%
	26 - 50%	Count	19	8	27
		% within Q11. Percentage of revenue from the City and County of Denver	70.4%	29.6%	100.0%
		% within MWBE & Non-MWBE Firms	5.7%	6.6%	5.9%
		% of Total	4.2%	1.8%	5.9%
	51 - 75%	Count	8	2	10
		% within Q11. Percentage of revenue from the City and County of Denver	80.0%	20.0%	100.0%
		% within MWBE & Non-MWBE Firms	2.4%	1.7%	2.2%
	% of Total	1.8%	.4%	2.2%	
76 - 100%	Count	13	1	14	
	% within Q11. Percentage of revenue from the City and County of Denver	92.9%	7.1%	100.0%	
	% within MWBE & Non-MWBE Firms	3.9%	.8%	3.1%	
	% of Total	2.9%	.2%	3.1%	
<b>Total</b>	<b>Count</b>	<b>334</b>	<b>121</b>	<b>455</b>	
	<b>% within Q11. Percentage of revenue from the City and County of Denver</b>	<b>73.4%</b>	<b>26.6%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>73.4%</b>	<b>26.6%</b>	<b>100.0%</b>	

Q11. Percentage of revenue from the Private Sector \* MWBE & Non-MWBE Firms Crosstabulation

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q11. Percentage of revenue from the Private Sector	0 - 10%	Count	64	19	83
		% within Q11. Percentage of revenue from the Private Sector	77.1%	22.9%	100.0%
		% within MWBE & Non-MWBE Firms	18.4%	15.3%	17.6%
		% of Total	13.6%	4.0%	17.6%
	11 - 25%	Count	28	8	36
		% within Q11. Percentage of revenue from the Private Sector	77.8%	22.2%	100.0%
		% within MWBE & Non-MWBE Firms	8.1%	6.5%	7.6%
		% of Total	5.9%	1.7%	7.6%
	26 - 50%	Count	71	30	101
		% within Q11. Percentage of revenue from the Private Sector	70.3%	29.7%	100.0%
		% within MWBE & Non-MWBE Firms	20.5%	24.2%	21.4%
		% of Total	15.1%	6.4%	21.4%
	51 - 75%	Count	48	18	66
		% within Q11. Percentage of revenue from the Private Sector	72.7%	27.3%	100.0%
		% within MWBE & Non-MWBE Firms	13.8%	14.5%	14.0%
	% of Total	10.2%	3.8%	14.0%	
76 - 100%	Count	136	49	185	
	% within Q11. Percentage of revenue from the Private Sector	73.5%	26.5%	100.0%	
	% within MWBE & Non-MWBE Firms	39.2%	39.5%	39.3%	
	% of Total	28.9%	10.4%	39.3%	
<b>Total</b>	<b>Count</b>	<b>347</b>	<b>124</b>	<b>471</b>	
	<b>% within Q11. Percentage of revenue from the Private Sector</b>	<b>73.7%</b>	<b>26.3%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>73.7%</b>	<b>26.3%</b>	<b>100.0%</b>	

Q11. Percentage of revenue from the Public Sector \* MWBE & Non-MWBE Firms Crosstabulation

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q11. Percentage of revenue from the Public Sector	0 - 10%	Count	106	35	141	
		% within Q11. Percentage of revenue from the Public Sector	75.2%	24.8%	100.0%	
		% within MWBE & Non-MWBE Firms	31.8%	27.8%	30.7%	
			% of Total	23.1%	7.6%	30.7%
	11 - 25%	Count	44	28	72	
		% within Q11. Percentage of revenue from the Public Sector	61.1%	38.9%	100.0%	
		% within MWBE & Non-MWBE Firms	13.2%	22.2%	15.7%	
			% of Total	9.6%	6.1%	15.7%
	26 - 50%	Count	67	24	91	
		% within Q11. Percentage of revenue from the Public Sector	73.6%	26.4%	100.0%	
		% within MWBE & Non-MWBE Firms	20.1%	19.0%	19.8%	
			% of Total	14.6%	5.2%	19.8%
51 - 75%	Count	45	19	64		
	% within Q11. Percentage of revenue from the Public Sector	70.3%	29.7%	100.0%		
	% within MWBE & Non-MWBE Firms	13.5%	15.1%	13.9%		
		% of Total	9.8%	4.1%	13.9%	
76 - 100%	Count	71	20	91		
	% within Q11. Percentage of revenue from the Public Sector	78.0%	22.0%	100.0%		
	% within MWBE & Non-MWBE Firms	21.3%	15.9%	19.8%		
		% of Total	15.5%	4.4%	19.8%	
<b>Total</b>	<b>Count</b>	<b>333</b>	<b>126</b>	<b>459</b>		
	<b>% within Q11. Percentage of revenue from the Public Sector</b>	<b>72.5%</b>	<b>27.5%</b>	<b>100.0%</b>		
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>72.5%</b>	<b>27.5%</b>	<b>100.0%</b>		

**Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	Not Applicable	Count	163	36	199
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	81.9%	18.1%	100.0%
Up to \$50,000		% within MWBE & Non-MWBE Firms	35.6%	22.9%	32.4%
		% of Total	26.5%	5.9%	32.4%
		Count	58	15	73
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	79.5%	20.5%	100.0%
\$50,001 to \$100,000		% within MWBE & Non-MWBE Firms	12.7%	9.6%	11.9%
		% of Total	9.4%	2.4%	11.9%
		Count	35	14	49
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	71.4%	28.6%	100.0%
\$100,001 to \$200,000		% within MWBE & Non-MWBE Firms	7.6%	8.9%	8.0%
		% of Total	5.7%	2.3%	8.0%
		Count	33	14	47
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	70.2%	29.8%	100.0%
\$200,001 to \$300,000		% within MWBE & Non-MWBE Firms	7.2%	8.9%	7.6%
		% of Total	5.4%	2.3%	7.6%
		Count	14	5	19
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	73.7%	26.3%	100.0%
\$300,001 to \$400,000		% within MWBE & Non-MWBE Firms	3.1%	3.2%	3.1%
		% of Total	2.3%	.8%	3.1%
		Count	12	7	19
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	63.2%	36.8%	100.0%
		% within MWBE & Non-MWBE Firms	2.6%	4.5%	3.1%
		% of Total	2.0%	1.1%	3.1%

	\$400,001 to \$500,000	Count	14	5	19
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	73.7%	26.3%	100.0%
	\$500,001 to \$1 million	% within MWBE & Non-MWBE Firms	3.1%	3.2%	3.1%
		% of Total	2.3%	.8%	3.1%
	More than \$1 million	Count	28	11	39
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	71.8%	28.2%	100.0%
	Don't Know	% within MWBE & Non-MWBE Firms	6.1%	7.0%	6.3%
		% of Total	4.6%	1.8%	6.3%
	No Response	Count	56	35	91
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	61.5%	38.5%	100.0%
	Total	% within MWBE & Non-MWBE Firms	12.2%	22.3%	14.8%
		% of Total	9.1%	5.7%	14.8%
		Count	14	8	22
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	63.6%	36.4%	100.0%
		% within MWBE & Non-MWBE Firms	3.1%	5.1%	3.6%
		% of Total	2.3%	1.3%	3.6%
		Count	31	7	38
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	81.6%	18.4%	100.0%
		% within MWBE & Non-MWBE Firms	6.8%	4.5%	6.2%
		% of Total	5.0%	1.1%	6.2%
		Count	458	157	615
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	74.5%	25.5%	100.0%
		% within MWBE & Non-MWBE Firms	100.0%	100.0%	100.0%
		% of Total	74.5%	25.5%	100.0%

Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010? \* MWBE & Non-MWBE Firms Crosstabulation

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	Not Applicable	Count	146	35	181
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	80.7%	19.3%	100.0%
Up to \$50,000		% within MWBE & Non-MWBE Firms	31.9%	22.3%	29.4%
		% of Total	23.7%	5.7%	29.4%
		Count	75	17	92
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	81.5%	18.5%	100.0%
\$50,001 to \$100,000		% within MWBE & Non-MWBE Firms	16.4%	10.8%	15.0%
		% of Total	12.2%	2.8%	15.0%
		Count	31	13	44
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	70.5%	29.5%	100.0%
\$100,001 to \$200,000		% within MWBE & Non-MWBE Firms	6.8%	8.3%	7.2%
		% of Total	5.0%	2.1%	7.2%
		Count	38	14	52
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	73.1%	26.9%	100.0%
\$200,001 to \$300,000		% within MWBE & Non-MWBE Firms	8.3%	8.9%	8.5%
		% of Total	6.2%	2.3%	8.5%
		Count	17	11	28
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	60.7%	39.3%	100.0%
\$300,001 to \$400,000		% within MWBE & Non-MWBE Firms	3.7%	7.0%	4.6%
		% of Total	2.8%	1.8%	4.6%
		Count	19	5	24
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	79.2%	20.8%	100.0%
		% within MWBE & Non-MWBE Firms	4.1%	3.2%	3.9%
		% of Total	3.1%	.8%	3.9%

	\$400,001 to \$500,000	Count	19	9	28
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	67.9%	32.1%	100.0%
		% within MWBE & Non-MWBE Firms	4.1%	5.7%	4.6%
		% of Total	3.1%	1.5%	4.6%
	\$500,001 to \$1 million	Count	33	14	47
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	70.2%	29.8%	100.0%
		% within MWBE & Non-MWBE Firms	7.2%	8.9%	7.6%
		% of Total	5.4%	2.3%	7.6%
	More than \$1 million	Count	33	23	56
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	58.9%	41.1%	100.0%
		% within MWBE & Non-MWBE Firms	7.2%	14.6%	9.1%
		% of Total	5.4%	3.7%	9.1%
	Don't Know	Count	16	9	25
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	64.0%	36.0%	100.0%
		% within MWBE & Non-MWBE Firms	3.5%	5.7%	4.1%
		% of Total	2.6%	1.5%	4.1%
	No Response	Count	31	7	38
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	81.6%	18.4%	100.0%
		% within MWBE & Non-MWBE Firms	6.8%	4.5%	6.2%
		% of Total	5.0%	1.1%	6.2%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?	Yes	Count	232	45	277
		% within Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?	83.8%	16.2%	100.0%
		% within MWBE & Non-MWBE Firms	50.7%	28.7%	45.0%
		% of Total	37.7%	7.3%	45.0%
		No	Count	129	66
	% within Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?		66.2%	33.8%	100.0%
	% within MWBE & Non-MWBE Firms		28.2%	42.0%	31.7%
	% of Total		21.0%	10.7%	31.7%
	Don't Know		Count	65	38
		% within Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?	63.1%	36.9%	100.0%
		% within MWBE & Non-MWBE Firms	14.2%	24.2%	16.7%
		% of Total	10.6%	6.2%	16.7%
		Not Applicable	Count	32	8
	% within Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?		80.0%	20.0%	100.0%
	% within MWBE & Non-MWBE Firms		7.0%	5.1%	6.5%
% of Total	5.2%		1.3%	6.5%	
<b>Total</b>	<b>Count</b>		<b>458</b>	<b>157</b>	<b>615</b>
	<b>% within Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	



**Q15. MBE Certification \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q15. MBE Certification	Yes	Count	112	0	112
		% within Q15. MBE Certification	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	24.5%	0.0%	18.2%
		% of Total	18.2%	0.0%	18.2%
	Not Applicable	Count	346	157	503
		% within Q15. MBE Certification	68.8%	31.2%	100.0%
		% within MWBE & Non-MWBE Firms	75.5%	100.0%	81.8%
		% of Total	56.3%	25.5%	81.8%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q15. MBE Certification</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q15. SBE Certification \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q15. SBE Certification	Yes	Count	174	39	213
		% within Q15. SBE Certification	81.7%	18.3%	100.0%
		% within MWBE & Non-MWBE Firms	38.0%	24.8%	34.6%
		% of Total	28.3%	6.3%	34.6%
	Not Applicable	Count	284	118	402
		% within Q15. SBE Certification	70.6%	29.4%	100.0%
		% within MWBE & Non-MWBE Firms	62.0%	75.2%	65.4%
		% of Total	46.2%	19.2%	65.4%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q15. SBE Certification</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q15. WBE Certification \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q15. WBE Certification	Yes	Count	111	3	114
		% within Q15. WBE Certification	97.4%	2.6%	100.0%
		% within MWBE & Non-MWBE Firms	24.2%	1.9%	18.5%
		% of Total	18.0%	.5%	18.5%
	Not Applicable	Count	347	154	501
		% within Q15. WBE Certification	69.3%	30.7%	100.0%
		% within MWBE & Non-MWBE Firms	75.8%	98.1%	81.5%
		% of Total	56.4%	25.0%	81.5%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q15. WBE Certification</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q15. DBE Certification \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q15. DBE Certification	Yes	Count	170	4	174
		% within Q15. DBE Certification	97.7%	2.3%	100.0%
		% within MWBE & Non-MWBE Firms	37.1%	2.5%	28.3%
		% of Total	27.6%	.7%	28.3%
	Not Applicable	Count	288	153	441
		% within Q15. DBE Certification	65.3%	34.7%	100.0%
		% within MWBE & Non-MWBE Firms	62.9%	97.5%	71.7%
		% of Total	46.8%	24.9%	71.7%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q15. DBE Certification</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q15. ACBE Certification \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q15. ACBE Certification	Yes	Count	24	0	24
		% within Q15. ACBE Certification	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	5.2%	0.0%	3.9%
		% of Total	3.9%	0.0%	3.9%
	Not Applicable	Count	434	157	591
		% within Q15. ACBE Certification	73.4%	26.6%	100.0%
		% within MWBE & Non-MWBE Firms	94.8%	100.0%	96.1%
		% of Total	70.6%	25.5%	96.1%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q15. ACBE Certification</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q15. Certification, Other \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q15. Certification, Other	Yes	Count	22	8	30
		% within Q15. Certification, Other	73.3%	26.7%	100.0%
		% within MWBE & Non-MWBE Firms	4.8%	5.1%	4.9%
		% of Total	3.6%	1.3%	4.9%
	Not Applicable	Count	436	149	585
		% within Q15. Certification, Other	74.5%	25.5%	100.0%
		% within MWBE & Non-MWBE Firms	95.2%	94.9%	95.1%
		% of Total	70.9%	24.2%	95.1%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q15. Certification, Other</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q15. Certification, Other (please specify) \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total
		MWBE Firms	Non-MWBE Firms	
Q15. Certification, Other (please specify)	Count	436	150	586
	% within Q15. Certification, Other (please specify)	74.4%	25.6%	100.0%
	% within MWBE & Non-MWBE Firms	95.2%	95.5%	95.3%
	% of Total	70.9%	24.4%	95.3%
8a ANC	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
8A and SDB	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
8a pending	Count	0	1	1
	% within Q15. Certification, Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Approved Playground Vendor and Drinking Fountain Vendor	Count	0	1	1
	% within Q15. Certification, Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
CCCI, FCI	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
DBA	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
EDWOSB	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
ESB - CDOT	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

Fed-VOSB, CDOT-ESB, RTD-SBE,	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
ISO 9001/2008	% of Total	.2%	0.0%	.2%
	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
iso17025	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
	Count	1	0	1
Licensed childcare facility	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
National Minority Supplier Development Council	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
PE - CO, NV, ID	% of Total	.2%	0.0%	.2%
	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
RTD Certified, 8ACertified	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
	Count	1	0	1
RTD SBE	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
SBA 8(a) Certified, MOS, WOSB	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

SBA 8A	Count	4	0	4
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.9%	0.0%	.7%
SBE - RTD Light Rail	Count	0	1	1
	% within Q15. Certification, Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
SDB Small Disadvantage Business (Federal Government)	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.2%	.2%
Service Disabled Veteran Owned Small Business (SDVOSB)	Count	0	3	3
	% within Q15. Certification, Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
Veteran Owned CVE	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	1.9%	.5%
WOSB	Count	1	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
WOSB, EDWOSB	Count	0	1	1
	% within Q15. Certification, Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
<b>Total</b>	% of Total	0.0%	.2%	.2%
	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
	<b>% within Q15. Certification, Other (please specify)</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? \* MWBE & Non-MWBE Firms Crosstabulation

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	Not qualified	Count	8	14	22	
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	36.4%	63.6%	100.0%	
		% within MWBE & Non-MWBE Firms	1.7%	8.9%	3.6%	
			% of Total	1.3%	2.3%	3.6%
	Certification does not benefit my firm	Count	25	19	44	
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	56.8%	43.2%	100.0%	
		% within MWBE & Non-MWBE Firms	5.5%	12.1%	7.2%	
			% of Total	4.1%	3.1%	7.2%
	Application asks for too much information	Count	16	3	19	
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	84.2%	15.8%	100.0%	
		% within MWBE & Non-MWBE Firms	3.5%	1.9%	3.1%	
			% of Total	2.6%	.5%	3.1%
	No reason	Count	72	33	105	
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	68.6%	31.4%	100.0%	
		% within MWBE & Non-MWBE Firms	15.7%	21.0%	17.1%	
			% of Total	11.7%	5.4%	17.1%
	Other (please specify)	Count	237	43	280	
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	84.6%	15.4%	100.0%	
		% within MWBE & Non-MWBE Firms	51.7%	27.4%	45.5%	
			% of Total	38.5%	7.0%	45.5%
	No Response	Count	100	45	145	
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	69.0%	31.0%	100.0%	
% within MWBE & Non-MWBE Firms		21.8%	28.7%	23.6%		
		% of Total	16.3%	7.3%	23.6%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>		
	<b>% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify) \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	Count	248	119	367	
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	67.6%	32.4%	100.0%	
	% within MWBE & Non-MWBE Firms	54.1%	75.8%	59.7%	
	% of Total	40.3%	19.3%	59.7%	
	already am	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%	
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%	
	% of Total	.2%	0.0%	.2%	
	Already certified with a national agency (WBENC) and don't have resources to pursue multiple certifications at state, local and	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%	
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%	
	% of Total	.2%	0.0%	.2%	
am certified	Count	2	0	2	
% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%		
	% within MWBE & Non-MWBE Firms	.4%	0.0%	.3%	
	% of Total	.3%	0.0%	.3%	
am certified through city	Count	1	0	1	
% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%		
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%	
	% of Total	.2%	0.0%	.2%	
Application has been submitted.	Count	1	0	1	
% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%		
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%	
	% of Total	.2%	0.0%	.2%	



Application in process	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Application too difficult	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
At one time our worth outside the business was too high	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Because of what I understand with the Uniform DBE certification, I have presumed I am certified with the City. However, I don't	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
business is no longer located in the City and County of Denver	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
cert just expired	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Certification expired, issue with net worth and how it is calculated, we have suffered from not having DBE Certification	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

Certification required construction expertise	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
certified	% of Total	0.0%	.2%	.2%
	Count	4	1	5
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	80.0%	20.0%	100.0%
Certified	% within MWBE & Non-MWBE Firms	.9%	.6%	.8%
	% of Total	.7%	.2%	.8%
	Count	3	0	3
CERTIFIED	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.7%	0.0%	.5%
	% of Total	.5%	0.0%	.5%
certified as ACDBE	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
Certified by CDOT	% of Total	.2%	0.0%	.2%
	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
Certified by City	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

Certified through CDOT	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Certified with CDOT	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
certified with sba, pending WBENC certification, haven't had staff time to complete other certification paperwork	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
certified with state of co	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
City does not go out to bid for fire trucks - they negotiate with a competitor and have since 1996	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Classes on how to become a (MB or WMB) are schedule too far apart	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Company is certified	Count	2	0	2
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.4%	0.0%	.3%
	% of Total	.3%	0.0%	.3%

Company is certified with the City and County of Denver	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
Contracts for art have not been sent our way. Normally, it is a call for artists.	% of Total	.2%	0.0%	.2%
	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
currently certified	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
	Count	1	0	1
currently working on Denver SBE cert	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Denied	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
Denver isn't our market	% of Total	0.0%	.2%	.2%
	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
Did not help me secure any business when I was	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%

Did not know about certification.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Did not know about this certification	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Didn't know "city" certification existed	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
didn't know about certification	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
didn't know about it	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Didn't know about it	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Didn't know about the certification, but I am not sure we would benefit	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

Didn't know there was a certification	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Don;t have the time for the application process. I could use some help!	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
don't know about it	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
don't know about the certification	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Don't know about it	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Don't know the benefits and burdens.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
don't know about the program	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

dont know what this is	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Firm is certified	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Firm performs federal work primarily	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Getting tax information prepared and ready to go.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
had no reason to	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Has not been necessary in the past as we usually do temporary staffing services and contracts for same are small.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
have not heard of this certification	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%

have not looked into it	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Have SBE and applied for WBE	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Have SBE with the City. Will be applying for WBE soon.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Haven't had the time to put everything together to submit.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Haven't had time to complete the paperwork.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
i am	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I am	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%



I am a psychologist	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
i am certified	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I am certified	Count	15	2	17
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	88.2%	11.8%	100.0%
	% within MWBE & Non-MWBE Firms	3.3%	1.3%	2.8%
	% of Total	2.4%	.3%	2.8%
I am certified - see question 15	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I am certified so does not apply to me	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
i am certified with the city	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I AM certified with the City and State.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

I am certified.	Count	3	0	3
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.7%	0.0%	.5%
	% of Total	.5%	0.0%	.5%
I am not aware of the process. I am interested, but just haven't had time to check - mostly because I'm not sure the city woul	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I am not aware of this program	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I am working on getting my certification from the city.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I cannot get a WBE; have been trying for years	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I did get some certifications (DBE, SBE and *ESB in the past) but never had opportunities to work on a contract.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I didn't know there was a certification program.	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%

I do wonder if the certification is its worth anything to my firm, except the city hearing complaints as I have for not being p	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I don't know anything about it	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
I don't know what that is.	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
I don't think there any opportunity.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I have my SBE Certificate, however, I want my WBE & MBE - per your requirement, I quality, but did not received it.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I have no idea what you are talking about	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I have no knowledge of a certification process.	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%

I have not had opportunities that require certification with the city.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
I was certified	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
i'm certified	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
My personal assets exceed the \$750,000 requirement which disqualifies me from the program.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
n/a	Count	3	0	3
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.7%	0.0%	.5%
	% of Total	.5%	0.0%	.5%
N/A	Count	7	0	7
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	1.5%	0.0%	1.1%
	% of Total	1.1%	0.0%	1.1%
n/a -- certified SBE firm with City & County of Denver	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%

na	Count	2	0	2
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.4%	0.0%	.3%
	% of Total	.3%	0.0%	.3%
NA	Count	2	0	2
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.4%	0.0%	.3%
	% of Total	.3%	0.0%	.3%
need to recertify	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
never heard of it before	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Never heard of it, I do not think this applies to us. Granted, we would love business from you.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Never introduced	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
No longer qualified	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

not applicable	Count	2	0	2
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.4%	0.0%	.3%
	% of Total	.3%	0.0%	.3%
Not applicable -- we are certified	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Not aware of certification	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Not aware of this certification process	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Not familiar with the certification	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Not sure how to become certified with the city.	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
ompletely the re-application for the following year	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

Our company is certified	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
out grown the small business program	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Paperwork	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Pending	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Previously was certified by all but there was no benefit	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
qualified	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Recently became certified w/ national council, have not completed Denver cert. yet/plan to in near future	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

Revenue & size requirements	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
SBE	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
SBE and MBE certification specifically states must be in construction	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
school	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Spouse works for the City and was told I could not get certified	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
The city does not have a program for Set Aside Business like the Federal Government & the City buys from Federal Prisons ergono	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
This question is a NA	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%



Time consuming to get all of the documents copied, no help from the City when I asked for help expediting paperwork, then threa	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Told I wasn't qualified to own/operate an Engineering firm since I'm not a PE, but state of Colorado allows it	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Tried many different avenues to get with the right program but have never been successful getting in front of the right people.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Unaware of certification requirements	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Uncertain what the process is for certification and the classes of businesses which are certified by the city.	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Was Certified, but it didn't really positively impact my firm.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Was denied Women Owned status	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

was not a ware of the certification	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Was not aware I could be. Would like to be certified with the city.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Was not aware of program. Had no reason to find out - not the sort of work I do.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Was not aware of the program	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
was not aware of this	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Was not familiar with the program	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Was not informed of certification process.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

Was unaware of certification until this survey	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Was unaware of the certification	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Was..... Not any longer.....Not worth the hassle	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
WBE denied since my husband was involved in business - too much hassle and prejudice to be worth time to appeal	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
We applied for WBE, but was turned down.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
we are	Count	3	0	3
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.7%	0.0%	.5%
	% of Total	.5%	0.0%	.5%
we are a certified SBE	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%

We are ADCBE certified	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
We are applying 1/2/13	% of Total	.2%	0.0%	.2%
	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
we are ccertied	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
	Count	1	0	1
we are certified	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
we are certified	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
we are certified	% of Total	.2%	0.0%	.2%
	Count	15	3	18
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	83.3%	16.7%	100.0%
We are certified	% within MWBE & Non-MWBE Firms	3.3%	1.9%	2.9%
	% of Total	2.4%	.5%	2.9%
	Count	18	5	23
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	78.3%	21.7%	100.0%
	% within MWBE & Non-MWBE Firms	3.9%	3.2%	3.7%
	% of Total	2.9%	.8%	3.7%

WE ARE CERTIFIED	Count	2	0	2
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.4%	0.0%	.3%
	% of Total	.3%	0.0%	.3%
We are certified as a SBE	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
We are certified as an SBE	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
we are certified but had to answer the question	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
We are certified by NMSDC, our net worth and volume exclude us from Denver certification	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
we are certified MBE, DBE	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

We are certified SBE	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
We are certified with the CDOT, which the City recognizes,	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
we are certified with the city	Count	2	0	2
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.4%	0.0%	.3%
	% of Total	.3%	0.0%	.3%
We are certified with the City	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
We ARE Certified with the City	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
We are certified with the City.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
We are certified, but could not skip question	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

We are certified.	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
We are not big enough for the city to pay any mind to us	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
We are SBE certified as answered on prior question	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
We are woman owned do partner with multiple state of co WSCA awards and have for decades	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
We choose to qualify for project work based on the quality of our work product and the service we provide	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
We do not bid low bid projects of which all city contracts are. No one wins in low bids, not the city or the company. Not int	Count	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
We don't do business in the City and County of Denver.	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

We use to be. As an interior design firm Architects seem very unwilling to consider our services and tend to prefer to keep tho	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Were certified- City discontinued and would not listen to what our firm really was- too much fighting would have been involved	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Work on Federal Contracts	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Working on General Contractors license	Count	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
	<b>% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>



**Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?		Count	20	6	26
		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	76.9%	23.1%	100.0%
		% within MWBE & Non-MWBE Firms	4.4%	3.8%	4.2%
		% of Total	3.3%	1.0%	4.2%
	Somewhat easy	Count	79	19	98
		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	80.6%	19.4%	100.0%
		% within MWBE & Non-MWBE Firms	17.2%	12.1%	15.9%
		% of Total	12.8%	3.1%	15.9%
	Easy	Count	100	43	143
		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	69.9%	30.1%	100.0%
		% within MWBE & Non-MWBE Firms	21.8%	27.4%	23.3%
		% of Total	16.3%	7.0%	23.3%
	Difficult	Count	82	37	119
		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	68.9%	31.1%	100.0%
		% within MWBE & Non-MWBE Firms	17.9%	23.6%	19.3%
		% of Total	13.3%	6.0%	19.3%
Somewhat difficult	Count	62	26	88	
	% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	70.5%	29.5%	100.0%	
	% within MWBE & Non-MWBE Firms	13.5%	16.6%	14.3%	
	% of Total	10.1%	4.2%	14.3%	

	Extremely difficult	Count	67	12	79
		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	84.8%	15.2%	100.0%
		% within MWBE & Non-MWBE Firms	14.6%	7.6%	12.8%
		% of Total	10.9%	2.0%	12.8%
	No Response	Count	48	14	62
		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	77.4%	22.6%	100.0%
		% within MWBE & Non-MWBE Firms	10.5%	8.9%	10.1%
		% of Total	7.8%	2.3%	10.1%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Prequalification requirements \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Prequalification requirements	Yes	Count	139	52	191	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Prequalification requirements	72.8%	27.2%	100.0%	
		% within MWBE & Non-MWBE Firms	30.3%	33.1%	31.1%	
		% of Total	22.6%	8.5%	31.1%	
		No	Count	246	84	330
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Prequalification requirements	74.5%	25.5%	100.0%
	% within MWBE & Non-MWBE Firms		53.7%	53.5%	53.7%	
	% of Total		40.0%	13.7%	53.7%	
	No Response		Count	73	21	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Prequalification requirements	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Prequalification requirements</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Bid bond requirement \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Bid bond requirement	Yes	Count	123	37	160	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Bid bond requirement	76.9%	23.1%	100.0%	
		% within MWBE & Non-MWBE Firms	26.9%	23.6%	26.0%	
		% of Total	20.0%	6.0%	26.0%	
		No	Count	262	99	361
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Bid bond requirement	72.6%	27.4%	100.0%
	% within MWBE & Non-MWBE Firms		57.2%	63.1%	58.7%	
	% of Total		42.6%	16.1%	58.7%	
	Not Applicable		Count	73	21	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Bid bond requirement	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Bid bond requirement</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Performance bond requirement \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Performance bond requirement	Yes	Count	131	37	168	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Performance bond requirement	78.0%	22.0%	100.0%	
		% within MWBE & Non-MWBE Firms	28.6%	23.6%	27.3%	
		% of Total	21.3%	6.0%	27.3%	
		No	Count	254	99	353
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Performance bond requirement	72.0%	28.0%	100.0%
	% within MWBE & Non-MWBE Firms		55.5%	63.1%	57.4%	
	% of Total		41.3%	16.1%	57.4%	
	Not Applicable		Count	73	21	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Performance bond requirement	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Performance bond requirement</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Payment bond requirement \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Payment bond requirement	Yes	Count	130	36	166	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Payment bond requirement	78.3%	21.7%	100.0%	
		% within MWBE & Non-MWBE Firms	28.4%	22.9%	27.0%	
		% of Total	21.1%	5.9%	27.0%	
		No	Count	255	100	355
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Payment bond requirement	71.8%	28.2%	100.0%
	% within MWBE & Non-MWBE Firms		55.7%	63.7%	57.7%	
	% of Total		41.5%	16.3%	57.7%	
	Not Applicable		Count	73	21	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Payment bond requirement	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Payment bond requirement</b>		<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>			
<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>			

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Financing \* MWBE & Non-MWBE Firms**  
**Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Financing	Yes	Count	114	26	140
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Financing	81.4%	18.6%	100.0%
		% within MWBE & Non-MWBE Firms	24.9%	16.6%	22.8%
		% of Total	18.5%	4.2%	22.8%
	No	Count	271	110	381
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Financing	71.1%	28.9%	100.0%
		% within MWBE & Non-MWBE Firms	59.2%	70.1%	62.0%
		% of Total	44.1%	17.9%	62.0%
	Not Applicable	Count	73	21	94
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Financing	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%
		% of Total	11.9%	3.4%	15.3%
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Financing</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Insurance (general liability, professional liability, etc) \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Insurance (general liability, professional liability, etc)	Yes	Count	68	14	82	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Insurance (general liability, professional liability, etc)	82.9%	17.1%	100.0%	
		% within MWBE & Non-MWBE Firms	14.8%	8.9%	13.3%	
		% of Total	11.1%	2.3%	13.3%	
		No	Count	317	122	439
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Insurance (general liability, professional liability, etc)	72.2%	27.8%	100.0%
	% within MWBE & Non-MWBE Firms		69.2%	77.7%	71.4%	
	% of Total		51.5%	19.8%	71.4%	
	Not Applicable		Count	73	21	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Insurance (general liability, professional liability, etc)	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Insurance (general liability, professional liability, etc)</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		



**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Proposal/Bid specifications \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Proposal/Bid specifications	Yes	Count	112	31	143	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Proposal/Bid specifications	78.3%	21.7%	100.0%	
		% within MWBE & Non-MWBE Firms	24.5%	19.7%	23.3%	
		% of Total	18.2%	5.0%	23.3%	
		No	Count	273	105	378
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Proposal/Bid specifications	72.2%	27.8%	100.0%
	% within MWBE & Non-MWBE Firms		59.6%	66.9%	61.5%	
	% of Total		44.4%	17.1%	61.5%	
	Not Applicable		Count	73	21	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Proposal/Bid specifications	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Proposal/Bid specifications</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited time given to prepare bid package or quote \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited time given to prepare bid package or quote	Yes	Count	151	32	183	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited time given to prepare bid package or quote	82.5%	17.5%	100.0%	
		% within MWBE & Non-MWBE Firms	33.0%	20.4%	29.8%	
		% of Total	24.6%	5.2%	29.8%	
		No	Count	234	104	338
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited time given to prepare bid package or quote	69.2%	30.8%	100.0%
	% within MWBE & Non-MWBE Firms		51.1%	66.2%	55.0%	
	Not Applicable	% of Total	38.0%	16.9%	55.0%	
		Count	73	21	94	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited time given to prepare bid package or quote	77.7%	22.3%	100.0%	
	<b>Total</b>	% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Count</b>		<b>458</b>	<b>157</b>	<b>615</b>		
<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited time given to prepare bid package or quote</b>		<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
<b>% within MWBE &amp; Non-MWBE Firms</b>		<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited knowledge of purchasing contracting policies and procedu \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited knowledge of purchasing contracting policies and procedu	Yes	Count	150	37	187	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited knowledge of purchasing contracting policies and procedu	80.2%	19.8%	100.0%	
		% within MWBE & Non-MWBE Firms	32.8%	23.6%	30.4%	
		% of Total	24.4%	6.0%	30.4%	
		No	Count	235	99	334
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited knowledge of purchasing contracting policies and procedu	70.4%	29.6%	100.0%
	% within MWBE & Non-MWBE Firms		51.3%	63.1%	54.3%	
	% of Total		38.2%	16.1%	54.3%	
	Not Applicable		Count	73	21	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited knowledge of purchasing contracting policies and procedu	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited knowledge of purchasing contracting policies and procedu</b>		<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>			
<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>			

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of experience \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of experience	Yes	Count	58	10	68	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of experience	85.3%	14.7%	100.0%	
		% within MWBE & Non-MWBE Firms	12.7%	6.4%	11.1%	
		% of Total	9.4%	1.6%	11.1%	
		No	Count	327	126	453
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of experience	72.2%	27.8%	100.0%
	% within MWBE & Non-MWBE Firms		71.4%	80.3%	73.7%	
	% of Total		53.2%	20.5%	73.7%	
	Not Applicable		Count	73	21	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of experience	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of experience</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of personnel \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of personnel	Yes	Count	62	14	76	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of personnel	81.6%	18.4%	100.0%	
		% within MWBE & Non-MWBE Firms	13.5%	8.9%	12.4%	
		% of Total	10.1%	2.3%	12.4%	
		No	Count	323	122	445
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of personnel	72.6%	27.4%	100.0%
	% within MWBE & Non-MWBE Firms		70.5%	77.7%	72.4%	
	% of Total		52.5%	19.8%	72.4%	
	Not Applicable		Count	73	21	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of personnel	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of personnel</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Contract too large \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Contract too large	Yes	Count	95	30	125	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Contract too large	76.0%	24.0%	100.0%	
		% within MWBE & Non-MWBE Firms	20.7%	19.1%	20.3%	
		% of Total	15.4%	4.9%	20.3%	
		No	Count	290	106	396
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Contract too large	73.2%	26.8%	100.0%
	% within MWBE & Non-MWBE Firms		63.3%	67.5%	64.4%	
	% of Total		47.2%	17.2%	64.4%	
	Not Applicable		Count	73	21	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Contract too large	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Contract too large</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Selection process \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Selection process	Yes	Count	201	68	269	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Selection process	74.7%	25.3%	100.0%	
		% within MWBE & Non-MWBE Firms	43.9%	43.3%	43.7%	
		% of Total	32.7%	11.1%	43.7%	
		No	Count	184	68	252
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Selection process	73.0%	27.0%	100.0%
	Not Applicable	% within MWBE & Non-MWBE Firms	40.2%	43.3%	41.0%	
		% of Total	29.9%	11.1%	41.0%	
		Count	73	21	94	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Selection process	77.7%	22.3%	100.0%	
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>		
	<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Selection process</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Unnecessary restrictive contract specifications \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Unnecessary restrictive contract specifications	Yes	Count	169	65	234	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Unnecessary restrictive contract specifications	72.2%	27.8%	100.0%	
		% within MWBE & Non-MWBE Firms	36.9%	41.4%	38.0%	
		% of Total	27.5%	10.6%	38.0%	
		No	Count	216	71	287
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Unnecessary restrictive contract specifications	75.3%	24.7%	100.0%
	% within MWBE & Non-MWBE Firms		47.2%	45.2%	46.7%	
	% of Total		35.1%	11.5%	46.7%	
	Not Applicable		Count	73	21	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Unnecessary restrictive contract specifications	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Unnecessary restrictive contract specifications</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		



**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Slow payment or nonpayment \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Slow payment or nonpayment	Yes	Count	120	52	172	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Slow payment or nonpayment	69.8%	30.2%	100.0%	
		% within MWBE & Non-MWBE Firms	26.2%	33.1%	28.0%	
		% of Total	19.5%	8.5%	28.0%	
		No	Count	265	84	349
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Slow payment or nonpayment	75.9%	24.1%	100.0%
	% within MWBE & Non-MWBE Firms		57.9%	53.5%	56.7%	
	% of Total		43.1%	13.7%	56.7%	
	Not Applicable		Count	73	21	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Slow payment or nonpayment	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Slow payment or nonpayment</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Competing with large companies \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Competing with large companies	Yes	Count	256	67	323	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Competing with large companies	79.3%	20.7%	100.0%	
		% within MWBE & Non-MWBE Firms	55.9%	42.7%	52.5%	
		% of Total	41.6%	10.9%	52.5%	
		No	Count	129	69	198
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Competing with large companies	65.2%	34.8%	100.0%
	Not Applicable	% within MWBE & Non-MWBE Firms	28.2%	43.9%	32.2%	
		% of Total	21.0%	11.2%	32.2%	
		Count	73	21	94	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Competing with large companies	77.7%	22.3%	100.0%	
		% within MWBE & Non-MWBE Firms	15.9%	13.4%	15.3%	
		% of Total	11.9%	3.4%	15.3%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>		
	<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Competing with large companies</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	None	Count	190	47	237
		% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	80.2%	19.8%	100.0%
		% within MWBE & Non-MWBE Firms	41.5%	29.9%	38.5%
		% of Total	30.9%	7.6%	38.5%
	1 - 10 times	Count	155	64	219
		% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	70.8%	29.2%	100.0%
		% within MWBE & Non-MWBE Firms	33.8%	40.8%	35.6%
		% of Total	25.2%	10.4%	35.6%
	11 - 25 times	Count	22	12	34
		% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	64.7%	35.3%	100.0%
		% within MWBE & Non-MWBE Firms	4.8%	7.6%	5.5%
		% of Total	3.6%	2.0%	5.5%
26 - 50 times	Count	9	5	14	
	% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	64.3%	35.7%	100.0%	
	% within MWBE & Non-MWBE Firms	2.0%	3.2%	2.3%	
	% of Total	1.5%	.8%	2.3%	

	51 - 100 times	Count	3	4	7
		% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	42.9%	57.1%	100.0%
		% within MWBE & Non-MWBE Firms	.7%	2.5%	1.1%
	More than 100 times	% of Total	.5%	.7%	1.1%
		Count	4	2	6
		% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	66.7%	33.3%	100.0%
	No Response	% within MWBE & Non-MWBE Firms	.9%	1.3%	1.0%
		% of Total	.7%	.3%	1.0%
		Count	75	23	98
	<b>Total</b>	% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	76.5%	23.5%	100.0%
% within MWBE & Non-MWBE Firms		16.4%	14.6%	15.9%	
% of Total		12.2%	3.7%	15.9%	
Count		<b>458</b>	<b>157</b>	<b>615</b>	
% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?		<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
% within MWBE & Non-MWBE Firms		<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
% of Total		<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

**Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver? \* MWBE & Non-MWBE Firms**  
**Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	None	Count	292	84	376
		% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	77.7%	22.3%	100.0%
		% within MWBE & Non-MWBE Firms	63.8%	53.5%	61.1%
	1 - 10 times	% of Total	47.5%	13.7%	61.1%
		Count	82	42	124
		% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	66.1%	33.9%	100.0%
	11 - 25 times	% within MWBE & Non-MWBE Firms	17.9%	26.8%	20.2%
		% of Total	13.3%	6.8%	20.2%
		Count	7	5	12
	26 - 50 times	% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	58.3%	41.7%	100.0%
		% within MWBE & Non-MWBE Firms	1.5%	3.2%	2.0%
		% of Total	1.1%	.8%	2.0%
	51 - 100 times	Count	1	2	3
		% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	33.3%	66.7%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	1.3%	.5%
	No Response	% of Total	.2%	.3%	.5%
		Count	1	1	2
		% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	50.0%	50.0%	100.0%
	Total	% within MWBE & Non-MWBE Firms	.2%	.6%	.3%
		% of Total	.2%	.2%	.3%
Count		75	23	98	
Total	% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	76.5%	23.5%	100.0%	
	% within MWBE & Non-MWBE Firms	16.4%	14.6%	15.9%	
	% of Total	12.2%	3.7%	15.9%	
	Count	458	157	615	
	% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	74.5%	25.5%	100.0%	
Total	% within MWBE & Non-MWBE Firms	100.0%	100.0%	100.0%	
	% of Total	74.5%	25.5%	100.0%	

**Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	Less than 30 days	Count	8	3	11
		% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	72.7%	27.3%	100.0%
		% within MWBE & Non-MWBE Firms	1.7%	1.9%	1.8%
		% of Total	1.3%	.5%	1.8%
	31 - 60 days	Count	44	26	70
		% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	62.9%	37.1%	100.0%
		% within MWBE & Non-MWBE Firms	9.6%	16.6%	11.4%
		% of Total	7.2%	4.2%	11.4%
	61 - 90 days	Count	17	13	30
		% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	56.7%	43.3%	100.0%
		% within MWBE & Non-MWBE Firms	3.7%	8.3%	4.9%
		% of Total	2.8%	2.1%	4.9%
91 - 120 days	Count	7	5	12	
	% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	58.3%	41.7%	100.0%	
	% within MWBE & Non-MWBE Firms	1.5%	3.2%	2.0%	
	% of Total	1.1%	.8%	2.0%	

	More than 120 days	Count	7	3	10
		% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	70.0%	30.0%	100.0%
		% within MWBE & Non-MWBE Firms	1.5%	1.9%	1.6%
		% of Total	1.1%	.5%	1.6%
	Not Applicable	Count	17	2	19
		% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	89.5%	10.5%	100.0%
		% within MWBE & Non-MWBE Firms	3.7%	1.3%	3.1%
		% of Total	2.8%	.3%	3.1%
	No Response	Count	358	105	463
		% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	77.3%	22.7%	100.0%
		% within MWBE & Non-MWBE Firms	78.2%	66.9%	75.3%
		% of Total	58.2%	17.1%	75.3%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work?	Yes	Count	36	18	54	
		% within Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work?	66.7%	33.3%	100.0%	
		% within MWBE & Non-MWBE Firms	7.9%	11.5%	8.8%	
		% of Total	5.9%	2.9%	8.8%	
	No	Count	270	81	351	
			% within Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work?	76.9%	23.1%	100.0%
			% within MWBE & Non-MWBE Firms	59.0%	51.6%	57.1%
			% of Total	43.9%	13.2%	57.1%
	Don't Know	Count	77	34	111	
			% within Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work?	69.4%	30.6%	100.0%
			% within MWBE & Non-MWBE Firms	16.8%	21.7%	18.0%
			% of Total	12.5%	5.5%	18.0%
No Response	Count	75	24	99		
		% within Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work?	75.8%	24.2%	100.0%	
		% within MWBE & Non-MWBE Firms	16.4%	15.3%	16.1%	
		% of Total	12.2%	3.9%	16.1%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>		
		<b>% within Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	



**Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids?	Yes	Count	86	60	146	
		% within Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids?	58.9%	41.1%	100.0%	
		% within MWBE & Non-MWBE Firms	18.8%	38.2%	23.7%	
			% of Total	14.0%	9.8%	23.7%
	No	Count	224	54	278	
		% within Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids?	80.6%	19.4%	100.0%	
		% within MWBE & Non-MWBE Firms	48.9%	34.4%	45.2%	
			% of Total	36.4%	8.8%	45.2%
	Don't Know	Count	73	19	92	
		% within Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids?	79.3%	20.7%	100.0%	
		% within MWBE & Non-MWBE Firms	15.9%	12.1%	15.0%	
			% of Total	11.9%	3.1%	15.0%
No Response	Count	75	24	99		
	% within Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids?	75.8%	24.2%	100.0%		
	% within MWBE & Non-MWBE Firms	16.4%	15.3%	16.1%		
		% of Total	12.2%	3.9%	16.1%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>		
	<b>% within Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

Q24. What is your current aggregate bonding limit? \* MWBE & Non-MWBE Firms Crosstabulation

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q24. What is your current aggregate bonding limit?	Below \$100,000	Count	3	2	5
		% within Q24. What is your current aggregate bonding limit?	60.0%	40.0%	100.0%
		% within MWBE & Non-MWBE Firms	.7%	1.3%	.8%
		% of Total	.5%	.3%	.8%
	\$100,001 to \$250,000	Count	5	2	7
		% within Q24. What is your current aggregate bonding limit?	71.4%	28.6%	100.0%
		% within MWBE & Non-MWBE Firms	1.1%	1.3%	1.1%
		% of Total	.8%	.3%	1.1%
	\$250,001 to \$500,000	Count	5	3	8
		% within Q24. What is your current aggregate bonding limit?	62.5%	37.5%	100.0%
		% within MWBE & Non-MWBE Firms	1.1%	1.9%	1.3%
		% of Total	.8%	.5%	1.3%
	\$500,001 to \$1,000,000	Count	6	6	12
		% within Q24. What is your current aggregate bonding limit?	50.0%	50.0%	100.0%
		% within MWBE & Non-MWBE Firms	1.3%	3.8%	2.0%
		% of Total	1.0%	1.0%	2.0%
	\$1,000,001 to \$1,500,000	Count	3	2	5
		% within Q24. What is your current aggregate bonding limit?	60.0%	40.0%	100.0%
		% within MWBE & Non-MWBE Firms	.7%	1.3%	.8%
		% of Total	.5%	.3%	.8%
	\$1,500,001 to \$3,000,000	Count	12	9	21
% within Q24. What is your current aggregate bonding limit?		57.1%	42.9%	100.0%	
% within MWBE & Non-MWBE Firms		2.6%	5.7%	3.4%	
	% of Total	2.0%	1.5%	3.4%	
\$3,000,001 to \$5,000,000	Count	8	5	13	
	% within Q24. What is your current aggregate bonding limit?	61.5%	38.5%	100.0%	
	% within MWBE & Non-MWBE Firms	1.7%	3.2%	2.1%	
	% of Total	1.3%	.8%	2.1%	
More than \$5 million	Count	16	25	41	
	% within Q24. What is your current aggregate bonding limit?	39.0%	61.0%	100.0%	
	% within MWBE & Non-MWBE Firms	3.5%	15.9%	6.7%	
	% of Total	2.6%	4.1%	6.7%	

<b>Total</b>	Don't Know	Count	29	6	35
		% within Q24. What is your current aggregate bonding limit?	82.9%	17.1%	100.0%
		% within MWBE & Non-MWBE Firms	6.3%	3.8%	5.7%
	No Response	% of Total	4.7%	1.0%	5.7%
		Count	371	97	468
		% within Q24. What is your current aggregate bonding limit?	79.3%	20.7%	100.0%
		% within MWBE & Non-MWBE Firms	81.0%	61.8%	76.1%
		% of Total	60.3%	15.8%	76.1%
		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q24. What is your current aggregate bonding limit?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q25. What is your current single project bonding limit? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q25. What is your current single project bonding limit?	Below \$100,000	Count	5	3	8
		% within Q25. What is your current single project bonding limit?	62.5%	37.5%	100.0%
		% within MWBE & Non-MWBE Firms	1.1%	1.9%	1.3%
		% of Total	.8%	.5%	1.3%
	\$100,001 to \$250,000	Count	6	3	9
		% within Q25. What is your current single project bonding limit?	66.7%	33.3%	100.0%
		% within MWBE & Non-MWBE Firms	1.3%	1.9%	1.5%
		% of Total	1.0%	.5%	1.5%
	\$250,001 to \$500,000	Count	10	5	15
		% within Q25. What is your current single project bonding limit?	66.7%	33.3%	100.0%
		% within MWBE & Non-MWBE Firms	2.2%	3.2%	2.4%
		% of Total	1.6%	.8%	2.4%
	\$500,001 to \$1,000,000	Count	5	6	11
		% within Q25. What is your current single project bonding limit?	45.5%	54.5%	100.0%
		% within MWBE & Non-MWBE Firms	1.1%	3.8%	1.8%
		% of Total	.8%	1.0%	1.8%
	\$1,000,001 to \$1,500,000	Count	4	3	7
		% within Q25. What is your current single project bonding limit?	57.1%	42.9%	100.0%
		% within MWBE & Non-MWBE Firms	.9%	1.9%	1.1%
		% of Total	.7%	.5%	1.1%
	\$1,500,001 to \$3,000,000	Count	12	11	23
		% within Q25. What is your current single project bonding limit?	52.2%	47.8%	100.0%
		% within MWBE & Non-MWBE Firms	2.6%	7.0%	3.7%
		% of Total	2.0%	1.8%	3.7%

	\$3,000,001 to \$5,000,000	Count	8	8	16
		% within Q25. What is your current single project bonding limit?	50.0%	50.0%	100.0%
		% within MWBE & Non-MWBE Firms	1.7%	5.1%	2.6%
		% of Total	1.3%	1.3%	2.6%
	More than \$5 million	Count	9	15	24
		% within Q25. What is your current single project bonding limit?	37.5%	62.5%	100.0%
		% within MWBE & Non-MWBE Firms	2.0%	9.6%	3.9%
		% of Total	1.5%	2.4%	3.9%
	Don't Know	Count	28	6	34
		% within Q25. What is your current single project bonding limit?	82.4%	17.6%	100.0%
		% within MWBE & Non-MWBE Firms	6.1%	3.8%	5.5%
		% of Total	4.6%	1.0%	5.5%
	No Response	Count	371	97	468
		% within Q25. What is your current single project bonding limit?	79.3%	20.7%	100.0%
		% within MWBE & Non-MWBE Firms	81.0%	61.8%	76.1%
		% of Total	60.3%	15.8%	76.1%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q25. What is your current single project bonding limit?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total		
		MWBE Firms	Non-MWBE Firms			
Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	Yes	Count	38	18	56	
		% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	67.9%	32.1%	100.0%	
		% within MWBE & Non-MWBE Firms	8.3%	11.5%	9.1%	
		% of Total	6.2%	2.9%	9.1%	
		No	Count	146	64	210
			% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	69.5%	30.5%	100.0%
	% within MWBE & Non-MWBE Firms		31.9%	40.8%	34.1%	
	% of Total		23.7%	10.4%	34.1%	
	Don't Know		Count	99	28	127
			% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	78.0%	22.0%	100.0%
		% within MWBE & Non-MWBE Firms	21.6%	17.8%	20.7%	
		% of Total	16.1%	4.6%	20.7%	
		Not Applicable	Count	99	23	122
			% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	81.1%	18.9%	100.0%
	% within MWBE & Non-MWBE Firms		21.6%	14.6%	19.8%	
	% of Total		16.1%	3.7%	19.8%	
	No Response		Count	76	24	100
			% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	76.0%	24.0%	100.0%
% within MWBE & Non-MWBE Firms		16.6%	15.3%	16.3%		
% of Total		12.4%	3.9%	16.3%		
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q27. What was the most noticeable way you became aware of the discrimination against your company? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q27. What was the most noticeable way you became aware of the discrimination against your company?	Verbal comment	Count	21	7	28	
		% within Q27. What was the most noticeable way you became aware of the discrimination against your company?	75.0%	25.0%	100.0%	
		% within MWBE & Non-MWBE Firms	18.1%	16.7%	17.7%	
			% of Total	13.3%	4.4%	17.7%
	Written statement	Count	1	5	6	
		% within Q27. What was the most noticeable way you became aware of the discrimination against your company?	16.7%	83.3%	100.0%	
		% within MWBE & Non-MWBE Firms	.9%	11.9%	3.8%	
			% of Total	.6%	3.2%	3.8%
	Action taken against the company	Count	14	3	17	
		% within Q27. What was the most noticeable way you became aware of the discrimination against your company?	82.4%	17.6%	100.0%	
		% within MWBE & Non-MWBE Firms	12.1%	7.1%	10.8%	
			% of Total	8.9%	1.9%	10.8%
	Don't Know	Count	4	3	7	
		% within Q27. What was the most noticeable way you became aware of the discrimination against your company?	57.1%	42.9%	100.0%	
		% within MWBE & Non-MWBE Firms	3.4%	7.1%	4.4%	
			% of Total	2.5%	1.9%	4.4%
	No Response	Count	76	24	100	
		% within Q27. What was the most noticeable way you became aware of the discrimination against your company?	76.0%	24.0%	100.0%	
		% within MWBE & Non-MWBE Firms	65.5%	57.1%	63.3%	
			% of Total	48.1%	15.2%	63.3%
<b>Total</b>	<b>Count</b>	<b>116</b>	<b>42</b>	<b>158</b>		
	<b>% within Q27. What was the most noticeable way you became aware of the discrimination against your company?</b>	<b>73.4%</b>	<b>26.6%</b>	<b>100.0%</b>		
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>73.4%</b>	<b>26.6%</b>	<b>100.0%</b>		

**Q28. Which of the following do you consider the primary reason for your company being discriminated against? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q28. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	14	10	24
		% within Q28. Which of the following do you consider the primary reason for your company being discriminated against?	58.3%	41.7%	100.0%
		% within MWBE & Non-MWBE Firms	12.1%	23.8%	15.2%
		% of Total	8.9%	6.3%	15.2%
	Owner's gender	Count	4	3	7
		% within Q28. Which of the following do you consider the primary reason for your company being discriminated against?	57.1%	42.9%	100.0%
		% within MWBE & Non-MWBE Firms	3.4%	7.1%	4.4%
		% of Total	2.5%	1.9%	4.4%
	Don't Know	Count	22	5	27
		% within Q28. Which of the following do you consider the primary reason for your company being discriminated against?	81.5%	18.5%	100.0%
		% within MWBE & Non-MWBE Firms	19.0%	11.9%	17.1%
		% of Total	13.9%	3.2%	17.1%
	No Response	Count	76	24	100
		% within Q28. Which of the following do you consider the primary reason for your company being discriminated against?	76.0%	24.0%	100.0%
		% within MWBE & Non-MWBE Firms	65.5%	57.1%	63.3%
	% of Total	48.1%	15.2%	63.3%	
<b>Total</b>	<b>Count</b>	<b>116</b>	<b>42</b>	<b>158</b>	
	<b>% within Q28. Which of the following do you consider the primary reason for your company being discriminated against?</b>	<b>73.4%</b>	<b>26.6%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>73.4%</b>	<b>26.6%</b>	<b>100.0%</b>	

Q29. When did the discrimination first occur \* MWBE & Non-MWBE Firms Crosstabulation

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q29. When did the discrimination first occur	During bidding process	Count	26	13	39	
		% within Q29. When did the discrimination first occur	66.7%	33.3%	100.0%	
		% within MWBE & Non-MWBE Firms	22.4%	31.0%	24.7%	
	After contract awarded	% of Total	16.5%	8.2%	24.7%	
		Count	8	2	10	
		% within Q29. When did the discrimination first occur	80.0%	20.0%	100.0%	
	Don't Know	% within MWBE & Non-MWBE Firms	6.9%	4.8%	6.3%	
		Count	5.1%	1.3%	6.3%	
		% of Total	6	3	9	
	No Response	% within Q29. When did the discrimination first occur	66.7%	33.3%	100.0%	
		Count	5.2%	7.1%	5.7%	
		% within MWBE & Non-MWBE Firms	3.8%	1.9%	5.7%	
	Total	% of Total	76	24	100	
		Count	76.0%	24.0%	100.0%	
		% within Q29. When did the discrimination first occur	65.5%	57.1%	63.3%	
Total	% within MWBE & Non-MWBE Firms	48.1%	15.2%	63.3%		
	Count	116	42	158		
	% within Q29. When did the discrimination first occur	73.4%	26.6%	100.0%		
	% of Total	100.0%	100.0%	100.0%		
			% within MWBE & Non-MWBE Firms	100.0%	100.0%	100.0%
			% of Total	73.4%	26.6%	100.0%



**Q30. Did you file a complaint? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q30. Did you file a complaint?	Yes	Count	5	1	6
		% within Q30. Did you file a complaint?	83.3%	16.7%	100.0%
		% within MWBE & Non-MWBE Firms	1.1%	.6%	1.0%
		% of Total	.8%	.2%	1.0%
	No	Count	33	17	50
		% within Q30. Did you file a complaint?	66.0%	34.0%	100.0%
		% within MWBE & Non-MWBE Firms	7.2%	10.8%	8.1%
		% of Total	5.4%	2.8%	8.1%
	Don't Know	Count	2	0	2
		% within Q30. Did you file a complaint?	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	.4%	0.0%	.3%
		% of Total	.3%	0.0%	.3%
No Response	Count	418	139	557	
	% within Q30. Did you file a complaint?	75.0%	25.0%	100.0%	
	% within MWBE & Non-MWBE Firms	91.3%	88.5%	90.6%	
	% of Total	68.0%	22.6%	90.6%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q30. Did you file a complaint?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

**Q31. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q31. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	None	Count	165	43	208
		% within Q31. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	79.3%	20.7%	100.0%
		% within MWBE & Non-MWBE Firms	36.0%	27.4%	33.8%
		% of Total	26.8%	7.0%	33.8%
	1 - 10 times	Count	129	58	187
		% within Q31. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	69.0%	31.0%	100.0%
		% within MWBE & Non-MWBE Firms	28.2%	36.9%	30.4%
		% of Total	21.0%	9.4%	30.4%
	11 - 25 times	Count	41	10	51
		% within Q31. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	80.4%	19.6%	100.0%
		% within MWBE & Non-MWBE Firms	9.0%	6.4%	8.3%
		% of Total	6.7%	1.6%	8.3%
26 - 50 times	Count	24	11	35	
	% within Q31. Between 2005 and 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	68.6%	31.4%	100.0%	
	% within MWBE & Non-MWBE Firms	5.2%	7.0%	5.7%	
	% of Total	3.9%	1.8%	5.7%	

	51 - 100 times	Count	13	5	18
		% within Q31. Between 2005 adn 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	72.2%	27.8%	100.0%
		% within MWBE & Non-MWBE Firms	2.8%	3.2%	2.9%
	More than 100 times	% of Total	2.1%	.8%	2.9%
		Count	8	4	12
		% within Q31. Between 2005 adn 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	66.7%	33.3%	100.0%
	No Response	% within MWBE & Non-MWBE Firms	1.7%	2.5%	2.0%
		% of Total	1.3%	.7%	2.0%
		Count	78	26	104
	<b>Total</b>		% within Q31. Between 2005 adn 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	75.0%	25.0%
% within MWBE & Non-MWBE Firms			17.0%	16.6%	16.9%
% of Total			12.7%	4.2%	16.9%
		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		% within Q31. Between 2005 adn 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		% within MWBE & Non-MWBE Firms	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver? \* MWBE & Non-**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?	None	Count	238	62	300	
		% within Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?	79.3%	20.7%	100.0%	
		% within MWBE & Non-MWBE Firms	52.0%	39.5%	48.8%	
			% of Total	38.7%	10.1%	48.8%
	1 - 10 times	Count	116	56	172	
		% within Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?	67.4%	32.6%	100.0%	
		% within MWBE & Non-MWBE Firms	25.3%	35.7%	28.0%	
			% of Total	18.9%	9.1%	28.0%
	11 - 25 times	Count	15	9	24	
		% within Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?	62.5%	37.5%	100.0%	
		% within MWBE & Non-MWBE Firms	3.3%	5.7%	3.9%	
			% of Total	2.4%	1.5%	3.9%
26 - 50 times	Count	4	1	5		
	% within Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?	80.0%	20.0%	100.0%		
	% within MWBE & Non-MWBE Firms	.9%	.6%	.8%		
		% of Total	.7%	.2%	.8%	
51 - 100 times	Count	6	2	8		
	% within Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?	75.0%	25.0%	100.0%		
	% within MWBE & Non-MWBE Firms	1.3%	1.3%	1.3%		
		% of Total	1.0%	.3%	1.3%	

	More than 100 times	Count	1	1	2
		% within Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?	50.0%	50.0%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	.6%	.3%
		% of Total	.2%	.2%	.3%
	No Response	Count	78	26	104
		% within Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?	75.0%	25.0%	100.0%
		% within MWBE & Non-MWBE Firms	17.0%	16.6%	16.9%
		% of Total	12.7%	4.2%	16.9%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	Less than 30 days	Count	6	0	6	
		% within Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	100.0%	0.0%	100.0%	
			% within MWBE & Non-MWBE Firms	1.3%	0.0%	1.0%
			% of Total	1.0%	0.0%	1.0%
	31 - 60 days	Count	47	20	67	
		% within Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	70.1%	29.9%	100.0%	
			% within MWBE & Non-MWBE Firms	10.3%	12.7%	10.9%
			% of Total	7.6%	3.3%	10.9%
	61 - 90 days	Count	53	22	75	
		% within Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	70.7%	29.3%	100.0%	
			% within MWBE & Non-MWBE Firms	11.6%	14.0%	12.2%
			% of Total	8.6%	3.6%	12.2%
	91 - 120 days	Count	25	18	43	
		% within Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	58.1%	41.9%	100.0%	
		% within MWBE & Non-MWBE Firms	5.5%	11.5%	7.0%	
		% of Total	4.1%	2.9%	7.0%	

	More than 120 days	Count	9	6	15
		% within Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	60.0%	40.0%	100.0%
		% within MWBE & Non-MWBE Firms	2.0%	3.8%	2.4%
		% of Total	1.5%	1.0%	2.4%
	Not Applicable	Count	2	2	4
		% within Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	50.0%	50.0%	100.0%
		% within MWBE & Non-MWBE Firms	.4%	1.3%	.7%
		% of Total	.3%	.3%	.7%
	No Response	Count	316	89	405
		% within Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	78.0%	22.0%	100.0%
		% within MWBE & Non-MWBE Firms	69.0%	56.7%	65.9%
		% of Total	51.4%	14.5%	65.9%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed? \* MWBE & Non-MWBE Firms**  
**Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	Very Often	Count	18	10	28
		% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	64.3%	35.7%	100.0%
		% within MWBE & Non-MWBE Firms	3.9%	6.4%	4.6%
		% of Total	2.9%	1.6%	4.6%
	Often	Count	31	15	46
		% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	67.4%	32.6%	100.0%
		% within MWBE & Non-MWBE Firms	6.8%	9.6%	7.5%
		% of Total	5.0%	2.4%	7.5%
	Sometimes	Count	37	24	61
		% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	60.7%	39.3%	100.0%
		% within MWBE & Non-MWBE Firms	8.1%	15.3%	9.9%
		% of Total	6.0%	3.9%	9.9%
Seldom	Count	28	11	39	
	% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	71.8%	28.2%	100.0%	
	% within MWBE & Non-MWBE Firms	6.1%	7.0%	6.3%	
	% of Total	4.6%	1.8%	6.3%	
Never	Count	13	3	16	
	% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	81.3%	18.8%	100.0%	
	% within MWBE & Non-MWBE Firms	2.8%	1.9%	2.6%	
	% of Total	2.1%	.5%	2.6%	



	Don't Know	Count	15	5	20
		% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	75.0%	25.0%	100.0%
		% within MWBE & Non-MWBE Firms	3.3%	3.2%	3.3%
		% of Total	2.4%	.8%	3.3%
	No Response	Count	316	89	405
		% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	78.0%	22.0%	100.0%
		% within MWBE & Non-MWBE Firms	69.0%	56.7%	65.9%
		% of Total	51.4%	14.5%	65.9%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q35. As a subcontractor your working experience with prime contractors has been \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q35. As a subcontractor your working experience with prime contractors has been	Excellent	Count	22	4	26
		% within Q35. As a subcontractor your working experience with prime contractors has been	84.6%	15.4%	100.0%
		% within MWBE & Non-MWBE Firms	4.8%	2.5%	4.2%
		% of Total	3.6%	.7%	4.2%
	Good	Count	80	42	122
		% within Q35. As a subcontractor your working experience with prime contractors has been	65.6%	34.4%	100.0%
		% within MWBE & Non-MWBE Firms	17.5%	26.8%	19.8%
		% of Total	13.0%	6.8%	19.8%
	Fair	Count	32	18	50
		% within Q35. As a subcontractor your working experience with prime contractors has been	64.0%	36.0%	100.0%
		% within MWBE & Non-MWBE Firms	7.0%	11.5%	8.1%
		% of Total	5.2%	2.9%	8.1%
	Poor	Count	8	4	12
		% within Q35. As a subcontractor your working experience with prime contractors has been	66.7%	33.3%	100.0%
		% within MWBE & Non-MWBE Firms	1.7%	2.5%	2.0%
		% of Total	1.3%	.7%	2.0%
	No Response	Count	316	89	405
		% within Q35. As a subcontractor your working experience with prime contractors has been	78.0%	22.0%	100.0%
	% within MWBE & Non-MWBE Firms	69.0%	56.7%	65.9%	
	% of Total	51.4%	14.5%	65.9%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q35. As a subcontractor your working experience with prime contractors has been</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

**Q36. As a subcontractor are you required to have bonding for the type of work that your company bids? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q36. As a subcontractor are you required to have bonding for the type of work that your company bids?	Yes	Count	33	27	60
		% within Q36. As a subcontractor are you required to have bonding for the type of work that your company bids?	55.0%	45.0%	100.0%
		% within MWBE & Non-MWBE Firms	7.2%	17.2%	9.8%
	No	% of Total	5.4%	4.4%	9.8%
		Count	99	38	137
		% within Q36. As a subcontractor are you required to have bonding for the type of work that your company bids?	72.3%	27.7%	100.0%
	Don't Know	% within MWBE & Non-MWBE Firms	21.6%	24.2%	22.3%
		% of Total	16.1%	6.2%	22.3%
		Count	10	3	13
	No Response	% within Q36. As a subcontractor are you required to have bonding for the type of work that your company bids?	76.9%	23.1%	100.0%
		% within MWBE & Non-MWBE Firms	2.2%	1.9%	2.1%
		% of Total	1.6%	.5%	2.1%
Total	Count	316	89	405	
	% within Q36. As a subcontractor are you required to have bonding for the type of work that your company bids?	78.0%	22.0%	100.0%	
	% within MWBE & Non-MWBE Firms	69.0%	56.7%	65.9%	
		% of Total	51.4%	14.5%	65.9%
		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q36. As a subcontractor are you required to have bonding for the type of work that your company bids?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

Q37. As a subcontractor, what is your aggregate bonding limit? \* MWBE & Non-MWBE Firms Crosstabulation

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q37. As a subcontractor, what is your aggregate bonding limit?	Below \$100,000	Count	0	1	1
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	0.0%	100.0%	100.0%
		% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
		% of Total	0.0%	.2%	.2%
\$100,001 to \$250,000		Count	2	1	3
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	66.7%	33.3%	100.0%
		% within MWBE & Non-MWBE Firms	.4%	.6%	.5%
		% of Total	.3%	.2%	.5%
\$250,001 to \$500,000		Count	1	2	3
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	33.3%	66.7%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	1.3%	.5%
		% of Total	.2%	.3%	.5%
\$500,001 to \$1,000,000		Count	0	3	3
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	0.0%	100.0%	100.0%
		% within MWBE & Non-MWBE Firms	0.0%	1.9%	.5%
		% of Total	0.0%	.5%	.5%
\$1,000,001 to \$1,500,000		Count	4	1	5
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	80.0%	20.0%	100.0%
		% within MWBE & Non-MWBE Firms	.9%	.6%	.8%
		% of Total	.7%	.2%	.8%
\$1,500,001 to \$3,000,000		Count	7	4	11
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	63.6%	36.4%	100.0%
		% within MWBE & Non-MWBE Firms	1.5%	2.5%	1.8%
		% of Total	1.1%	.7%	1.8%

	\$3,000,001 to \$5,000,000	Count	5	2	7
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	71.4%	28.6%	100.0%
		% within MWBE & Non-MWBE Firms	1.1%	1.3%	1.1%
		% of Total	.8%	.3%	1.1%
	More than \$5 million	Count	7	12	19
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	36.8%	63.2%	100.0%
		% within MWBE & Non-MWBE Firms	1.5%	7.6%	3.1%
		% of Total	1.1%	2.0%	3.1%
	Don't Know	Count	7	1	8
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	87.5%	12.5%	100.0%
		% within MWBE & Non-MWBE Firms	1.5%	.6%	1.3%
		% of Total	1.1%	.2%	1.3%
	No Response	Count	425	130	555
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	76.6%	23.4%	100.0%
		% within MWBE & Non-MWBE Firms	92.8%	82.8%	90.2%
		% of Total	69.1%	21.1%	90.2%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q37. As a subcontractor, what is your aggregate bonding limit?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q38. As a subcontractor, what is your current single project bonding limit? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q38. As a subcontractor, what is your current single project bonding limit?	Below \$100,000	Count	0	1	1
		% within Q38. As a subcontractor, what is your current single project bonding limit?	0.0%	100.0%	100.0%
		% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
		% of Total	0.0%	.2%	.2%
\$100,001 to \$250,000		Count	1	2	3
		% within Q38. As a subcontractor, what is your current single project bonding limit?	33.3%	66.7%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	1.3%	.5%
		% of Total	.2%	.3%	.5%
\$250,001 to \$500,000		Count	5	1	6
		% within Q38. As a subcontractor, what is your current single project bonding limit?	83.3%	16.7%	100.0%
		% within MWBE & Non-MWBE Firms	1.1%	.6%	1.0%
		% of Total	.8%	.2%	1.0%
\$500,001 to \$1,000,000		Count	2	4	6
		% within Q38. As a subcontractor, what is your current single project bonding limit?	33.3%	66.7%	100.0%
		% within MWBE & Non-MWBE Firms	.4%	2.5%	1.0%
		% of Total	.3%	.7%	1.0%
\$1,000,001 to \$1,500,000		Count	4	4	8
		% within Q38. As a subcontractor, what is your current single project bonding limit?	50.0%	50.0%	100.0%
		% within MWBE & Non-MWBE Firms	.9%	2.5%	1.3%
		% of Total	.7%	.7%	1.3%
\$1,500,001 to \$3,000,000		Count	7	5	12
		% within Q38. As a subcontractor, what is your current single project bonding limit?	58.3%	41.7%	100.0%
		% within MWBE & Non-MWBE Firms	1.5%	3.2%	2.0%
		% of Total	1.1%	.8%	2.0%

\$3,000,001 to \$5,000,000	Count	3	2	5
	% within Q38. As a subcontractor, what is your current single project bonding limit?	60.0%	40.0%	100.0%
	% within MWBE & Non-MWBE Firms	.7%	1.3%	.8%
More than \$5 million	% of Total	.5%	.3%	.8%
	Count	4	7	11
	% within Q38. As a subcontractor, what is your current single project bonding limit?	36.4%	63.6%	100.0%
Don't Know	% within MWBE & Non-MWBE Firms	.9%	4.5%	1.8%
	% of Total	.7%	1.1%	1.8%
	Count	7	1	8
No Response	% within Q38. As a subcontractor, what is your current single project bonding limit?	87.5%	12.5%	100.0%
	% within MWBE & Non-MWBE Firms	1.5%	.6%	1.3%
	% of Total	1.1%	.2%	1.3%
<b>Total</b>	Count	425	130	555
	% within Q38. As a subcontractor, what is your current single project bonding limit?	76.6%	23.4%	100.0%
	% within MWBE & Non-MWBE Firms	92.8%	82.8%	90.2%
	% of Total	69.1%	21.1%	90.2%
	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
	<b>% within Q38. As a subcontractor, what is your current single project bonding limit?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	Yes	Count	13	7	20
		% within Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	65.0%	35.0%	100.0%
		% within MWBE & Non-MWBE Firms	2.8%	4.5%	3.3%
		% of Total	2.1%	1.1%	3.3%
	No	Count	68	39	107
		% within Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	63.6%	36.4%	100.0%
		% within MWBE & Non-MWBE Firms	14.8%	24.8%	17.4%
		% of Total	11.1%	6.3%	17.4%
	Don't Know	Count	57	13	70
		% within Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	81.4%	18.6%	100.0%
		% within MWBE & Non-MWBE Firms	12.4%	8.3%	11.4%
		% of Total	9.3%	2.1%	11.4%
Not Applicable	Count	4	7	11	
	% within Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	36.4%	63.6%	100.0%	
	% within MWBE & Non-MWBE Firms	.9%	4.5%	1.8%	
	% of Total	.7%	1.1%	1.8%	
Not Applicable	Count	316	91	407	
	% within Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	77.6%	22.4%	100.0%	
	% within MWBE & Non-MWBE Firms	69.0%	58.0%	66.2%	
	% of Total	51.4%	14.8%	66.2%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	



**Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)? \* MWBE & Non-MWBE Firms**  
**Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?	Verbal	Count	6	3	9	
		% within Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?	66.7%	33.3%	100.0%	
		% within MWBE & Non-MWBE Firms	1.3%	1.9%	1.5%	
		% of Total	1.0%	.5%	1.5%	
		Written Statement	Count	1	3	4
			% within Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?	25.0%	75.0%	100.0%
	% within MWBE & Non-MWBE Firms		.2%	1.9%	.7%	
	Action taken against the company	% of Total	.2%	.5%	.7%	
		Count	4	0	4	
		% within Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?	100.0%	0.0%	100.0%	
	Don't Know	% within MWBE & Non-MWBE Firms	.9%	0.0%	.7%	
		% of Total	.7%	0.0%	.7%	
		Count	2	1	3	
	Not Applicable	% within Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?	66.7%	33.3%	100.0%	
		% within MWBE & Non-MWBE Firms	.4%	.6%	.5%	
		% of Total	.3%	.2%	.5%	
		Count	445	150	595	
		% within Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?	74.8%	25.2%	100.0%	
% within MWBE & Non-MWBE Firms		97.2%	95.5%	96.7%		
<b>Total</b>	% of Total	72.4%	24.4%	96.7%		
	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>		
	<b>% within Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

**Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)? \* MWBE & Non-MWBE Firms**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?	Owner's race or ethnicity	Count	7	5	12
		% within Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?	58.3%	41.7%	100.0%
		% within MWBE & Non-MWBE Firms	1.5%	3.2%	2.0%
		% of Total	1.1%	.8%	2.0%
	Owner's gender	Count	1	1	2
		% within Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?	50.0%	50.0%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	.6%	.3%
		% of Total	.2%	.2%	.3%
	Don't Know	Count	5	1	6
		% within Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?	83.3%	16.7%	100.0%
		% within MWBE & Non-MWBE Firms	1.1%	.6%	1.0%
		% of Total	.8%	.2%	1.0%
	Not Applicable	Count	445	150	595
		% within Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?	74.8%	25.2%	100.0%
		% within MWBE & Non-MWBE Firms	97.2%	95.5%	96.7%
		% of Total	72.4%	24.4%	96.7%
	<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q42. When did the discrimination first occur (from the City and County of Denver)? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q42. When did the discrimination first occur (from the City and County of Denver)?	During bidding process	Count	10	7	17	
		% within Q42. When did the discrimination first occur (from the City and County of Denver)?	58.8%	41.2%	100.0%	
		% within MWBE & Non-MWBE Firms	2.2%	4.5%	2.8%	
		% of Total	1.6%	1.1%	2.8%	
		After contract awarded	Count	3	0	3
			% within Q42. When did the discrimination first occur (from the City and County of Denver)?	100.0%	0.0%	100.0%
	Not Applicable	% within MWBE & Non-MWBE Firms	.7%	0.0%	.5%	
		% of Total	.5%	0.0%	.5%	
		Count	445	150	595	
		% within Q42. When did the discrimination first occur (from the City and County of Denver)?	74.8%	25.2%	100.0%	
		% within MWBE & Non-MWBE Firms	97.2%	95.5%	96.7%	
		% of Total	72.4%	24.4%	96.7%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>		
	<b>% within Q42. When did the discrimination first occur (from the City and County of Denver)?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q43. Did you file a complaint (from the City and County of Denver)? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q43. Did you file a complaint (from the City and County of Denver)?	Yes	Count	3	0	3
		% within Q43. Did you file a complaint (from the City and County of Denver)?	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	.7%	0.0%	.5%
	No	% of Total	.5%	0.0%	.5%
		Count	10	7	17
		% within Q43. Did you file a complaint (from the City and County of Denver)?	58.8%	41.2%	100.0%
	Not Applicable	% within MWBE & Non-MWBE Firms	2.2%	4.5%	2.8%
		% of Total	1.6%	1.1%	2.8%
		Count	445	150	595
	<b>Total</b>	% within Q43. Did you file a complaint (from the City and County of Denver)?	74.8%	25.2%	100.0%
		% within MWBE & Non-MWBE Firms	97.2%	95.5%	96.7%
		% of Total	72.4%	24.4%	96.7%
		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q43. Did you file a complaint (from the City and County of Denver)?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	Yes	Count	18	9	27
		% within Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	66.7%	33.3%	100.0%
		% within MWBE & Non-MWBE Firms	3.9%	5.7%	4.4%
		% of Total	2.9%	1.5%	4.4%
	No	Count	69	34	103
		% within Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	67.0%	33.0%	100.0%
		% within MWBE & Non-MWBE Firms	15.1%	21.7%	16.7%
		% of Total	11.2%	5.5%	16.7%
	Don't Know	Count	53	13	66
		% within Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	80.3%	19.7%	100.0%
		% within MWBE & Non-MWBE Firms	11.6%	8.3%	10.7%
		% of Total	8.6%	2.1%	10.7%
Not Applicable	Count	2	9	11	
	% within Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	18.2%	81.8%	100.0%	
	% within MWBE & Non-MWBE Firms	.4%	5.7%	1.8%	
	% of Total	.3%	1.5%	1.8%	
No Response	Count	316	92	408	
	% within Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	77.5%	22.5%	100.0%	
	% within MWBE & Non-MWBE Firms	69.0%	58.6%	66.3%	
	% of Total	51.4%	15.0%	66.3%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

**Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?	Verbal comment	Count	9	6	15
		% within Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?	60.0%	40.0%	100.0%
		% within MWBE & Non-MWBE Firms	2.0%	3.8%	2.4%
		% of Total	1.5%	1.0%	2.4%
	Written statement	Count	1	2	3
		% within Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?	33.3%	66.7%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	1.3%	.5%
		% of Total	.2%	.3%	.5%
	Action taken against the company	Count	8	0	8
		% within Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	1.7%	0.0%	1.3%
		% of Total	1.3%	0.0%	1.3%
	Don't Know	Count	0	1	1
		% within Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?	0.0%	100.0%	100.0%
		% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
		% of Total	0.0%	.2%	.2%
	Not Applicable	Count	440	148	588
		% within Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?	74.8%	25.2%	100.0%
		% within MWBE & Non-MWBE Firms	96.1%	94.3%	95.6%
		% of Total	71.5%	24.1%	95.6%
<b>Count</b>		<b>458</b>	<b>157</b>	<b>615</b>	
<b>% within Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?</b>		<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
<b>Total</b>	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

**Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)?	Owner's race or ethnicity	Count	9	7	16
		% within Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)?	56.3%	43.8%	100.0%
		% within MWBE & Non-MWBE Firms	2.0%	4.5%	2.6%
		% of Total	1.5%	1.1%	2.6%
	Owner's gender	Count	3	0	3
		% within Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)?	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	.7%	0.0%	.5%
		% of Total	.5%	0.0%	.5%
	Don't Know	Count	6	2	8
		% within Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)?	75.0%	25.0%	100.0%
		% within MWBE & Non-MWBE Firms	1.3%	1.3%	1.3%
		% of Total	1.0%	.3%	1.3%
	Not Applicable	Count	440	148	588
		% within Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)?	74.8%	25.2%	100.0%
		% within MWBE & Non-MWBE Firms	96.1%	94.3%	95.6%
		% of Total	71.5%	24.1%	95.6%
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

**Q47. When did the discrimination first occur (prime contractor)? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q47. When did the discrimination first occur (prime contractor)?	During bidding process	Count	7	7	14
		% within Q47. When did the discrimination first occur (prime contractor)?	50.0%	50.0%	100.0%
		% within MWBE & Non-MWBE Firms	1.5%	4.5%	2.3%
	After contract awarded	% of Total	1.1%	1.1%	2.3%
		Count	10	1	11
		% within Q47. When did the discrimination first occur (prime contractor)?	90.9%	9.1%	100.0%
	Don't Know	% within MWBE & Non-MWBE Firms	2.2%	.6%	1.8%
		% of Total	1.6%	.2%	1.8%
		Count	1	1	2
	Not Applicable	% within Q47. When did the discrimination first occur (prime contractor)?	50.0%	50.0%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	.6%	.3%
		% of Total	.2%	.2%	.3%
	<b>Total</b>	Count	440	148	588
		% within Q47. When did the discrimination first occur (prime contractor)?	74.8%	25.2%	100.0%
		% within MWBE & Non-MWBE Firms	96.1%	94.3%	95.6%
% of Total		71.5%	24.1%	95.6%	
<b>Count</b>		<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q47. When did the discrimination first occur (prime contractor)?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	



Q48. Did you file a complaint (from prime contractor)? \* MWBE & Non-MWBE Firms Crosstabulation

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q48. Did you file a complaint (from prime contractor)?	Yes	Count	3	0	3
		% within Q48. Did you file a complaint (from prime contractor)?	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	.7%	0.0%	.5%
	No	% of Total	.5%	0.0%	.5%
		Count	14	9	23
		% within Q48. Did you file a complaint (from prime contractor)?	60.9%	39.1%	100.0%
	Don't Know	% within MWBE & Non-MWBE Firms	3.1%	5.7%	3.7%
		% of Total	2.3%	1.5%	3.7%
		Count	1	0	1
	Not Applicable	% within Q48. Did you file a complaint (from prime contractor)?	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
		% of Total	.2%	0.0%	.2%
<b>Total</b>	Count	440	148	588	
	% within Q48. Did you file a complaint (from prime contractor)?	74.8%	25.2%	100.0%	
	% within MWBE & Non-MWBE Firms	96.1%	94.3%	95.6%	
	% of Total	71.5%	24.1%	95.6%	
	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q48. Did you file a complaint (from prime contractor)?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

**Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment	Yes	Count	19	0	19
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	4.1%	0.0%	3.1%
	No	% of Total	3.1%	0.0%	3.1%
		Count	359	125	484
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment	74.2%	25.8%	100.0%
	Not Applicable	% within MWBE & Non-MWBE Firms	78.4%	79.6%	78.7%
		% of Total	58.4%	20.3%	78.7%
		Count	80	32	112
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment	71.4%	28.6%	100.0%
		% within MWBE & Non-MWBE Firms	17.5%	20.4%	18.2%
		% of Total	13.0%	5.2%	18.2%
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

**Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unequal or unfair treatment \* MWBE & Non-MWBE Firms**

**Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unequal or unfair treatment	Yes	Count	86	23	109	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unequal or unfair treatment	78.9%	21.1%	100.0%	
		% within MWBE & Non-MWBE Firms	18.8%	14.6%	17.7%	
		% of Total	14.0%	3.7%	17.7%	
		No	Count	292	102	394
			% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unequal or unfair treatment	74.1%	25.9%	100.0%
	% within MWBE & Non-MWBE Firms		63.8%	65.0%	64.1%	
	% of Total		47.5%	16.6%	64.1%	
	Not Applicable		Count	80	32	112
			% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unequal or unfair treatment	71.4%	28.6%	100.0%
		% within MWBE & Non-MWBE Firms	17.5%	20.4%	18.2%	
		% of Total	13.0%	5.2%	18.2%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unequal or unfair treatment</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Bid shopping or bid manipulation \* MWBE & Non-MWBE Firms**

**Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Bid shopping or bid manipulation	Yes	Count	76	24	100	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Bid shopping or bid manipulation	76.0%	24.0%	100.0%	
		% within MWBE & Non-MWBE Firms	16.6%	15.3%	16.3%	
		% of Total	12.4%	3.9%	16.3%	
		No	Count	302	101	403
			% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Bid shopping or bid manipulation	74.9%	25.1%	100.0%
	% within MWBE & Non-MWBE Firms		65.9%	64.3%	65.5%	
	% of Total		49.1%	16.4%	65.5%	
	Not Applicable		Count	80	32	112
			% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Bid shopping or bid manipulation	71.4%	28.6%	100.0%
		% within MWBE & Non-MWBE Firms	17.5%	20.4%	18.2%	
		% of Total	13.0%	5.2%	18.2%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Bid shopping or bid manipulation</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Double standards in performance \* MWBE & Non-MWBE Firms**

**Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Double standards in performance	Yes	Count	71	18	89	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Double standards in performance	79.8%	20.2%	100.0%	
		% within MWBE & Non-MWBE Firms	15.5%	11.5%	14.5%	
		% of Total	11.5%	2.9%	14.5%	
		No	Count	307	107	414
			% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Double standards in performance	74.2%	25.8%	100.0%
	% within MWBE & Non-MWBE Firms		67.0%	68.2%	67.3%	
	% of Total		49.9%	17.4%	67.3%	
	Not Applicable		Count	80	32	112
			% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Double standards in performance	71.4%	28.6%	100.0%
		% within MWBE & Non-MWBE Firms	17.5%	20.4%	18.2%	
		% of Total	13.0%	5.2%	18.2%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
<b>% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Double standards in performance</b>		<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Denial or opportunity to bid \* MWBE & Non-MWBE Firms**  
**Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Denial or opportunity to bid	Yes	Count	54	16	70	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Denial or opportunity to bid	77.1%	22.9%	100.0%	
		% within MWBE & Non-MWBE Firms	11.8%	10.2%	11.4%	
		% of Total	8.8%	2.6%	11.4%	
		No	Count	324	109	433
			% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Denial or opportunity to bid	74.8%	25.2%	100.0%
	% within MWBE & Non-MWBE Firms		70.7%	69.4%	70.4%	
	% of Total		52.7%	17.7%	70.4%	
	Not Applicable		Count	80	32	112
			% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Denial or opportunity to bid	71.4%	28.6%	100.0%
		% within MWBE & Non-MWBE Firms	17.5%	20.4%	18.2%	
		% of Total	13.0%	5.2%	18.2%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Denial or opportunity to bid</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair denial of contract award \* MWBE & Non-MWBE Firms**  
**Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair denial of contract award	Yes	Count	45	12	57
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair denial of contract award	78.9%	21.1%	100.0%
		% within MWBE & Non-MWBE Firms	9.8%	7.6%	9.3%
		% of Total	7.3%	2.0%	9.3%
		Count	333	113	446
	No	% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair denial of contract award	74.7%	25.3%	100.0%
		% within MWBE & Non-MWBE Firms	72.7%	72.0%	72.5%
		% of Total	54.1%	18.4%	72.5%
		Count	80	32	112
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair denial of contract award	71.4%	28.6%	100.0%
Not Applicable	% within MWBE & Non-MWBE Firms	17.5%	20.4%	18.2%	
	% of Total	13.0%	5.2%	18.2%	
	Count	458	157	615	
	% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair denial of contract award	74.5%	25.5%	100.0%	
	% within MWBE & Non-MWBE Firms	100.0%	100.0%	100.0%	
<b>Total</b>			<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair termination \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair termination	Yes	Count	16	1	17	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair termination	94.1%	5.9%	100.0%	
		% within MWBE & Non-MWBE Firms	3.5%	.6%	2.8%	
		% of Total	2.6%	.2%	2.8%	
		No	Count	362	124	486
			% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair termination	74.5%	25.5%	100.0%
	% within MWBE & Non-MWBE Firms		79.0%	79.0%	79.0%	
	% of Total		58.9%	20.2%	79.0%	
	Not Applicable		Count	80	32	112
			% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair termination	71.4%	28.6%	100.0%
		% within MWBE & Non-MWBE Firms	17.5%	20.4%	18.2%	
		% of Total	13.0%	5.2%	18.2%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
		<b>% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair termination</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		



**Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector \* MWBE & Non-MWBE Firms**

**Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	Strongly Agree	Count	32	0	32
		% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	7.0%	0.0%	5.2%
	Somewhat Agree	% of Total	5.2%	0.0%	5.2%
		Count	51	3	54
		% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	94.4%	5.6%	100.0%
	Neither Agree Nor Disagree	% within MWBE & Non-MWBE Firms	11.1%	1.9%	8.8%
		% of Total	8.3%	.5%	8.8%
		Count	172	57	229
	Somewhat Disagree	% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	75.1%	24.9%	100.0%
		% within MWBE & Non-MWBE Firms	37.6%	36.3%	37.2%
		% of Total	28.0%	9.3%	37.2%
	Strongly Disagree	Count	36	13	49
		% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	73.5%	26.5%	100.0%
		% within MWBE & Non-MWBE Firms	7.9%	8.3%	8.0%
	No Response	% of Total	5.9%	2.1%	8.0%
		Count	84	51	135
		% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	62.2%	37.8%	100.0%
	Total	% within MWBE & Non-MWBE Firms	18.3%	32.5%	22.0%
		% of Total	13.7%	8.3%	22.0%
Count		83	33	116	
	% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	71.6%	28.4%	100.0%	
	% within MWBE & Non-MWBE Firms	18.1%	21.0%	18.9%	
	% of Total	13.5%	5.4%	18.9%	
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>



**Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason?	Yes	Count	80	14	94	
		% within Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason?	85.1%	14.9%	100.0%	
		% within MWBE & Non-MWBE Firms	17.5%	8.9%	15.3%	
		% of Total	13.0%	2.3%	15.3%	
		No	Count	151	76	227
			% within Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason?	66.5%	33.5%	100.0%
	% within MWBE & Non-MWBE Firms		33.0%	48.4%	36.9%	
	Don't Know	% of Total	24.6%	12.4%	36.9%	
		Count	144	34	178	
		% within Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason?	80.9%	19.1%	100.0%	
	No Response	% within MWBE & Non-MWBE Firms	31.4%	21.7%	28.9%	
		% of Total	23.4%	5.5%	28.9%	
		Count	83	33	116	
		% within Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason?	71.6%	28.4%	100.0%	
		% within MWBE & Non-MWBE Firms	18.1%	21.0%	18.9%	
% of Total		13.5%	5.4%	18.9%		
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>		
	<b>% within Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>		

**Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	Very Often	Count	28	16	44
		% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	63.6%	36.4%	100.0%
		% within MWBE & Non-MWBE Firms	6.1%	10.2%	7.2%
		% of Total	4.6%	2.6%	7.2%
	Sometimes	Count	62	21	83
		% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	74.7%	25.3%	100.0%
		% within MWBE & Non-MWBE Firms	13.5%	13.4%	13.5%
		% of Total	10.1%	3.4%	13.5%
	Seldom	Count	78	15	93
		% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	83.9%	16.1%	100.0%
		% within MWBE & Non-MWBE Firms	17.0%	9.6%	15.1%
		% of Total	12.7%	2.4%	15.1%
Never	Count	109	20	129	
	% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	84.5%	15.5%	100.0%	
	% within MWBE & Non-MWBE Firms	23.8%	12.7%	21.0%	
	% of Total	17.7%	3.3%	21.0%	

	Not Applicable	Count	96	50	146
		% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	65.8%	34.2%	100.0%
		% within MWBE & Non-MWBE Firms	21.0%	31.8%	23.7%
		% of Total	15.6%	8.1%	23.7%
	No Response	Count	85	35	120
		% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	70.8%	29.2%	100.0%
		% within MWBE & Non-MWBE Firms	18.6%	22.3%	19.5%
		% of Total	13.8%	5.7%	19.5%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms?	Yes	Count	56	21	77
		% within Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms?	72.7%	27.3%	100.0%
		% within MWBE & Non-MWBE Firms	12.2%	13.4%	12.5%
	No	% of Total	9.1%	3.4%	12.5%
		Count	200	71	271
		% within Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms?	73.8%	26.2%	100.0%
	Don't Know	% within MWBE & Non-MWBE Firms	43.7%	45.2%	44.1%
		% of Total	32.5%	11.5%	44.1%
		Count	117	30	147
	No Response	% within Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms?	79.6%	20.4%	100.0%
		% within MWBE & Non-MWBE Firms	25.5%	19.1%	23.9%
		% of Total	19.0%	4.9%	23.9%
	Total	Count	85	35	120
		% within Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms?	70.8%	29.2%	100.0%
		% within MWBE & Non-MWBE Firms	18.6%	22.3%	19.5%
	% of Total	13.8%	5.7%	19.5%	
	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010? \* MWBE & Non-MWBE Firms Crosstabulation

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	Yes	Count	144	70	214
		% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	67.3%	32.7%	100.0%
		% within MWBE & Non-MWBE Firms	31.4%	44.6%	34.8%
	No	% of Total	23.4%	11.4%	34.8%
		Count	219	45	264
		% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	83.0%	17.0%	100.0%
	Don't Know	% within MWBE & Non-MWBE Firms	47.8%	28.7%	42.9%
		% of Total	35.6%	7.3%	42.9%
		Count	9	7	16
	No Response	% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	56.3%	43.8%	100.0%
		% within MWBE & Non-MWBE Firms	2.0%	4.5%	2.6%
		% of Total	1.5%	1.1%	2.6%
	<b>Total</b>	Count	86	35	121
		% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	71.1%	28.9%	100.0%
		% within MWBE & Non-MWBE Firms	18.8%	22.3%	19.7%
% of Total		14.0%	5.7%	19.7%	
<b>Count</b>		<b>458</b>	<b>157</b>	<b>615</b>	
<b>% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?</b>			<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
<b>% within MWBE &amp; Non-MWBE Firms</b>			<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>% of Total</b>			<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q55. Were you approved or denied for a commercial (business) bank loan? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q55. Were you approved or denied for a commercial (business) bank loan?	Approved	Count	92	59	151
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	60.9%	39.1%	100.0%
		% within MWBE & Non-MWBE Firms	20.1%	37.6%	24.6%
		% of Total	15.0%	9.6%	24.6%
	Denied	Count	53	9	62
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	85.5%	14.5%	100.0%
		% within MWBE & Non-MWBE Firms	11.6%	5.7%	10.1%
		% of Total	8.6%	1.5%	10.1%
	Don't Know	Count	1	2	3
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	33.3%	66.7%	100.0%
		% within MWBE & Non-MWBE Firms	.2%	1.3%	.5%
		% of Total	.2%	.3%	.5%
	Not Applicable	Count	312	87	399
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	78.2%	21.8%	100.0%
		% within MWBE & Non-MWBE Firms	68.1%	55.4%	64.9%
	% of Total	50.7%	14.1%	64.9%	
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q55. Were you approved or denied for a commercial (business) bank loan?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	



Q56. Which of the following do you believe was the primary reason for your being denied a long? \* MWBE & Non-MWBE Firms Crosstabulation

			MWBE & Non-MWBE Firms		Total	
			MWBE Firms	Non-MWBE Firms		
Q56. Which of the following do you believe was the primary reason for your being denied a long?	Insufficient Documentation	Count	1	0	1	
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	100.0%	0.0%	100.0%	
		% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%	
			% of Total	.2%	0.0%	.2%
	Insufficient Business History	Count	6	1	7	
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	85.7%	14.3%	100.0%	
		% within MWBE & Non-MWBE Firms	1.3%	.6%	1.1%	
			% of Total	1.0%	.2%	1.1%
	Confusion about the Process	Count	2	0	2	
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	100.0%	0.0%	100.0%	
		% within MWBE & Non-MWBE Firms	.4%	0.0%	.3%	
			% of Total	.3%	0.0%	.3%
Race or Ethnicity of Owner	Count	7	0	7		
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	100.0%	0.0%	100.0%		
	% within MWBE & Non-MWBE Firms	1.5%	0.0%	1.1%		
		% of Total	1.1%	0.0%	1.1%	
Gender of Owner	Count	3	0	3		
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	100.0%	0.0%	100.0%		
	% within MWBE & Non-MWBE Firms	.7%	0.0%	.5%		
		% of Total	.5%	0.0%	.5%	
Don't Know	Count	17	4	21		
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	81.0%	19.0%	100.0%		
	% within MWBE & Non-MWBE Firms	3.7%	2.5%	3.4%		
	% of Total	2.8%	.7%	3.4%		

	Other (please specify)	Count	17	4	21
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	81.0%	19.0%	100.0%
		% within MWBE & Non-MWBE Firms	3.7%	2.5%	3.4%
		% of Total	2.8%	.7%	3.4%
	Not Applicable	Count	405	148	553
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	73.2%	26.8%	100.0%
		% within MWBE & Non-MWBE Firms	88.4%	94.3%	89.9%
		% of Total	65.9%	24.1%	89.9%
<b>Total</b>		<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
		<b>% within Q56. Which of the following do you believe was the primary reason for your being denied a long?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify) \* MWBE & Non-MWBE Firms Crosstabulation

		MWBE & Non-MWBE Firms		Total
		MWBE Firms	Non-MWBE Firms	
Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	Count	439	154	593
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	74.0%	26.0%	100.0%
	% within MWBE & Non-MWBE Firms	95.9%	98.1%	96.4%
	% of Total	71.4%	25.0%	96.4%
"Small Construction companies aren't doing very well right now, and are very risky" has always been the reply I've gotten since	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
banking agencies not willing to lend	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
banks are not making loans now	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Banks don't really want to lend money.	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Business is too small	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Credit History	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

Credit history always 650 to 700	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a loan? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
credit score	Count	0	1	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a loan? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Current SBA loan restricts banks from making loans, as they would be in a second position.	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a loan? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
economic crisis, lack of equity	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a loan? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Insufficient Business History, Lack of Collateral ( Consulting Firm with no Equipment, etc ),	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a loan? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
lack of collateral	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a loan? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
lack of financial back up	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a loan? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
not having a good credit score and requirement of minimum monthly sales	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a loan? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Redlining. Bank would loan in Aurora but not in 5-points	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a loan? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%

risk of being a subcontractor in this economy	Count	0	1	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
The airport has not issued a lease agreement	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
The loan needed to be secured BEFORE the contract was granted.	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
tough times, banks to strict	Count	0	1	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	100.0%	100.0%
	% within MWBE & Non-MWBE Firms	0.0%	.6%	.2%
	% of Total	0.0%	.2%	.2%
Tried to apply for ARC SBA loan. No bank would do those loans (for anyone, not just us)	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Volatile Business Environment.	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
Well Fargo stated they would be doing me an injustice because my business plan that offered my home as collateral would go into	Count	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	100.0%
	% within MWBE & Non-MWBE Firms	.2%	0.0%	.2%
	% of Total	.2%	0.0%	.2%
<b>Total</b>	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>
	<b>% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>

**Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010?	Yes	Count	64	4	68
		% within Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010?	94.1%	5.9%	100.0%
		% within MWBE & Non-MWBE Firms	14.0%	2.5%	11.1%
	No	% of Total	10.4%	.7%	11.1%
		Count	226	104	330
		% within Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010?	68.5%	31.5%	100.0%
	Don't Know	% within MWBE & Non-MWBE Firms	49.3%	66.2%	53.7%
		% of Total	36.7%	16.9%	53.7%
		Count	82	14	96
	No Response	% within Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010?	85.4%	14.6%	100.0%
		% within MWBE & Non-MWBE Firms	17.9%	8.9%	15.6%
		% of Total	13.3%	2.3%	15.6%
<b>Total</b>	Count	86	35	121	
	% within Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010?	71.1%	28.9%	100.0%	
	% within MWBE & Non-MWBE Firms	18.8%	22.3%	19.7%	
	% of Total	14.0%	5.7%	19.7%	
	<b>Count</b>	<b>458</b>	<b>157</b>	<b>615</b>	
	<b>% within Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010?</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>74.5%</b>	<b>25.5%</b>	<b>100.0%</b>	

**Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)?	Verbal comment	Count	39	3	42
		% within Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)?	92.9%	7.1%	100.0%
		% within MWBE & Non-MWBE Firms	25.8%	7.9%	22.2%
		% of Total	20.6%	1.6%	22.2%
	Action taken against the company	Count	15	0	15
		% within Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)?	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	9.9%	0.0%	7.9%
		% of Total	7.9%	0.0%	7.9%
	Don't Know	Count	11	0	11
		% within Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)?	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	7.3%	0.0%	5.8%
		% of Total	5.8%	0.0%	5.8%
	Not Applicable	Count	86	35	121
		% within Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)?	71.1%	28.9%	100.0%
		% within MWBE & Non-MWBE Firms	57.0%	92.1%	64.0%
% of Total		45.5%	18.5%	64.0%	
<b>Count</b>		<b>151</b>	<b>38</b>	<b>189</b>	
<b>% within Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)?</b>		<b>79.9%</b>	<b>20.1%</b>	<b>100.0%</b>	
<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
<b>% of Total</b>	<b>79.9%</b>	<b>20.1%</b>	<b>100.0%</b>		
<b>Total</b>					

Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)? \* MWBE & Non-MWBE Firms Crosstabulation

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)?	Owner's race or ethnicity	Count	30	1	31
		% within Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)?	96.8%	3.2%	100.0%
		% within MWBE & Non-MWBE Firms	19.9%	2.6%	16.4%
		% of Total	15.9%	.5%	16.4%
	Owner's gender	Count	16	1	17
		% within Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)?	94.1%	5.9%	100.0%
		% within MWBE & Non-MWBE Firms	10.6%	2.6%	9.0%
		% of Total	8.5%	.5%	9.0%
	Don't Know	Count	19	1	20
		% within Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)?	95.0%	5.0%	100.0%
		% within MWBE & Non-MWBE Firms	12.6%	2.6%	10.6%
		% of Total	10.1%	.5%	10.6%
	Not Applicable	Count	86	35	121
		% within Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)?	71.1%	28.9%	100.0%
		% within MWBE & Non-MWBE Firms	57.0%	92.1%	64.0%
		% of Total	45.5%	18.5%	64.0%
	<b>Total</b>	<b>Count</b>	<b>151</b>	<b>38</b>	<b>189</b>
		<b>% within Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)?</b>	<b>79.9%</b>	<b>20.1%</b>	<b>100.0%</b>
		<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>79.9%</b>	<b>20.1%</b>	<b>100.0%</b>



**Q60. When did the discrimination first occur (from private sector)? \* MWBE & Non-MWBE Firms Crosstabulation**

			MWBE & Non-MWBE Firms		Total
			MWBE Firms	Non-MWBE Firms	
Q60. When did the discrimination first occur (from private sector)?	During bidding process	Count	38	2	40
		% within Q60. When did the discrimination first occur (from private sector)?	95.0%	5.0%	100.0%
		% within MWBE & Non-MWBE Firms	25.2%	5.3%	21.2%
	After contract awarded	% of Total	20.1%	1.1%	21.2%
		Count	14	1	15
		% within Q60. When did the discrimination first occur (from private sector)?	93.3%	6.7%	100.0%
	Don't Know	% within MWBE & Non-MWBE Firms	9.3%	2.6%	7.9%
		% of Total	7.4%	.5%	7.9%
		Count	13	0	13
	Not Applicable	% within Q60. When did the discrimination first occur (from private sector)?	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	8.6%	0.0%	6.9%
		% of Total	6.9%	0.0%	6.9%
	<b>Total</b>	Count	86	35	121
		% within Q60. When did the discrimination first occur (from private sector)?	71.1%	28.9%	100.0%
		% within MWBE & Non-MWBE Firms	57.0%	92.1%	64.0%
% of Total		45.5%	18.5%	64.0%	
<b>Count</b>		<b>151</b>	<b>38</b>	<b>189</b>	
	<b>% within Q60. When did the discrimination first occur (from private sector)?</b>	<b>79.9%</b>	<b>20.1%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>79.9%</b>	<b>20.1%</b>	<b>100.0%</b>	

**Q61. Did you file a complaint (from private sector)? \* MWBE & Non-MWBE Firms Crosstabulation**

		MWBE & Non-MWBE Firms		Total	
		MWBE Firms	Non-MWBE Firms		
Q61. Did you file a complaint (from private sector)?	Yes	Count	2	0	2
		% within Q61. Did you file a complaint (from private sector)?	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	1.3%	0.0%	1.1%
		% of Total	1.1%	0.0%	1.1%
	No	Count	62	3	65
		% within Q61. Did you file a complaint (from private sector)?	95.4%	4.6%	100.0%
		% within MWBE & Non-MWBE Firms	41.1%	7.9%	34.4%
		% of Total	32.8%	1.6%	34.4%
	Don't Know	Count	1	0	1
		% within Q61. Did you file a complaint (from private sector)?	100.0%	0.0%	100.0%
		% within MWBE & Non-MWBE Firms	.7%	0.0%	.5%
		% of Total	.5%	0.0%	.5%
Not Applicable	Count	86	35	121	
	% within Q61. Did you file a complaint (from private sector)?	71.1%	28.9%	100.0%	
	% within MWBE & Non-MWBE Firms	57.0%	92.1%	64.0%	
	% of Total	45.5%	18.5%	64.0%	
<b>Total</b>	<b>Count</b>	<b>151</b>	<b>38</b>	<b>189</b>	
	<b>% within Q61. Did you file a complaint (from private sector)?</b>	<b>79.9%</b>	<b>20.1%</b>	<b>100.0%</b>	
	<b>% within MWBE &amp; Non-MWBE Firms</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>79.9%</b>	<b>20.1%</b>	<b>100.0%</b>	

\* Export Output.  
 OUTPUT EXPORT  
 /CONTENTS EXPORT=ALL LAYERS=PRINTSETTING MODELVIEWS=PRINTSETTING  
 /XLSX DOCUMENTFILE='C:\Users\Smith\Documents\4911-Denver\_Home\_122012\SOV '+  
 'Results\Output\4911-Denver-SOV Results CrossTabs MWBENonMWBE Firms\_122812 535pm.xlsx'  
 OPERATION=CREATEFILE

**APPENDIX I-B**

SURVEY OF BUSINESS OWNERS RESULTS (RACE, ETHNICITY, AND GENDER CROSSTABULATION)

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**Q1. What is your title? \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q1. What is your title?	Owner	Count	55	22	86	7	232	102	21	525	
		% within Q1. What is your title?	10.5%	4.2%	16.4%	1.3%	44.2%	19.4%	4.0%	100.0%	
		% within Race, Ethnicity, and Gender	93.2%	78.6%	89.6%	63.6%	87.9%	77.3%	84.0%	85.4%	
	CEO/President	% of Total	8.9%	3.6%	14.0%	1.1%	37.7%	16.6%	3.4%	85.4%	
		Count	2	5	7	1	19	18	4	56	
		% within Q1. What is your title?	3.6%	8.9%	12.5%	1.8%	33.9%	32.1%	7.1%	100.0%	
	Manager/Financial Officer	% within Race, Ethnicity, and Gender	3.4%	17.9%	7.3%	9.1%	7.2%	13.6%	16.0%	9.1%	
		% of Total	.3%	.8%	1.1%	.2%	3.1%	2.9%	.7%	9.1%	
		Count	1	0	1	0	2	2	0	6	
	Other	% within Q1. What is your title?	16.7%	0.0%	16.7%	0.0%	33.3%	33.3%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender	1.7%	0.0%	1.0%	0.0%	.8%	1.5%	0.0%	1.0%	
		% of Total	.2%	0.0%	.2%	0.0%	.3%	.3%	0.0%	1.0%	
	Total	Count	1	1	2	3	11	10	0	28	
		% within Q1. What is your title?	3.6%	3.6%	7.1%	10.7%	39.3%	35.7%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender	1.7%	3.6%	2.1%	27.3%	4.2%	7.6%	0.0%	4.6%	
Total	% of Total	.2%	.2%	.3%	.5%	1.8%	1.6%	0.0%	4.6%		
	Count	59	28	96	11	264	132	25	615		
	% within Q1. What is your title?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%		
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%		

**Q1. What is your title? Other (please specify) \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q1. What is your title? Other (please specify)	Administrator	Count	58	27	94	8	254	122	25	588	
		% within Q1. What is your title? Other (please specify)	9.9%	4.6%	16.0%	1.4%	43.2%	20.7%	4.3%	100.0%	
		% within Race, Ethnicity, and Gender	98.3%	96.4%	97.9%	72.7%	96.2%	92.4%	100.0%	95.6%	
	Business Development	% of Total	9.4%	4.4%	15.3%	1.3%	41.3%	19.8%	4.1%	95.6%	
		Count	0	0	0	0	1	0	0	1	
		% within Q1. What is your title? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	
	Chief Business Development Officer	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.2%	
		% of Total	.0%	.0%	0.0%	.0%	0.2%	0.0%	.0%	0.2%	
		Count	0	0	1	0	0	0	0	1	
	Director of Bids of Proposals	% within Q1. What is your title? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	.0%	0.0%	0.0%	.2%	
		% of Total	.0%	0.0%	.2%	0.0%	.0%	.0%	0.0%	.2%	
	Director of Business Development	Count	0	0	0	1	0	0	0	1	
		% within Q1. What is your title? Other (please specify)	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.2%	
Total	% of Total	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.2%		
	Count	0	0	0	0	1	0	0	1		
	% within Q1. What is your title? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%		
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.2%		
Total	% of Total	.0%	.0%	0.0%	.0%	0.2%	0.0%	.0%	0.2%		

Executive - Wife is 100% owner	Count	0	0	0	0	1	0	0	1
	% within Q1. What is your title? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	Count	.0%	0.0%	.0%	0.0%	.2%	.0%	0.0%	.2%
Executive Assistant/HR	Count	0	0	0	0	1	0	0	1
	% within Q1. What is your title? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.2%
	Count	.0%	.0%	.0%	.0%	0.2%	0.0%	0.0%	0.2%
General Manager	Count	0	0	0	0	1	1	0	2
	% within Q1. What is your title? Other (please specify)	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	0.4%	0.8%	0.0%	0.3%
	Count	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%	0.0%	0.3%
HR	Count	0	0	0	0	0	1	0	1
	% within Q1. What is your title? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.2%
	Count	.0%	.0%	0.0%	.0%	0.0%	0.2%	.0%	0.2%
Manager	Count	0	0	0	0	0	1	0	1
	% within Q1. What is your title? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	.0%	0.8%	0.0%	.2%
	Count	.0%	0.0%	.0%	0.0%	.0%	.2%	0.0%	.2%
Office Manager	Count	1	0	0	0	1	1	0	3
	% within Q1. What is your title? Other (please specify)	33.3%	0.0%	0.0%	0.0%	33.3%	33.3%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	1.7%	0.0%	0.0%	0.0%	0.4%	0.8%	0.0%	0.5%
	Count	.2%	.0%	.0%	.0%	0.2%	0.2%	0.0%	0.5%
Project Manager	Count	0	1	0	0	0	1	0	2
	% within Q1. What is your title? Other (please specify)	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	3.6%	0.0%	0.0%	0.0%	0.8%	0.0%	0.3%
	Count	0.0%	0.2%	0.0%	0.0%	0.0%	0.2%	0.0%	0.3%
Temporary Office Manager	Count	0	0	1	0	0	0	0	1
	% within Q1. What is your title? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.2%
	Count	.0%	.0%	0.2%	.0%	0.0%	0.0%	.0%	0.2%
V.P. Sales	Count	0	0	0	0	1	0	0	1
	% within Q1. What is your title? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	Count	.0%	0.0%	.0%	0.0%	.2%	.0%	0.0%	.2%
Vice President	Count	0	0	0	1	3	5	0	9
	% within Q1. What is your title? Other (please specify)	0.0%	0.0%	0.0%	11.1%	33.3%	55.6%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	9.1%	1.1%	3.8%	0.0%	1.5%
	Count	.0%	.0%	.0%	.2%	0.5%	0.8%	0.0%	1.5%
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
	<b>% within Q1. What is your title? Other (please specify)</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
	<b>% within Race, Ethnicity, and Gender % of Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>

**Q3. Which ONE of the following is your company's primary line of business? \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total	
Q3. Which ONE of the following is your company's primary line of business?	Construction	Count	10	5	36	5	56	63	6	181	
		% within Q3. Which ONE of the following is your company's primary line of business?	5.5%	2.8%	19.9%	2.8%	30.9%	34.8%	3.3%	100.0%	
		% within Race, Ethnicity, and Gender	16.9%	17.9%	37.5%	45.5%	21.2%	47.7%	24.0%	29.4%	
	Construction-Related Professional Services	% of Total	1.6%	0.8%	5.9%	0.8%	9.1%	10.2%	1.0%	29.4%	
		Count	5	5	8	0	48	28	3	97	
		% within Q3. Which ONE of the following is your company's primary line of business?	5.2%	5.2%	8.2%	0.0%	49.5%	28.9%	3.1%	100.0%	
	Professional Services	% within Race, Ethnicity, and Gender	8.5%	17.9%	8.3%	0.0%	18.2%	21.2%	12.0%	15.8%	
		% of Total	.8%	.8%	1.3%	.0%	7.8%	4.6%	.5%	15.8%	
		Count	30	12	21	4	90	25	7	189	
	General Services	% within Q3. Which ONE of the following is your company's primary line of business?	15.9%	6.3%	11.1%	2.1%	47.6%	13.2%	3.7%	100.0%	
		% within Race, Ethnicity, and Gender	50.8%	42.9%	21.9%	36.4%	34.1%	18.9%	28.0%	30.7%	
		% of Total	4.9%	2.0%	3.4%	0.7%	14.6%	4.1%	1.1%	30.7%	
	Goods	Count	7	3	15	0	27	12	5	69	
		% within Q3. Which ONE of the following is your company's primary line of business?	10.1%	4.3%	21.7%	0.0%	39.1%	17.4%	7.2%	100.0%	
		% within Race, Ethnicity, and Gender	11.9%	10.7%	15.6%	0.0%	10.2%	9.1%	20.0%	11.2%	
	Other, Please Specify	% of Total	1.1%	.5%	2.4%	.0%	4.4%	2.0%	0.8%	11.2%	
		Count	4	2	10	2	33	4	2	57	
		% within Q3. Which ONE of the following is your company's primary line of business?	7.0%	3.5%	17.5%	3.5%	57.9%	7.0%	3.5%	100.0%	
	Other, Please Specify	% within Race, Ethnicity, and Gender	6.8%	7.1%	10.4%	18.2%	12.5%	3.0%	8.0%	9.3%	
		% of Total	0.7%	0.3%	1.6%	0.3%	5.4%	0.7%	0.3%	9.3%	
		Count	3	1	6	0	10	0	2	22	
Total	% within Q3. Which ONE of the following is your company's primary line of business?	13.6%	4.5%	27.3%	0.0%	45.5%	0.0%	9.1%	100.0%		
	% within Race, Ethnicity, and Gender	5.1%	3.6%	6.3%	0.0%	3.8%	0.0%	8.0%	3.6%		
	% of Total	.5%	.2%	1.0%	.0%	1.6%	0.0%	.3%	3.6%		
Total	Count	59	28	96	11	264	132	25	615		
	% within Q3. Which ONE of the following is your company's primary line of business?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%		
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%		

Q3. Other (please specify) \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender							Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total
Q3. Other (please specify)	Count	56	27	90	11	255	132	23	594
	% within Q3. Other (please specify)	9.4%	4.5%	15.2%	1.9%	42.9%	22.2%	3.9%	100.0%
	% within Race, Ethnicity, and Gender	94.9%	96.4%	93.8%	100.0%	96.6%	100.0%	92.0%	96.6%
	% of Total	9.1%	4.4%	14.6%	1.8%	41.5%	21.5%	3.7%	96.6%
air show special effects	Count	0	0	0	0	0	0	1	1
	% within Q3. Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	0.2%
	% of Total	.0%	.0%	0.0%	.0%	0.0%	0.0%	.2%	0.2%
Childcare Center	Count	0	0	0	0	1	0	0	1
	% within Q3. Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	.0%	0.0%	.0%	0.0%	.2%	.0%	0.0%	.2%
clinical health and wellness - CPR, flu shots, wellness programs, etc	Count	0	0	0	0	1	0	0	1
	% within Q3. Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.2%
	% of Total	.0%	.0%	.0%	.0%	0.2%	0.0%	0.0%	0.2%
Concessions	Count	1	0	2	0	1	0	0	4
	% within Q3. Other (please specify)	25.0%	0.0%	50.0%	0.0%	25.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	2.1%	0.0%	0.4%	0.0%	0.0%	0.7%
	% of Total	0.2%	0.0%	0.3%	0.0%	0.2%	0.0%	0.0%	0.7%
Contract Research Laboratory	Count	0	0	0	0	1	0	0	1
	% within Q3. Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.2%
	% of Total	.0%	.0%	0.0%	.0%	0.2%	0.0%	.0%	0.2%
Healthcare	Count	0	0	0	0	1	0	0	1
	% within Q3. Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.2%
Hotel	Count	0	0	0	0	0	0	1	1
	% within Q3. Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	0.2%
	% of Total	.0%	.0%	0.0%	.0%	0.0%	0.0%	.2%	0.2%
Kiosk Rental - Confectionary Exclusive Chocolates	Count	0	0	0	0	1	0	0	1
	% within Q3. Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	.0%	0.0%	.0%	0.0%	.2%	.0%	0.0%	.2%
Massage therapy	Count	0	0	1	0	0	0	0	1
	% within Q3. Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.2%
	% of Total	.0%	.0%	.2%	.0%	0.0%	0.0%	0.0%	0.2%
Packaging, Transportation Logistics	Count	0	0	0	0	1	0	0	1
	% within Q3. Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.2%
Personal Training	Count	1	0	0	0	0	0	0	1
	% within Q3. Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%
	% of Total	.2%	.0%	0.0%	.0%	0.0%	0.0%	.0%	0.2%
Restaurant	Count	0	0	1	0	0	0	0	1
	% within Q3. Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.2%
	% of Total	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.2%

Restoring Native Habitats by controlling non-native species	Count	0	0	0	0	1	0	0	1
	% within Q3. Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.2%
Retail	% of Total	.0%	.0%	0.0%	.0%	0.2%	0.0%	.0%	0.2%
	Count	0	1	1	0	0	0	0	2
	% within Q3. Other (please specify)	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	100.0%
senior health care	% within Race, Ethnicity, and Gender	0.0%	3.6%	1.0%	0.0%	.0%	0.0%	0.0%	.3%
	% of Total	.0%	0.2%	.2%	0.0%	.0%	.0%	0.0%	.3%
	Count	0	0	0	0	1	0	0	1
Specialty Snack Food	% within Q3. Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.2%
	% of Total	.0%	.0%	.0%	.0%	0.2%	0.0%	0.0%	0.2%
Specialty-Service (Micro-hotel in international airport terminals)	Count	0	0	1	0	0	0	0	1
	% within Q3. Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.2%
<b>Total</b>	% of Total	.2%	.0%	0.0%	.0%	0.0%	0.0%	.0%	0.2%
	Count	59	28	96	11	264	132	25	615
	% within Q3. Other (please specify)	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

**Q4. Is MORE than 50% of your company owned and controlled by a woman or women? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender								Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q4. Is MORE than 50% of your company owned and controlled by a woman or women?	Yes	Count	24	11	30	3	264	0	11	343
		% within Q4. Is MORE than 50% of your company owned and controlled by a woman or women?	7.0%	3.2%	8.7%	0.9%	77.0%	0.0%	3.2%	100.0%
		% within Race, Ethnicity, and Gender	40.7%	39.3%	31.3%	27.3%	100.0%	0.0%	44.0%	55.8%
	No	% of Total	3.9%	1.8%	4.9%	.5%	42.9%	0.0%	1.8%	55.8%
		Count	35	17	66	8	0	132	14	272
		% within Q4. Is MORE than 50% of your company owned and controlled by a woman or women?	12.9%	6.3%	24.3%	2.9%	0.0%	48.5%	5.1%	100.0%
<b>Total</b>		% within Race, Ethnicity, and Gender	59.3%	60.7%	68.8%	72.7%	0.0%	100.0%	56.0%	44.2%
		% of Total	5.7%	2.8%	10.7%	1.3%	0.0%	21.5%	2.3%	44.2%
		Count	59	28	96	11	264	132	25	615
	% within Q4. Is MORE than 50% of your company owned and controlled by a woman or women?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	



**Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups? \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total
Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	White/Caucasian	Count	0	0	0	0	264	132	0	396
		% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	0.0%	0.0%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	64.4%
		% of Total	.0%	.0%	0.0%	.0%	42.9%	21.5%	.0%	64.4%
	African American	Count	59	0	0	0	0	0	0	59
		% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.6%
		% of Total	9.6%	.0%	0.0%	.0%	0.0%	0.0%	.0%	9.6%
	Asian or Pacific Islander	Count	0	28	0	0	0	0	0	28
		% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.6%
		% of Total	.0%	4.6%	0.0%	.0%	0.0%	0.0%	.0%	4.6%
	Hispanic American	Count	0	0	96	0	0	0	0	96
		% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	15.6%
		% of Total	.0%	.0%	15.6%	.0%	0.0%	0.0%	.0%	15.6%
	Native American/Alaskan Native	Count	0	0	0	11	0	0	0	11
		% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	1.8%
		% of Total	.0%	.0%	0.0%	1.8%	0.0%	0.0%	.0%	1.8%
Other (please specify)	Count	0	0	0	0	0	0	25	25	
	% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	4.1%	
	% of Total	.0%	.0%	0.0%	.0%	0.0%	0.0%	4.1%	4.1%	
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
	<b>% within Q5. Is MORE than 50% of the company owned and controlled by one of the following racial or ethnic groups?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

Q5. Other (please specify) \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender							Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q5. Other (please specify)	Count	59	28	96	11	264	132	19	609
	% within Q5. Other (please specify)	9.7%	4.6%	15.8%	1.8%	43.3%	21.7%	3.1%	100.0%
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	76.0%	99.0%
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	3.1%	99.0%
African American and Hispanic American	Count	0	0	0	0	0	0	2	2
	% within Q5. Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.0%	.3%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.3%	.3%
African American and White (Mix)	Count	0	0	0	0	0	0	1	1
	% within Q5. Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	.2%
Don't wish to answer /ethnic questions	Count	0	0	0	0	0	0	1	1
	% within Q5. Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	.2%
Human Race	Count	0	0	0	0	0	0	1	1
	% within Q5. Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	.2%
no one group has 50%	Count	0	0	0	0	0	0	1	1
	% within Q5. Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	.2%
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
	<b>% within Q5. Other (please specify)</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>

Q6. What is the HIGHEST level of education completed by the primary owner of your company? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q6. What is the HIGHEST level of education completed by the primary owner of your company?	Some high school	Count	0	0	4	0	3	1	1	9	
		% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?	0.0%	0.0%	44.4%	0.0%	33.3%	11.1%	11.1%	100.0%	
			% within Race, Ethnicity, and Gender	0.0%	0.0%	4.2%	0.0%	1.1%	.8%	4.0%	1.5%
			% of Total	0.0%	0.0%	.7%	0.0%	.5%	.2%	.2%	1.5%
	High school graduate	Count	3	1	12	0	8	10	1	35	
		% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?	8.6%	2.9%	34.3%	0.0%	22.9%	28.6%	2.9%	100.0%	
			% within Race, Ethnicity, and Gender	5.1%	3.6%	12.5%	0.0%	3.0%	7.6%	4.0%	5.7%
			% of Total	.5%	.2%	2.0%	0.0%	1.3%	1.6%	.2%	5.7%
	Trade or technical education	Count	0	0	4	0	7	7	1	19	
		% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?	0.0%	0.0%	21.1%	0.0%	36.8%	36.8%	5.3%	100.0%	
			% within Race, Ethnicity, and Gender	0.0%	0.0%	4.2%	0.0%	2.7%	5.3%	4.0%	3.1%
			% of Total	0.0%	0.0%	.7%	0.0%	1.1%	1.1%	.2%	3.1%
	Some college	Count	11	3	18	3	64	24	4	127	
		% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?	8.7%	2.4%	14.2%	2.4%	50.4%	18.9%	3.1%	100.0%	
			% within Race, Ethnicity, and Gender	18.6%	10.7%	18.8%	27.3%	24.2%	18.2%	16.0%	20.7%
			% of Total	1.8%	.5%	2.9%	.5%	10.4%	3.9%	.7%	20.7%
	College degree	Count	21	7	37	4	108	54	7	238	
		% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?	8.8%	2.9%	15.5%	1.7%	45.4%	22.7%	2.9%	100.0%	
			% within Race, Ethnicity, and Gender	35.6%	25.0%	38.5%	36.4%	40.9%	40.9%	28.0%	38.7%
			% of Total	3.4%	1.1%	6.0%	.7%	17.6%	8.8%	1.1%	38.7%
Post graduate degree	Count	24	17	19	3	72	34	7	176		
	% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?	13.6%	9.7%	10.8%	1.7%	40.9%	19.3%	4.0%	100.0%		
		% within Race, Ethnicity, and Gender	40.7%	60.7%	19.8%	27.3%	27.3%	25.8%	28.0%	28.6%	
		% of Total	3.9%	2.8%	3.1%	.5%	11.7%	5.5%	1.1%	28.6%	
No response/Don't Know	Count	0	0	2	1	2	2	4	11		
	% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?	0.0%	0.0%	18.2%	9.1%	18.2%	18.2%	36.4%	100.0%		
		% within Race, Ethnicity, and Gender	0.0%	0.0%	2.1%	9.1%	.8%	1.5%	16.0%	1.8%	
		% of Total	0.0%	0.0%	.3%	.2%	.3%	.3%	.7%	1.8%	
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>		
	<b>% within Q6. What is the HIGHEST level of education completed by the primary owner of your company?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		
		<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
		<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

Q7. Years Established Range \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q7. Years Established Range	1970 and prior	Count	0	2	2	0	12	19	1	36
		% within Q7. Years Established Range	0.0%	5.6%	5.6%	0.0%	33.3%	52.8%	2.8%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	7.1%	2.1%	0.0%	4.6%	14.4%	4.2%	5.9%
		% of Total	0.0%	.3%	.3%	0.0%	2.0%	3.1%	.2%	5.9%
	1971 to 1980	Count	1	2	5	0	17	7	1	33
		% within Q7. Years Established Range	3.0%	6.1%	15.2%	0.0%	51.5%	21.2%	3.0%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	7.1%	5.3%	0.0%	6.5%	5.3%	4.2%	5.4%
		% of Total	.2%	.3%	.8%	0.0%	2.8%	1.1%	.2%	5.4%
	1981 to 1990	Count	10	4	19	2	41	21	4	101
		% within Q7. Years Established Range	9.9%	4.0%	18.8%	2.0%	40.6%	20.8%	4.0%	100.0%
		% within Race, Ethnicity, and Gender	17.2%	14.3%	20.0%	18.2%	15.6%	15.9%	16.7%	16.5%
		% of Total	1.6%	.7%	3.1%	.3%	6.7%	3.4%	.7%	16.5%
	1991 to 2000	Count	9	9	28	3	72	48	6	175
		% within Q7. Years Established Range	5.1%	5.1%	16.0%	1.7%	41.1%	27.4%	3.4%	100.0%
		% within Race, Ethnicity, and Gender	15.5%	32.1%	29.5%	27.3%	27.4%	36.4%	25.0%	28.6%
		% of Total	1.5%	1.5%	4.6%	.5%	11.8%	7.9%	1.0%	28.6%
	2001 to 2005	Count	21	7	22	2	57	18	3	130
		% within Q7. Years Established Range	16.2%	5.4%	16.9%	1.5%	43.8%	13.8%	2.3%	100.0%
		% within Race, Ethnicity, and Gender	36.2%	25.0%	23.2%	18.2%	21.7%	13.6%	12.5%	21.3%
		% of Total	3.4%	1.1%	3.6%	.3%	9.3%	2.9%	.5%	21.3%
	2006 to 2010	Count	16	2	12	4	54	19	8	115
		% within Q7. Years Established Range	13.9%	1.7%	10.4%	3.5%	47.0%	16.5%	7.0%	100.0%
		% within Race, Ethnicity, and Gender	27.6%	7.1%	12.6%	36.4%	20.5%	14.4%	33.3%	18.8%
		% of Total	2.6%	.3%	2.0%	.7%	8.8%	3.1%	1.3%	18.8%
	2010 and after	Count	1	2	7	0	10	0	1	21
		% within Q7. Years Established Range	4.8%	9.5%	33.3%	0.0%	47.6%	0.0%	4.8%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	7.1%	7.4%	0.0%	3.8%	0.0%	4.2%	3.4%
		% of Total	.2%	.3%	1.1%	0.0%	1.6%	0.0%	.2%	3.4%
<b>Total</b>		<b>Count</b>	<b>58</b>	<b>28</b>	<b>95</b>	<b>11</b>	<b>263</b>	<b>132</b>	<b>24</b>	<b>611</b>
		<b>% within Q7. Years Established Range</b>	<b>9.5%</b>	<b>4.6%</b>	<b>15.5%</b>	<b>1.8%</b>	<b>43.0%</b>	<b>21.6%</b>	<b>3.9%</b>	<b>100.0%</b>
		<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>9.5%</b>	<b>4.6%</b>	<b>15.5%</b>	<b>1.8%</b>	<b>43.0%</b>	<b>21.6%</b>	<b>3.9%</b>	<b>100.0%</b>

Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	0 - 10 employees	Count	48	15	53	6	188	59	18	387
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	12.4%	3.9%	13.7%	1.6%	48.6%	15.2%	4.7%	100.0%
	11 - 20 employees	% within Race, Ethnicity, and Gender	81.4%	53.6%	55.2%	54.5%	71.2%	44.7%	72.0%	62.9%
		% of Total	7.8%	2.4%	8.6%	1.0%	30.6%	9.6%	2.9%	62.9%
	21 - 30 employees	Count	3	7	19	0	42	23	1	95
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	3.2%	7.4%	20.0%	0.0%	44.2%	24.2%	1.1%	100.0%
	31 - 40 employees	% within Race, Ethnicity, and Gender	5.1%	25.0%	19.8%	0.0%	15.9%	17.4%	4.0%	15.4%
		% of Total	.5%	1.1%	3.1%	0.0%	6.8%	3.7%	.2%	15.4%
	More than 40 employees	Count	3	3	7	1	14	14	0	42
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	7.1%	7.1%	16.7%	2.4%	33.3%	33.3%	0.0%	100.0%
	No Response	% within Race, Ethnicity, and Gender	5.1%	10.7%	7.3%	9.1%	5.3%	10.6%	0.0%	6.8%
		% of Total	.5%	.5%	1.1%	.2%	2.3%	2.3%	0.0%	6.8%
	Total	Count	2	3	3	0	7	13	0	28
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	7.1%	10.7%	10.7%	0.0%	25.0%	46.4%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	10.7%	3.1%	0.0%	2.7%	9.8%	0.0%	4.6%
		% of Total	.3%	.5%	.5%	0.0%	1.1%	2.1%	0.0%	4.6%
		Count	3	0	14	4	13	23	5	62
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	4.8%	0.0%	22.6%	6.5%	21.0%	37.1%	8.1%	100.0%
		% within Race, Ethnicity, and Gender	5.1%	0.0%	14.6%	36.4%	4.9%	17.4%	20.0%	10.1%
		% of Total	.5%	0.0%	2.3%	.7%	2.1%	3.7%	.8%	10.1%
		Count	0	0	0	0	0	0	1	1
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	.2%
		% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	.2%
		Count	59	28	96	11	264	132	25	615
		% within Q9. Excluding yourself, on average, how many employees does your company keep on the payroll, including full- and part-time staff?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
		% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

Q10. Which of the following categories best approximates your company's gross revenue for calendar year 2010? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q10. Which of the following categories best approximates your company's gross revenue for calendar year 2010?	Up to \$50,000	Count	13	4	13	1	36	7	3	77
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	16.9%	5.2%	16.9%	1.3%	46.8%	9.1%	3.9%	100.0%
		% within Race, Ethnicity, and Gender	22.0%	14.3%	13.5%	9.1%	13.6%	5.3%	12.0%	12.5%
		% of Total	2.1%	.7%	2.1%	.2%	5.9%	1.1%	.5%	12.5%
	\$50,001 to \$100,000	Count	9	1	9	0	36	4	3	62
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	14.5%	1.6%	14.5%	0.0%	58.1%	6.5%	4.8%	100.0%
		% within Race, Ethnicity, and Gender	15.3%	3.6%	9.4%	0.0%	13.6%	3.0%	12.0%	10.1%
		% of Total	1.5%	.2%	1.5%	0.0%	5.9%	.7%	.5%	10.1%
	\$100,001 to \$300,000	Count	14	5	15	1	45	7	4	91
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	15.4%	5.5%	16.5%	1.1%	49.5%	7.7%	4.4%	100.0%
		% within Race, Ethnicity, and Gender	23.7%	17.9%	15.6%	9.1%	17.0%	5.3%	16.0%	14.8%
		% of Total	2.3%	.8%	2.4%	.2%	7.3%	1.1%	.7%	14.8%
	\$300,001 to \$500,000	Count	5	0	10	0	13	11	1	40
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	12.5%	0.0%	25.0%	0.0%	32.5%	27.5%	2.5%	100.0%
		% within Race, Ethnicity, and Gender	8.5%	0.0%	10.4%	0.0%	4.9%	8.3%	4.0%	6.5%
		% of Total	.8%	0.0%	1.6%	0.0%	2.1%	1.8%	.2%	6.5%
	\$500,001 to \$1 million	Count	3	4	10	2	36	30	5	90
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	3.3%	4.4%	11.1%	2.2%	40.0%	33.3%	5.6%	100.0%
		% within Race, Ethnicity, and Gender	5.1%	14.3%	10.4%	18.2%	13.6%	22.7%	20.0%	14.6%
		% of Total	.5%	.7%	1.6%	.3%	5.9%	4.9%	.8%	14.6%
	\$1,000,001 to \$3 million	Count	4	9	18	1	57	28	2	119
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	3.4%	7.6%	15.1%	.8%	47.9%	23.5%	1.7%	100.0%
		% within Race, Ethnicity, and Gender	6.8%	32.1%	18.8%	9.1%	21.6%	21.2%	8.0%	19.3%
		% of Total	.7%	1.5%	2.9%	.2%	9.3%	4.6%	.3%	19.3%
	\$3,000,001 to \$5 million	Count	3	3	4	1	17	16	0	44
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	6.8%	6.8%	9.1%	2.3%	38.6%	36.4%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	5.1%	10.7%	4.2%	9.1%	6.4%	12.1%	0.0%	7.2%
		% of Total	.5%	.5%	.7%	.2%	2.8%	2.6%	0.0%	7.2%
	\$5,000,001 to \$10 million	Count	2	2	6	1	10	10	1	32
		% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	6.3%	6.3%	18.8%	3.1%	31.3%	31.3%	3.1%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	7.1%	6.3%	9.1%	3.8%	7.6%	4.0%	5.2%
		% of Total	.3%	.3%	1.0%	.2%	1.6%	1.6%	.2%	5.2%

More than \$10 million	Count	2	0	6	4	4	17	3	36
	% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	5.6%	0.0%	16.7%	11.1%	11.1%	47.2%	8.3%	100.0%
Don't Know	% within Race, Ethnicity, and Gender	3.4%	0.0%	6.3%	36.4%	1.5%	12.9%	12.0%	5.9%
	% of Total	.3%	0.0%	1.0%	.7%	.7%	2.8%	.5%	5.9%
Total	Count	4	0	5	0	10	2	3	24
	% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	16.7%	0.0%	20.8%	0.0%	41.7%	8.3%	12.5%	100.0%
	% within Race, Ethnicity, and Gender	6.8%	0.0%	5.2%	0.0%	3.8%	1.5%	12.0%	3.9%
	% of Total	.7%	0.0%	.8%	0.0%	1.6%	.3%	.5%	3.9%
	Count	59	28	96	11	264	132	25	615
	% within Q10. Which of the following categories best approximates your company's gross revenues for calendar year 2010?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

Q11. Percentage of revenue from the City and County of Devner \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender							Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q11. Percentage of 0 - 10% revenue from the City and County of Devner	Count	29	12	48	8	158	85	10	350
	% within Q11. Percentage of revenue from the City and County of Devner	8.3%	3.4%	13.7%	2.3%	45.1%	24.3%	2.9%	100.0%
11 - 25%	% within Race, Ethnicity, and Gender	76.3%	57.1%	65.8%	80.0%	82.3%	79.4%	71.4%	76.9%
	% of Total	6.4%	2.6%	10.5%	1.8%	34.7%	18.7%	2.2%	76.9%
26 - 50%	Count	3	5	8	2	21	12	3	54
	% within Q11. Percentage of revenue from the City and County of Devner	5.6%	9.3%	14.8%	3.7%	38.9%	22.2%	5.6%	100.0%
51 - 75%	% within Race, Ethnicity, and Gender	7.9%	23.8%	11.0%	20.0%	10.9%	11.2%	21.4%	11.9%
	% of Total	.7%	1.1%	1.8%	.4%	4.6%	2.6%	.7%	11.9%
76 - 100%	Count	3	1	8	0	7	7	1	27
	% within Q11. Percentage of revenue from the City and County of Devner	11.1%	3.7%	29.6%	0.0%	25.9%	25.9%	3.7%	100.0%
Total	% within Race, Ethnicity, and Gender	7.9%	4.8%	11.0%	0.0%	3.6%	6.5%	7.1%	5.9%
	% of Total	.7%	.2%	1.8%	0.0%	1.5%	1.5%	.2%	5.9%
	Count	0	3	3	0	2	2	0	10
	% within Q11. Percentage of revenue from the City and County of Devner	0.0%	30.0%	30.0%	0.0%	20.0%	20.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	14.3%	4.1%	0.0%	1.0%	1.9%	0.0%	2.2%
	% of Total	0.0%	.7%	.7%	0.0%	.4%	.4%	0.0%	2.2%
	Count	3	0	6	0	4	1	0	14
	% within Q11. Percentage of revenue from the City and County of Devner	21.4%	0.0%	42.9%	0.0%	28.6%	7.1%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	7.9%	0.0%	8.2%	0.0%	2.1%	.9%	0.0%	3.1%
	% of Total	.7%	0.0%	1.3%	0.0%	.9%	.2%	0.0%	3.1%
	Count	38	21	73	10	192	107	14	455
	% within Q11. Percentage of revenue from the City and County of Devner	8.4%	4.6%	16.0%	2.2%	42.2%	23.5%	3.1%	100.0%
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	8.4%	4.6%	16.0%	2.2%	42.2%	23.5%	3.1%	100.0%

Q11. Percentage of revenue from the Private Sector \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender							Total	
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q11. Percentage of 0 - 10% revenue from the Private Sector	Count	12	3	11	2	36	16	3	83	
	% within Q11. Percentage of revenue from the Private Sector	14.5%	3.6%	13.3%	2.4%	43.4%	19.3%	3.6%	100.0%	
	% within Race, Ethnicity, and Gender	29.3%	13.0%	15.7%	20.0%	17.7%	14.8%	18.8%	17.6%	
	% of Total	2.5%	.6%	2.3%	.4%	7.6%	3.4%	.6%	17.6%	
	11 - 25%	Count	1	3	10	0	14	8	0	36
	% within Q11. Percentage of revenue from the Private Sector	2.8%	8.3%	27.8%	0.0%	38.9%	22.2%	0.0%	100.0%	
	% within Race, Ethnicity, and Gender	2.4%	13.0%	14.3%	0.0%	6.9%	7.4%	0.0%	7.6%	
	% of Total	.2%	.6%	2.1%	0.0%	3.0%	1.7%	0.0%	7.6%	
	26 - 50%	Count	8	5	18	2	38	25	5	101
	% within Q11. Percentage of revenue from the Private Sector	7.9%	5.0%	17.8%	2.0%	37.6%	24.8%	5.0%	100.0%	
	% within Race, Ethnicity, and Gender	19.5%	21.7%	25.7%	20.0%	18.7%	23.1%	31.3%	21.4%	
	% of Total	1.7%	1.1%	3.8%	.4%	8.1%	5.3%	1.1%	21.4%	
	51 - 75%	Count	4	5	6	2	31	14	4	66
	% within Q11. Percentage of revenue from the Private Sector	6.1%	7.6%	9.1%	3.0%	47.0%	21.2%	6.1%	100.0%	
	% within Race, Ethnicity, and Gender	9.8%	21.7%	8.6%	20.0%	15.3%	13.0%	25.0%	14.0%	
	% of Total	.8%	1.1%	1.3%	.4%	6.6%	3.0%	.8%	14.0%	
	76 - 100%	Count	16	7	25	4	84	45	4	185
	% within Q11. Percentage of revenue from the Private Sector	8.6%	3.8%	13.5%	2.2%	45.4%	24.3%	2.2%	100.0%	
% within Race, Ethnicity, and Gender	39.0%	30.4%	35.7%	40.0%	41.4%	41.7%	25.0%	39.3%		
% of Total	3.4%	1.5%	5.3%	.8%	17.8%	9.6%	.8%	39.3%		
<b>Total</b>	<b>Count</b>	<b>41</b>	<b>23</b>	<b>70</b>	<b>10</b>	<b>203</b>	<b>108</b>	<b>16</b>	<b>471</b>	
	<b>% within Q11. Percentage of revenue from the Private Sector</b>	<b>8.7%</b>	<b>4.9%</b>	<b>14.9%</b>	<b>2.1%</b>	<b>43.1%</b>	<b>22.9%</b>	<b>3.4%</b>	<b>100.0%</b>	
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>8.7%</b>	<b>4.9%</b>	<b>14.9%</b>	<b>2.1%</b>	<b>43.1%</b>	<b>22.9%</b>	<b>3.4%</b>	<b>100.0%</b>	



Q11. Percentage of revenue from the Public Sector \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender							Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q11. Percentage of 0 - 10% revenue from the Public Sector	Count	12	7	19	4	64	32	3	141
	% within Q11. Percentage of revenue from the Public Sector	8.5%	5.0%	13.5%	2.8%	45.4%	22.7%	2.1%	100.0%
11 - 25%	% within Race, Ethnicity, and Gender	33.3%	33.3%	26.0%	40.0%	33.2%	28.8%	20.0%	30.7%
	% of Total	2.6%	1.5%	4.1%	.9%	13.9%	7.0%	.7%	30.7%
26 - 50%	Count	1	3	15	0	25	24	4	72
	% within Q11. Percentage of revenue from the Public Sector	1.4%	4.2%	20.8%	0.0%	34.7%	33.3%	5.6%	100.0%
51 - 75%	% within Race, Ethnicity, and Gender	2.8%	14.3%	20.5%	0.0%	13.0%	21.6%	26.7%	15.7%
	% of Total	.2%	.7%	3.3%	0.0%	5.4%	5.2%	.9%	15.7%
76 - 100%	Count	8	3	14	3	39	22	2	91
	% within Q11. Percentage of revenue from the Public Sector	8.8%	3.3%	15.4%	3.3%	42.9%	24.2%	2.2%	100.0%
Total	% within Race, Ethnicity, and Gender	22.2%	14.3%	19.2%	30.0%	20.2%	19.8%	13.3%	19.8%
	% of Total	1.7%	.7%	3.1%	.7%	8.5%	4.8%	.4%	19.8%
Total	Count	6	3	12	1	23	16	3	64
	% within Q11. Percentage of revenue from the Public Sector	9.4%	4.7%	18.8%	1.6%	35.9%	25.0%	4.7%	100.0%
Total	% within Race, Ethnicity, and Gender	16.7%	14.3%	16.4%	10.0%	11.9%	14.4%	20.0%	13.9%
	% of Total	1.3%	.7%	2.6%	.2%	5.0%	3.5%	.7%	13.9%
Total	Count	9	5	13	2	42	17	3	91
	% within Q11. Percentage of revenue from the Public Sector	9.9%	5.5%	14.3%	2.2%	46.2%	18.7%	3.3%	100.0%
Total	% within Race, Ethnicity, and Gender	25.0%	23.8%	17.8%	20.0%	21.8%	15.3%	20.0%	19.8%
	% of Total	2.0%	1.1%	2.8%	.4%	9.2%	3.7%	.7%	19.8%
Total	Count	36	21	73	10	193	111	15	459
	% within Q11. Percentage of revenue from the Public Sector	7.8%	4.6%	15.9%	2.2%	42.0%	24.2%	3.3%	100.0%
Total	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	7.8%	4.6%	15.9%	2.2%	42.0%	24.2%	3.3%	100.0%

Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	Not Applicable	Count	21	11	34	3	94	28	8	199
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	10.6%	5.5%	17.1%	1.5%	47.2%	14.1%	4.0%	100.0%
		% within Race, Ethnicity, and Gender	35.6%	39.3%	35.4%	27.3%	35.6%	21.2%	32.0%	32.4%
		% of Total	3.4%	1.8%	5.5%	.5%	15.3%	4.6%	1.3%	32.4%
	Up to \$50,000	Count	7	2	11	0	38	11	4	73
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	9.6%	2.7%	15.1%	0.0%	52.1%	15.1%	5.5%	100.0%
		% within Race, Ethnicity, and Gender	11.9%	7.1%	11.5%	0.0%	14.4%	8.3%	16.0%	11.9%
		% of Total	1.1%	.3%	1.8%	0.0%	6.2%	1.8%	.7%	11.9%
	\$50,001 to \$100,000	Count	9	0	4	0	22	10	4	49
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	18.4%	0.0%	8.2%	0.0%	44.9%	20.4%	8.2%	100.0%
		% within Race, Ethnicity, and Gender	15.3%	0.0%	4.2%	0.0%	8.3%	7.6%	16.0%	8.0%
		% of Total	1.5%	0.0%	.7%	0.0%	3.6%	1.6%	.7%	8.0%
	\$100,001 to \$200,000	Count	2	1	8	0	22	13	1	47
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	4.3%	2.1%	17.0%	0.0%	46.8%	27.7%	2.1%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	3.6%	8.3%	0.0%	8.3%	9.8%	4.0%	7.6%
		% of Total	.3%	.2%	1.3%	0.0%	3.6%	2.1%	.2%	7.6%
	\$200,001 to \$300,000	Count	4	0	3	0	7	5	0	19
		% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	21.1%	0.0%	15.8%	0.0%	36.8%	26.3%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	6.8%	0.0%	3.1%	0.0%	2.7%	3.8%	0.0%	3.1%
		% of Total	.7%	0.0%	.5%	0.0%	1.1%	.8%	0.0%	3.1%

\$300,001 to \$400,000	Count	1	1	4	0	6	6	1	19
	% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	5.3%	5.3%	21.1%	0.0%	31.6%	31.6%	5.3%	100.0%
\$400,001 to \$500,000	% within Race, Ethnicity, and Gender	1.7%	3.6%	4.2%	0.0%	2.3%	4.5%	4.0%	3.1%
	% of Total	.2%	.2%	.7%	0.0%	1.0%	1.0%	.2%	3.1%
\$500,001 to \$1 million	Count	1	0	1	1	11	5	0	19
	% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	5.3%	0.0%	5.3%	5.3%	57.9%	26.3%	0.0%	100.0%
More than \$1 million	% within Race, Ethnicity, and Gender	1.7%	0.0%	1.0%	9.1%	4.2%	3.8%	0.0%	3.1%
	% of Total	.2%	0.0%	.2%	.2%	1.8%	.8%	0.0%	3.1%
Don't Know	Count	2	4	6	1	15	10	1	39
	% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	5.1%	10.3%	15.4%	2.6%	38.5%	25.6%	2.6%	100.0%
No Response	% within Race, Ethnicity, and Gender	3.4%	14.3%	6.3%	9.1%	5.7%	7.6%	4.0%	6.3%
	% of Total	.3%	.7%	1.0%	.2%	2.4%	1.6%	.2%	6.3%
Total	Count	5	9	16	6	20	32	3	91
	% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	5.5%	9.9%	17.6%	6.6%	22.0%	35.2%	3.3%	100.0%
	% within Race, Ethnicity, and Gender	8.5%	32.1%	16.7%	54.5%	7.6%	24.2%	12.0%	14.8%
	% of Total	.8%	1.5%	2.6%	1.0%	3.3%	5.2%	.5%	14.8%
	Count	1	0	4	0	9	7	1	22
	% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	4.5%	0.0%	18.2%	0.0%	40.9%	31.8%	4.5%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	4.2%	0.0%	3.4%	5.3%	4.0%	3.6%
	% of Total	.2%	0.0%	.7%	0.0%	1.5%	1.1%	.2%	3.6%
	Count	6	0	5	0	20	5	2	38
	% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	15.8%	0.0%	13.2%	0.0%	52.6%	13.2%	5.3%	100.0%
	% within Race, Ethnicity, and Gender	10.2%	0.0%	5.2%	0.0%	7.6%	3.8%	8.0%	6.2%
	% of Total	1.0%	0.0%	.8%	0.0%	3.3%	.8%	.3%	6.2%
	Count	59	28	96	11	264	132	25	615
	% within Q12. Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010? \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender							Total	
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	Not Applicable	Count	18	9	26	3	90	25	10	181
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	9.9%	5.0%	14.4%	1.7%	49.7%	13.8%	5.5%	100.0%
Up to \$50,000		% within Race, Ethnicity, and Gender	30.5%	32.1%	27.1%	27.3%	34.1%	18.9%	40.0%	29.4%
		% of Total	2.9%	1.5%	4.2%	.5%	14.6%	4.1%	1.6%	29.4%
		Count	7	7	12	0	49	12	5	92
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	7.6%	7.6%	13.0%	0.0%	53.3%	13.0%	5.4%	100.0%
\$50,001 to \$100,000		% within Race, Ethnicity, and Gender	11.9%	25.0%	12.5%	0.0%	18.6%	9.1%	20.0%	15.0%
		% of Total	1.1%	1.1%	2.0%	0.0%	8.0%	2.0%	.8%	15.0%
		Count	8	0	5	1	17	12	1	44
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	18.2%	0.0%	11.4%	2.3%	38.6%	27.3%	2.3%	100.0%
\$100,001 to \$200,000		% within Race, Ethnicity, and Gender	13.6%	0.0%	5.2%	9.1%	6.4%	9.1%	4.0%	7.2%
		% of Total	1.3%	0.0%	.8%	.2%	2.8%	2.0%	.2%	7.2%
		Count	3	3	11	0	21	13	1	52
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	5.8%	5.8%	21.2%	0.0%	40.4%	25.0%	1.9%	100.0%
\$200,001 to \$300,000		% within Race, Ethnicity, and Gender	5.1%	10.7%	11.5%	0.0%	8.0%	9.8%	4.0%	8.5%
		% of Total	.5%	.5%	1.8%	0.0%	3.4%	2.1%	.2%	8.5%
		Count	1	2	8	0	6	10	1	28
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	3.6%	7.1%	28.6%	0.0%	21.4%	35.7%	3.6%	100.0%
\$300,001 to \$400,000		% within Race, Ethnicity, and Gender	1.7%	7.1%	8.3%	0.0%	2.3%	7.6%	4.0%	4.6%
		% of Total	.2%	.3%	1.3%	0.0%	1.0%	1.6%	.2%	4.6%
		Count	4	2	4	1	8	5	0	24
		% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	16.7%	8.3%	16.7%	4.2%	33.3%	20.8%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	6.8%	7.1%	4.2%	9.1%	3.0%	3.8%	0.0%	3.9%
		% of Total	.7%	.3%	.7%	.2%	1.3%	.8%	0.0%	3.9%

\$400,001 to \$500,000	Count	3	0	5	1	10	8	1	28
	% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	10.7%	0.0%	17.9%	3.6%	35.7%	28.6%	3.6%	100.0%
\$500,001 to \$1 million	% within Race, Ethnicity, and Gender	5.1%	0.0%	5.2%	9.1%	3.8%	6.1%	4.0%	4.6%
	% of Total	.5%	0.0%	.8%	.2%	1.6%	1.3%	.2%	4.6%
More than \$1 million	Count	2	3	6	0	22	14	0	47
	% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	4.3%	6.4%	12.8%	0.0%	46.8%	29.8%	0.0%	100.0%
Don't Know	% within Race, Ethnicity, and Gender	3.4%	10.7%	6.3%	0.0%	8.3%	10.6%	0.0%	7.6%
	% of Total	.3%	.5%	1.0%	0.0%	3.6%	2.3%	0.0%	7.6%
No Response	Count	6	2	9	5	11	22	1	56
	% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	10.7%	3.6%	16.1%	8.9%	19.6%	39.3%	1.8%	100.0%
Total	% within Race, Ethnicity, and Gender	10.2%	7.1%	9.4%	45.5%	4.2%	16.7%	4.0%	9.1%
	% of Total	1.0%	.3%	1.5%	.8%	1.8%	3.6%	.2%	9.1%
	Count	1	0	5	0	10	6	3	25
	% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	4.0%	0.0%	20.0%	0.0%	40.0%	24.0%	12.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	5.2%	0.0%	3.8%	4.5%	12.0%	4.1%
	% of Total	.2%	0.0%	.8%	0.0%	1.6%	1.0%	.5%	4.1%
	Count	6	0	5	0	20	5	2	38
	% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	15.8%	0.0%	13.2%	0.0%	52.6%	13.2%	5.3%	100.0%
	% within Race, Ethnicity, and Gender	10.2%	0.0%	5.2%	0.0%	7.6%	3.8%	8.0%	6.2%
	% of Total	1.0%	0.0%	.8%	0.0%	3.3%	.8%	.3%	6.2%
	Count	59	28	96	11	264	132	25	615
	% within Q13. Which of the following categories best approximates your company's largest subcontract awarded between 2005 and 2010?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

**Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program? \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?	Yes	Count	44	17	59	8	104	38	7	277
		% within Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?	15.9%	6.1%	21.3%	2.9%	37.5%	13.7%	2.5%	100.0%
		% within Race, Ethnicity, and Gender	74.6%	60.7%	61.5%	72.7%	39.4%	28.8%	28.0%	45.0%
		% of Total	7.2%	2.8%	9.6%	1.3%	16.9%	6.2%	1.1%	45.0%
		Count	8	8	18	3	92	54	12	195
		% within Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?	4.1%	4.1%	9.2%	1.5%	47.2%	27.7%	6.2%	100.0%
	Don't Know	% within Race, Ethnicity, and Gender	13.6%	28.6%	18.8%	27.3%	34.8%	40.9%	48.0%	31.7%
		% of Total	1.3%	1.3%	2.9%	.5%	15.0%	8.8%	2.0%	31.7%
		Count	1	3	14	0	47	34	4	103
		% within Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?	1.0%	2.9%	13.6%	0.0%	45.6%	33.0%	3.9%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	10.7%	14.6%	0.0%	17.8%	25.8%	16.0%	16.7%
		% of Total	.2%	.5%	2.3%	0.0%	7.6%	5.5%	.7%	16.7%
Not Applicable	Count	6	0	5	0	21	6	2	40	
	% within Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?	15.0%	0.0%	12.5%	0.0%	52.5%	15.0%	5.0%	100.0%	
	% within Race, Ethnicity, and Gender	10.2%	0.0%	5.2%	0.0%	8.0%	4.5%	8.0%	6.5%	
	% of Total	1.0%	0.0%	.8%	0.0%	3.4%	1.0%	.3%	6.5%	
	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
	<b>% within Q14. Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
<b>Total</b>	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

**Q15. MBE Certification \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q15. MBE Certification	Yes	Count	33	14	45	5	15	0	0	112
		% within Q15. MBE Certification	29.5%	12.5%	40.2%	4.5%	13.4%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	55.9%	50.0%	46.9%	45.5%	5.7%	0.0%	0.0%	18.2%
		% of Total	5.4%	2.3%	7.3%	.8%	2.4%	0.0%	0.0%	18.2%
		Count	26	14	51	6	249	132	25	503
		% within Q15. MBE Certification	5.2%	2.8%	10.1%	1.2%	49.5%	26.2%	5.0%	100.0%
	Not Applicable	% within Race, Ethnicity, and Gender	44.1%	50.0%	53.1%	54.5%	94.3%	100.0%	100.0%	81.8%
		% of Total	4.2%	2.3%	8.3%	1.0%	40.5%	21.5%	4.1%	81.8%
		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
		<b>% within Q15. MBE Certification</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
		<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>

**Q15. SBE Certification \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q15. SBE Certification	Yes	Count	34	13	47	4	76	32	7	213	
		% within Q15. SBE Certification	16.0%	6.1%	22.1%	1.9%	35.7%	15.0%	3.3%	100.0%	
		% within Race, Ethnicity, and Gender	57.6%	46.4%	49.0%	36.4%	28.8%	24.2%	28.0%	34.6%	
	Not Applicable	% of Total	5.5%	2.1%	7.6%	.7%	12.4%	5.2%	1.1%	34.6%	
		Count	25	15	49	7	188	100	18	402	
		% within Q15. SBE Certification	6.2%	3.7%	12.2%	1.7%	46.8%	24.9%	4.5%	100.0%	
<b>Total</b>		% within Race, Ethnicity, and Gender	42.4%	53.6%	51.0%	63.6%	71.2%	75.8%	72.0%	65.4%	
		% of Total	4.1%	2.4%	8.0%	1.1%	30.6%	16.3%	2.9%	65.4%	
		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
		% within Q15. SBE Certification	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
		% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

**Q15. WBE Certification \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q15. WBE Certification	Yes	Count	12	3	13	0	83	0	3	114	
		% within Q15. WBE Certification	10.5%	2.6%	11.4%	0.0%	72.8%	0.0%	2.6%	100.0%	
		% within Race, Ethnicity, and Gender	20.3%	10.7%	13.5%	0.0%	31.4%	0.0%	12.0%	18.5%	
	Not Applicable	% of Total	2.0%	.5%	2.1%	0.0%	13.5%	0.0%	.5%	18.5%	
		Count	47	25	83	11	181	132	22	501	
		% within Q15. WBE Certification	9.4%	5.0%	16.6%	2.2%	36.1%	26.3%	4.4%	100.0%	
<b>Total</b>		% within Race, Ethnicity, and Gender	79.7%	89.3%	86.5%	100.0%	68.6%	100.0%	88.0%	81.5%	
		% of Total	7.6%	4.1%	13.5%	1.8%	29.4%	21.5%	3.6%	81.5%	
		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
		% within Q15. WBE Certification	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
		% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

**Q15. DBE Certification \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender								Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q15. DBE Certification	Yes	Count	35	14	45	5	71	0	4	174	
		% within Q15. DBE Certification	20.1%	8.0%	25.9%	2.9%	40.8%	0.0%	2.3%	100.0%	
		% within Race, Ethnicity, and Gender	59.3%	50.0%	46.9%	45.5%	26.9%	0.0%	16.0%	28.3%	
	Not Applicable	% of Total	5.7%	2.3%	7.3%	.8%	11.5%	0.0%	.7%	28.3%	
		Count	24	14	51	6	193	132	21	441	
		% within Q15. DBE Certification	5.4%	3.2%	11.6%	1.4%	43.8%	29.9%	4.8%	100.0%	
<b>Total</b>		% within Race, Ethnicity, and Gender	40.7%	50.0%	53.1%	54.5%	73.1%	100.0%	84.0%	71.7%	
		% of Total	3.9%	2.3%	8.3%	1.0%	31.4%	21.5%	3.4%	71.7%	
		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
		% within Q15. DBE Certification	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
		% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

**Q15. ACBE Certification \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q15. ACBE Certification	Yes	Count	11	1	4	1	7	0	0	24
		% within Q15. ACBE Certification	45.8%	4.2%	16.7%	4.2%	29.2%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	18.6%	3.6%	4.2%	9.1%	2.7%	0.0%	0.0%	3.9%
	Not Applicable	% of Total	1.8%	.2%	.7%	.2%	1.1%	0.0%	0.0%	3.9%
		Count	48	27	92	10	257	132	25	591
		% within Q15. ACBE Certification	8.1%	4.6%	15.6%	1.7%	43.5%	22.3%	4.2%	100.0%
	<b>Total</b>	% within Race, Ethnicity, and Gender	81.4%	96.4%	95.8%	90.9%	97.3%	100.0%	100.0%	96.1%
		% of Total	7.8%	4.4%	15.0%	1.6%	41.8%	21.5%	4.1%	96.1%
		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
<b>% within Q15. ACBE Certification</b>		<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
<b>% within Race, Ethnicity, and Gender</b>		<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>% of Total</b>		<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

**Q15. Certification, Other \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q15. Certification, Other	Yes	Count	5	2	6	3	6	7	1	30
		% within Q15. Certification, Other	16.7%	6.7%	20.0%	10.0%	20.0%	23.3%	3.3%	100.0%
		% within Race, Ethnicity, and Gender	8.5%	7.1%	6.3%	27.3%	2.3%	5.3%	4.0%	4.9%
	Not Applicable	% of Total	.8%	.3%	1.0%	.5%	1.0%	1.1%	.2%	4.9%
		Count	54	26	90	8	258	125	24	585
		% within Q15. Certification, Other	9.2%	4.4%	15.4%	1.4%	44.1%	21.4%	4.1%	100.0%
	<b>Total</b>	% within Race, Ethnicity, and Gender	91.5%	92.9%	93.8%	72.7%	97.7%	94.7%	96.0%	95.1%
		% of Total	8.8%	4.2%	14.6%	1.3%	42.0%	20.3%	3.9%	95.1%
		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
<b>% within Q15. Certification, Other</b>		<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
<b>% within Race, Ethnicity, and Gender</b>		<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>% of Total</b>		<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	



Q15. Certification, Other (please specify) \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender							Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q15. Certification, Other (please specify)	Count	54	27	89	8	258	127	23	586
	% within Q15. Certification, Other (please specify)	9.2%	4.6%	15.2%	1.4%	44.0%	21.7%	3.9%	100.0%
	% within Race, Ethnicity, and Gender	91.5%	96.4%	92.7%	72.7%	97.7%	96.2%	92.0%	95.3%
8a ANC	% of Total	8.8%	4.4%	14.5%	1.3%	42.0%	20.7%	3.7%	95.3%
	Count	0	0	0	1	0	0	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
8A and SDB	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	.2%
	Count	1	0	0	0	0	0	0	1
8a pending	% within Q15. Certification, Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
Approved Playground Vendor and Drinking Fountain Vendor	Count	0	0	0	0	0	1	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
CCCI, FCI	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
	Count	0	0	1	0	0	0	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
DBA	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	0	1	0	0	0	0	1
EDWOSB	% within Q15. Certification, Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
ESB - CDOT	Count	0	0	0	0	1	0	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%

Fed-VOSB, CDOT-ESB, RTD-SBE,	Count	1	0	0	0	0	0	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
ISO 9001/2008	Count	0	0	0	0	1	0	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
iso17025	Count	0	0	0	0	1	0	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Licensed childcare facility	Count	0	0	0	0	1	0	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
National Minority Supplier Development Council	Count	0	0	0	1	0	0	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	.2%
PE - CO, NV, ID	Count	0	0	1	0	0	0	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
RTD Certified, 8ACertified	Count	0	0	1	0	0	0	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
RTD SBE	Count	0	0	1	0	0	0	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
SBA 8(a) Certified, MOS, WOSB	Count	1	0	0	0	0	0	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
SBA 8A	Count	1	1	1	1	0	0	0	4
	% within Q15. Certification, Other (please specify)	25.0%	25.0%	25.0%	25.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	3.6%	1.0%	9.1%	0.0%	0.0%	0.0%	.7%
	% of Total	.2%	.2%	.2%	.2%	0.0%	0.0%	0.0%	.7%
SBE - RTD Light Rail	Count	0	0	0	0	0	1	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
SDB Small Disadvantage Business (Federal Government)	Count	0	0	1	0	0	0	0	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%

Service Disabled Veteran Owned Small Business (SDVOSB)	Count	0	0	0	0	0	3	0	3
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
Veteran Owned CVE	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%	.5%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.5%	0.0%	.5%
	Count	0	0	0	0	1	0	0	1
WOSB	% within Q15. Certification, Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
WOSB, EDWOSB	Count	1	0	0	0	0	0	0	1
	% within Q15. Certification, Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
<b>Total</b>	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	0	0	0	0	0	1	1
	% within Q15. Certification, Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
<b>Total</b>	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	.2%
	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
<b>Total</b>	% within Q15. Certification, Other (please specify)	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
	% within Race, Ethnicity, and Gender	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
	% of Total	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>

Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	Not qualified	Count	1	1	1	0	5	12	2	22
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	4.5%	4.5%	4.5%	0.0%	22.7%	54.5%	9.1%	100.0%
	Certification does not benefit my firm	% within Race, Ethnicity, and Gender	1.7%	3.6%	1.0%	0.0%	1.9%	9.1%	8.0%	3.6%
		% of Total	.2%	.2%	.2%	0.0%	.8%	2.0%	.3%	3.6%
	Application asks for too much information	Count	2	2	8	0	13	15	4	44
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	4.5%	4.5%	18.2%	0.0%	29.5%	34.1%	9.1%	100.0%
	No reason	% within Race, Ethnicity, and Gender	3.4%	7.1%	8.3%	0.0%	4.9%	11.4%	16.0%	7.2%
		% of Total	.3%	.3%	1.3%	0.0%	2.1%	2.4%	.7%	7.2%
	Other (please specify)	Count	2	0	1	0	13	3	0	19
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	10.5%	0.0%	5.3%	0.0%	68.4%	15.8%	0.0%	100.0%
	No Response	% within Race, Ethnicity, and Gender	3.4%	0.0%	1.0%	0.0%	4.9%	2.3%	0.0%	3.1%
		% of Total	.3%	0.0%	.2%	0.0%	2.1%	.5%	0.0%	3.1%
	Total	Count	10	11	23	1	27	27	6	105
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	9.5%	10.5%	21.9%	1.0%	25.7%	25.7%	5.7%	100.0%
		% within Race, Ethnicity, and Gender	16.9%	39.3%	24.0%	9.1%	10.2%	20.5%	24.0%	17.1%
		% of Total	1.6%	1.8%	3.7%	.2%	4.4%	4.4%	1.0%	17.1%
		Count	36	11	43	10	137	36	7	280
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	12.9%	3.9%	15.4%	3.6%	48.9%	12.9%	2.5%	100.0%
		% within Race, Ethnicity, and Gender	61.0%	39.3%	44.8%	90.9%	51.9%	27.3%	28.0%	45.5%
		% of Total	5.9%	1.8%	7.0%	1.6%	22.3%	5.9%	1.1%	45.5%
		Count	8	3	20	0	69	39	6	145
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	5.5%	2.1%	13.8%	0.0%	47.6%	26.9%	4.1%	100.0%
		% within Race, Ethnicity, and Gender	13.6%	10.7%	20.8%	0.0%	26.1%	29.5%	24.0%	23.6%
		% of Total	1.3%	.5%	3.3%	0.0%	11.2%	6.3%	1.0%	23.6%
		Count	59	28	96	11	264	132	25	615
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
		% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

**Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify) \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender							Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	Count	29	18	60	3	138	100	19	367
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	7.9%	4.9%	16.3%	.8%	37.6%	27.2%	5.2%	100.0%
already am	% within Race, Ethnicity, and Gender	49.2%	64.3%	62.5%	27.3%	52.3%	75.8%	76.0%	59.7%
	% of Total	4.7%	2.9%	9.8%	.5%	22.4%	16.3%	3.1%	59.7%
Already certified with a national agency (WBENC) and don't have resources to pursue multiple certifications at state, local and	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
am certified	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
am certified through city	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Application has been submitted.	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Application in process	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Application too difficult	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%

At one time our worth outside the business was to high	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
Because of what I understand with the Uniform DBE certification, I have presumed I am certified with the City. However, I don't	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
business is no longer located in the City and County of Denver	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
cert just expired	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
Certification expired, issue with net worth and how it is calculated, we have suffered from not having DBE Certification	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
Certification required construction expertise	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
certified	Count	0	0	1	0	3	1	0	5
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	20.0%	0.0%	60.0%	20.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	1.1%	.8%	0.0%	.8%
Certified	Count	1	0	0	0	2	0	0	3
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	33.3%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	.8%	0.0%	0.0%	.5%
CERTIFIED	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%

certified as ACDBE	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
Certified by CDOT	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Certified by City	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	0	1	0	0	0	0	1
Certified through CDOT	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
Certified with CDOT	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
certified with sba, pending WBENC certification, haven't had staff time to complete other certification paperwork	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
certified with state of co	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	0	0	0	1	0	0	1
City does not go out to bid for fire trucks - they negotiate with a competitor and have since 1996	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Classes on how to become a (MB or WMB) are schedule too far apart	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%

Company is certified	Count	0	0	0	0	2	0	0	2
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	0.0%	.3%
	% of Total	0.0%	0.0%	0.0%	0.0%	.3%	0.0%	0.0%	.3%
Company is certified with the City and County of Denver	Count	1	0	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
Contracts for art have not been sent our way. Normally, it is a call for artists.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
currently certified	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
currently working on Denver SBE cert	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
Denied	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Denver isn't our market	Count	0	0	0	0	0	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	.2%
Did not help me secure any business when I was	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
Did not know about certification.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%



Did not know about this certification	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Didn't know "city" certification existed	Count	0	1	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
didn't know about certification	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
didn't know about it	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Didn't know about it	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Didn't know about the certification, but I am not sure we would benefit	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Didn't know there was a certification	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Don;t have the time for the application process. I could use some help!	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
don't know about it	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%

don't know about the certification	Count	0	1	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
Don't know about it	% of Total	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
Don't know the benefits and burdens.	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
	Count	0	0	0	0	1	0	0	1
don't know about the program	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
dont know what this is	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
Firm is certified	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	1	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Firm performs federal work primarily	% within Race, Ethnicity, and Gender	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	0	0	1	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	.2%

Getting tax information prepared and ready to go.	Count	1	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
had no reason to	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	0	0	0	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
Has not been necessary in the past as we usually do temporary staffing services and contracts for same are small.	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	.2%
	Count	0	0	0	0	1	0	1
have not heard of this certification	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
have not looked into it	Count	0	0	0	0	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	.2%
Have SBE and applied for WBE	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	.2%
	Count	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
Have SBE with the City. Will be applying for WBE soon.	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
	Count	0	0	0	0	1	0	1
Haven't had the time to put everything together to submit.	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
	Count	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%

Haven't had time to complete the paperwork.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
I am	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	1	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
I am	% within Race, Ethnicity, and Gender	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	0	0	0	1	0	0	1
I am a psychologist	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
I am certified	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
I am certified	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	1	0	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
I am certified	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	1	1	1	1	11	2	0	17
I am certified - see question 15	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	5.9%	5.9%	5.9%	5.9%	64.7%	11.8%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	3.6%	1.0%	9.1%	4.2%	1.5%	0.0%	2.8%
	% of Total	.2%	.2%	.2%	.2%	1.8%	.3%	0.0%	2.8%
I am certified so does not apply to me	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
I am certified with the city	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	1	0	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
I am certified with the city	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	0	1	0	0	0	0	1
I am certified with the city	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%

I AM certified with the City and State.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
I am certified.	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	1	0	1	0	1	0	0	3
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	33.3%	0.0%	33.3%	0.0%	33.3%	0.0%	0.0%	100.0%
I am not aware of the process. I am interested, but just haven't had time to check - mostly because I'm not sure the city would	% within Race, Ethnicity, and Gender	1.7%	0.0%	1.0%	0.0%	.4%	0.0%	0.0%	.5%
	% of Total	.2%	0.0%	.2%	0.0%	.2%	0.0%	0.0%	.5%
	Count	0	0	0	0	1	0	0	1
I am not aware of this program	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
I am working on getting my certification from the city.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
I cannot get a WBE; have been trying for years	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
I did get some certifications (DBE, SBE and *ESB in the past) but never had opportunities to work on a contract.	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	0	0	0	1	0	0	1
I didn't know there was a certification program.	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
I do wonder if the certification is its worth anything to my firm, except the city hearing complaints as I have for not being p	Count	0	0	0	0	0	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	.2%
	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%

I don't know anything about it	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
I don't know what that is.	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
I don't think there any opportunity.	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
I have my SBE Certificate, however, I want my WBE & MBE - per your requirement, I quality, but did not received it.	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
I have no idea what you are talking about	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
I have no knowledge of a certification process.	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
I have not had opportunities that require certification with the city.	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
I was certified	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
i'm certified	Count	1	0	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%

My personal assets exceed the \$750,000 requirement which disqualifies me from the program.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
n/a	Count	1	0	2	0	0	0	0	3
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	33.3%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	2.1%	0.0%	0.0%	0.0%	0.0%	.5%
	% of Total	.2%	0.0%	.3%	0.0%	0.0%	0.0%	0.0%	.5%
N/A	Count	1	0	3	0	3	0	0	7
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	14.3%	0.0%	42.9%	0.0%	42.9%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	3.1%	0.0%	1.1%	0.0%	0.0%	1.1%
	% of Total	.2%	0.0%	.5%	0.0%	.5%	0.0%	0.0%	1.1%
n/a -- certified SBE firm with City & County of Denver	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
na	Count	1	1	0	0	0	0	0	2
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	.3%
	% of Total	.2%	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	.3%
NA	Count	2	0	0	0	0	0	0	2
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.3%
	% of Total	.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.3%
need to recertify	Count	1	0	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
never heard of it before	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Never heard of it, I do not think this applies to us. Granted, we would love business from you.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%

Never introduced	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
No longer qualified	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	1	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
not applicable	% within Race, Ethnicity, and Gender	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	1	0	0	1	0	0	2
Not applicable -- we are certified	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	3.6%	0.0%	0.0%	.4%	0.0%	0.0%	.3%
	% of Total	0.0%	.2%	0.0%	0.0%	.2%	0.0%	0.0%	.3%
Not aware of certification	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
Not aware of this certification process	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Not familiar with the certification	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	0	0	1	0	0	0	1
Not sure how to become certified with the city.	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	.2%
	Count	0	0	0	0	0	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	.2%



ompletely the re-application for the following year	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
Our company is certified	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	0	0	1	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
out grown the small business program	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	.2%
	Count	0	0	0	0	0	1	0	1
Paperwork	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
Pending	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
Previously was certified by all but there was no benefit	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%

qualified	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
Recently became certified w/ national council, have not completed Denver cert. yet/plan to in near future	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Revenue & size requirements	Count	0	0	0	1	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	.2%
SBE	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
SBE and MBE certification specifically states must be in construction	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
school	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Spouse works for the City and was told I could not get certified	Count	1	0	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
The city does not have a program for Set Aside Business like the Federal Government & the City buys from Federal Prisons ergono	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
This question is a NA	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%

Time consuming to get all of the documents copied, no help from the City when I asked for help expediting paperwork, then threa	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Told I wasn't qualified to own/operate an Engineering firm since I'm not a PE, but state of Colorado allows it	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Tried many different avenues to get with the right program but have never been successful getting in front of the right people.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Unaware of certification requirements	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Uncertain what the process is for certification and the classes of businesses which are certified by the city.	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
Was Certified, but it didn't really positively impact my firm.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Was denied Women Owned status	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
was not aware of the certification	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Was not aware I could be. Would like to be certified with the city.	Count	1	0	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%

Was not aware of program. Had no reason to find out - not the sort of work I do.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Was not aware of the program	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
was not aware of this	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Was not familiar with the program	Count	1	0	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
Was not informed of certification process.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Was unaware of certification until this survey	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
Was unaware of the certification	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
Was..... Not any longer.....Not worth the hassle	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
WBE denied since my husband was involved in business - too much hassle and prejudice to be worth time to appeal	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%

We applied for WBE, but was turned down.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
we are	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	0	0	0	3	0	0	3
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
we are a certified SBE	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	1.1%	0.0%	0.0%	.5%
	% of Total	0.0%	0.0%	0.0%	0.0%	.5%	0.0%	0.0%	.5%
	Count	0	0	0	0	0	1	0	1
We are ADCBE certified	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
We are applying 1/2/13	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
we are ccertied	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
we are certified	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%

we are certified	Count	3	0	2	0	10	3	0	18
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	16.7%	0.0%	11.1%	0.0%	55.6%	16.7%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	5.1%	0.0%	2.1%	0.0%	3.8%	2.3%	0.0%	2.9%
We are certified	Count	6	1	3	1	7	3	2	23
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	26.1%	4.3%	13.0%	4.3%	30.4%	13.0%	8.7%	100.0%
	% within Race, Ethnicity, and Gender % of Total	10.2%	3.6%	3.1%	9.1%	2.7%	2.3%	8.0%	3.7%
WE ARE CERTIFIED	Count	0	0	1	1	0	0	0	2
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	1.0%	9.1%	0.0%	0.0%	0.0%	.3%
We are certified as a SBE	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
We are certified as an SBE	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
we are certified but had to answer the question	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
We are certified by NMSDC, our net worth and volume exclude us from Denver certification	Count	0	0	0	1	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	.2%
we are certified MBE, DBE	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%

We are certified SBE	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
We are certified with the CDOT, which the City recognizes,	Count	1	0	0	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
we are certified with the city	Count	1	1	0	0	0	0	0	2
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	.3%
	% of Total	.2%	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	.3%
We are certified with the City	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
We ARE Certified with the City	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
We are certified with the City.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
We are certified, but could not skip question	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
We are certified.	Count	0	0	0	0	0	0	1	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	.2%

We are not big enough for the city to pay any mind to us	Count	0	0	1	0	0	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
We are SBE certified as answered on prior question	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
We are woman owned do partner with multiple state of co WSCA awards and have for decades	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
We choose to qualify for project work based on the quality of our work product and the service we provide	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
We do not bid low bid projects of which all city contracts are. No one wins in low bids, not the city or the company. Not int	Count	0	0	0	0	0	1	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
We don't do business in the City and County of Denver.	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
We use to be. As an interior design firm Architects seem very unwilling to consider our services and tend to prefer to keep tho	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
Were certified- City discontinued and would not listen to what our firm really was- too much fighting would have been involved	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
Work on Federal Contracts	Count	0	0	0	0	1	0	0	1
	% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%



Total	Working on General Contractors license	Count	0	0	1	0	0	0	0	1
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
		% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
		Count	59	28	96	11	264	132	25	615
		% within Q16. If you are not certified with the City and County of Denver, what is the primary reason you are not? Other (please specify)	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
		% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	Extremely easy	Count	6	2	5	0	7	6	0	26
		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	23.1%	7.7%	19.2%	0.0%	26.9%	23.1%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	10.2%	7.1%	5.2%	0.0%	2.7%	4.5%	0.0%	4.2%
		% of Total	1.0%	.3%	.8%	0.0%	1.1%	1.0%	0.0%	4.2%
	Somewhat easy	Count	8	6	14	0	51	17	2	98
		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	8.2%	6.1%	14.3%	0.0%	52.0%	17.3%	2.0%	100.0%
		% within Race, Ethnicity, and Gender	13.6%	21.4%	14.6%	0.0%	19.3%	12.9%	8.0%	15.9%
		% of Total	1.3%	1.0%	2.3%	0.0%	8.3%	2.8%	.3%	15.9%
	Easy	Count	12	7	25	5	51	38	5	143
		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	8.4%	4.9%	17.5%	3.5%	35.7%	26.6%	3.5%	100.0%
	% within Race, Ethnicity, and Gender	20.3%	25.0%	26.0%	45.5%	19.3%	28.8%	20.0%	23.3%	
	% of Total	2.0%	1.1%	4.1%	.8%	8.3%	6.2%	.8%	23.3%	
Difficult	Count	11	3	15	2	51	32	5	119	
	% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	9.2%	2.5%	12.6%	1.7%	42.9%	26.9%	4.2%	100.0%	
	% within Race, Ethnicity, and Gender	18.6%	10.7%	15.6%	18.2%	19.3%	24.2%	20.0%	19.3%	
	% of Total	1.8%	.5%	2.4%	.3%	8.3%	5.2%	.8%	19.3%	
Somewhat difficult	Count	7	3	15	0	37	20	6	88	

		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	8.0%	3.4%	17.0%	0.0%	42.0%	22.7%	6.8%	100.0%
		% within Race, Ethnicity, and Gender	11.9%	10.7%	15.6%	0.0%	14.0%	15.2%	24.0%	14.3%
		% of Total	1.1%	.5%	2.4%	0.0%	6.0%	3.3%	1.0%	14.3%
	Extremely difficult	Count	7	6	15	4	35	11	1	79
		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	8.9%	7.6%	19.0%	5.1%	44.3%	13.9%	1.3%	100.0%
		% within Race, Ethnicity, and Gender	11.9%	21.4%	15.6%	36.4%	13.3%	8.3%	4.0%	12.8%
		% of Total	1.1%	1.0%	2.4%	.7%	5.7%	1.8%	.2%	12.8%
	No Response	Count	8	1	7	0	32	8	6	62
		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	12.9%	1.6%	11.3%	0.0%	51.6%	12.9%	9.7%	100.0%
		% within Race, Ethnicity, and Gender	13.6%	3.6%	7.3%	0.0%	12.1%	6.1%	24.0%	10.1%
		% of Total	1.3%	.2%	1.1%	0.0%	5.2%	1.3%	1.0%	10.1%
	<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
		% within Q17. On a scale from 1 to 6 (1 being extremely easy and 6 being extremely difficult) how would you rate your ease of obtaining notification of business opportunities with the City and County of Denver?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
		% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Prequalification requirements \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Prequalification requirements	Yes	Count	25	11	33	5	65	45	7	191	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Prequalification requirements	13.1%	5.8%	17.3%	2.6%	34.0%	23.6%	3.7%	100.0%	
		% within Race, Ethnicity, and Gender	42.4%	39.3%	34.4%	45.5%	24.6%	34.1%	28.0%	31.1%	
		% of Total	4.1%	1.8%	5.4%	.8%	10.6%	7.3%	1.1%	31.1%	
		No	Count	22	15	54	5	150	76	8	330
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Prequalification requirements	6.7%	4.5%	16.4%	1.5%	45.5%	23.0%	2.4%	100.0%
	% within Race, Ethnicity, and Gender		37.3%	53.6%	56.3%	45.5%	56.8%	57.6%	32.0%	53.7%	
	% of Total		3.6%	2.4%	8.8%	.8%	24.4%	12.4%	1.3%	53.7%	
	No Response		Count	12	2	9	1	49	11	10	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Prequalification requirements	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
		% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
		% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
<b>Total</b>		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Prequalification requirements</b>		<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		
<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>			
<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>			

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Bid bond requirement \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Bid bond requirement	Yes	Count	17	6	27	3	70	29	8	160
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Bid bond requirement	10.6%	3.8%	16.9%	1.9%	43.8%	18.1%	5.0%	100.0%
		% within Race, Ethnicity, and Gender	28.8%	21.4%	28.1%	27.3%	26.5%	22.0%	32.0%	26.0%
		% of Total	2.8%	1.0%	4.4%	.5%	11.4%	4.7%	1.3%	26.0%
		Count	30	20	60	7	145	92	7	361
	No	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Bid bond requirement	8.3%	5.5%	16.6%	1.9%	40.2%	25.5%	1.9%	100.0%
		% within Race, Ethnicity, and Gender	50.8%	71.4%	62.5%	63.6%	54.9%	69.7%	28.0%	58.7%
		% of Total	4.9%	3.3%	9.8%	1.1%	23.6%	15.0%	1.1%	58.7%
		Count	12	2	9	1	49	11	10	94
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Bid bond requirement	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
Not Applicable	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
	% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
	Count	59	28	96	11	264	132	25	615	
	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Bid bond requirement	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Performance bond requirement \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Performance bond requirement	Yes	Count	17	8	31	3	72	30	7	168
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Performance bond requirement	10.1%	4.8%	18.5%	1.8%	42.9%	17.9%	4.2%	100.0%
		% within Race, Ethnicity, and Gender	28.8%	28.6%	32.3%	27.3%	27.3%	22.7%	28.0%	27.3%
		% of Total	2.8%	1.3%	5.0%	.5%	11.7%	4.9%	1.1%	27.3%
		Count	30	18	56	7	143	91	8	353
	No	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Performance bond requirement	8.5%	5.1%	15.9%	2.0%	40.5%	25.8%	2.3%	100.0%
		% within Race, Ethnicity, and Gender	50.8%	64.3%	58.3%	63.6%	54.2%	68.9%	32.0%	57.4%
		% of Total	4.9%	2.9%	9.1%	1.1%	23.3%	14.8%	1.3%	57.4%
		Count	12	2	9	1	49	11	10	94
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Performance bond requirement	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
Not Applicable	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
	% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
	Count	59	28	96	11	264	132	25	615	
	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Performance bond requirement	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Payment bond requirement \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Payment bond requirement	Yes	Count	19	7	31	3	70	29	7	166
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Payment bond requirement	11.4%	4.2%	18.7%	1.8%	42.2%	17.5%	4.2%	100.0%
		% within Race, Ethnicity, and Gender	32.2%	25.0%	32.3%	27.3%	26.5%	22.0%	28.0%	27.0%
		% of Total	3.1%	1.1%	5.0%	.5%	11.4%	4.7%	1.1%	27.0%
		Count	28	19	56	7	145	92	8	355
	No	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Payment bond requirement	7.9%	5.4%	15.8%	2.0%	40.8%	25.9%	2.3%	100.0%
		% within Race, Ethnicity, and Gender	47.5%	67.9%	58.3%	63.6%	54.9%	69.7%	32.0%	57.7%
		% of Total	4.6%	3.1%	9.1%	1.1%	23.6%	15.0%	1.3%	57.7%
		Count	12	2	9	1	49	11	10	94
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Payment bond requirement	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
Not Applicable	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
	% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
	Count	59	28	96	11	264	132	25	615	
	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Payment bond requirement	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Financing \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Financing	Yes	Count	23	4	30	3	54	20	6	140	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?	16.4%	2.9%	21.4%	2.1%	38.6%	14.3%	4.3%	100.0%	
		Financing									
		% within Race, Ethnicity, and Gender	39.0%	14.3%	31.3%	27.3%	20.5%	15.2%	24.0%	22.8%	
		% of Total	3.7%	.7%	4.9%	.5%	8.8%	3.3%	1.0%	22.8%	
	No	Count	24	22	57	7	161	101	9	381	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?	6.3%	5.8%	15.0%	1.8%	42.3%	26.5%	2.4%	100.0%	
		Financing									
		% within Race, Ethnicity, and Gender	40.7%	78.6%	59.4%	63.6%	61.0%	76.5%	36.0%	62.0%	
		% of Total	3.9%	3.6%	9.3%	1.1%	26.2%	16.4%	1.5%	62.0%	
Not Applicable	Count	12	2	9	1	49	11	10	94		
	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%		
	Financing										
	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%		
	% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%		
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>		
	<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		
	<b>Financing</b>										
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Insurance (general liability, professional liability, etc) \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Insurance (general liability, professional liability, etc)	Yes	Count	12	4	14	0	38	13	1	82
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Insurance (general liability, professional liability, etc)	14.6%	4.9%	17.1%	0.0%	46.3%	15.9%	1.2%	100.0%
		% within Race, Ethnicity, and Gender	20.3%	14.3%	14.6%	0.0%	14.4%	9.8%	4.0%	13.3%
		% of Total	2.0%	.7%	2.3%	0.0%	6.2%	2.1%	.2%	13.3%
		Count	35	22	73	10	177	108	14	439
	No	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Insurance (general liability, professional liability, etc)	8.0%	5.0%	16.6%	2.3%	40.3%	24.6%	3.2%	100.0%
		% within Race, Ethnicity, and Gender	59.3%	78.6%	76.0%	90.9%	67.0%	81.8%	56.0%	71.4%
		% of Total	5.7%	3.6%	11.9%	1.6%	28.8%	17.6%	2.3%	71.4%
		Count	12	2	9	1	49	11	10	94
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Insurance (general liability, professional liability, etc)	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
Not Applicable	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
	% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
	Count	59	28	96	11	264	132	25	615	
	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Insurance (general liability, professional liability, etc)	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	Count	59	28	96	11	264	132	25	615	



Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Proposal/Bid specifications \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Proposal/Bid specifications	Yes	Count	17	10	20	0	65	27	4	143
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Proposal/Bid specifications	11.9%	7.0%	14.0%	0.0%	45.5%	18.9%	2.8%	100.0%
		% within Race, Ethnicity, and Gender	28.8%	35.7%	20.8%	0.0%	24.6%	20.5%	16.0%	23.3%
		% of Total	2.8%	1.6%	3.3%	0.0%	10.6%	4.4%	.7%	23.3%
	No	Count	30	16	67	10	150	94	11	378
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Proposal/Bid specifications	7.9%	4.2%	17.7%	2.6%	39.7%	24.9%	2.9%	100.0%
		% within Race, Ethnicity, and Gender	50.8%	57.1%	69.8%	90.9%	56.8%	71.2%	44.0%	61.5%
		% of Total	4.9%	2.6%	10.9%	1.6%	24.4%	15.3%	1.8%	61.5%
	Not Applicable	Count	12	2	9	1	49	11	10	94
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Proposal/Bid specifications	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
% within Race, Ethnicity, and Gender		20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
% of Total		2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
	<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Proposal/Bid specifications</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited time given to prepare bid package or quote \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited time given to prepare bid package or quote	Yes	Count	23	8	42	1	77	28	4	183
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited time given to prepare bid package or quote	12.6%	4.4%	23.0%	.5%	42.1%	15.3%	2.2%	100.0%
		% within Race, Ethnicity, and Gender	39.0%	28.6%	43.8%	9.1%	29.2%	21.2%	16.0%	29.8%
		% of Total	3.7%	1.3%	6.8%	.2%	12.5%	4.6%	.7%	29.8%
		Count	24	18	45	9	138	93	11	338
	No	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited time given to prepare bid package or quote	7.1%	5.3%	13.3%	2.7%	40.8%	27.5%	3.3%	100.0%
		% within Race, Ethnicity, and Gender	40.7%	64.3%	46.9%	81.8%	52.3%	70.5%	44.0%	55.0%
		% of Total	3.9%	2.9%	7.3%	1.5%	22.4%	15.1%	1.8%	55.0%
		Count	12	2	9	1	49	11	10	94
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited time given to prepare bid package or quote	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
Not Applicable	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
	% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
	Count	59	28	96	11	264	132	25	615	
	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited time given to prepare bid package or quote	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

**Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited knowledge of purchasing contracting policies and procedu \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited knowledge of purchasing contracting policies and procedu	Yes	Count	19	8	37	1	85	31	6	187	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited knowledge of purchasing contracting policies and procedu	10.2%	4.3%	19.8%	.5%	45.5%	16.6%	3.2%	100.0%	
		% within Race, Ethnicity, and Gender	32.2%	28.6%	38.5%	9.1%	32.2%	23.5%	24.0%	30.4%	
		% of Total	3.1%	1.3%	6.0%	.2%	13.8%	5.0%	1.0%	30.4%	
		No	Count	28	18	50	9	130	90	9	334
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited knowledge of purchasing contracting policies and procedu	8.4%	5.4%	15.0%	2.7%	38.9%	26.9%	2.7%	100.0%
	Not Applicable	% within Race, Ethnicity, and Gender	47.5%	64.3%	52.1%	81.8%	49.2%	68.2%	36.0%	54.3%	
		% of Total	4.6%	2.9%	8.1%	1.5%	21.1%	14.6%	1.5%	54.3%	
		Count	12	2	9	1	49	11	10	94	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited knowledge of purchasing contracting policies and procedu	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%	
		% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
		% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>		
	<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Limited knowledge of purchasing contracting policies and procedu</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of experience \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of experience	Yes	Count	11	7	11	1	28	8	2	68
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of experience	16.2%	10.3%	16.2%	1.5%	41.2%	11.8%	2.9%	100.0%
		% within Race, Ethnicity, and Gender	18.6%	25.0%	11.5%	9.1%	10.6%	6.1%	8.0%	11.1%
		% of Total	1.8%	1.1%	1.8%	.2%	4.6%	1.3%	.3%	11.1%
		Count	36	19	76	9	187	113	13	453
	No	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of experience	7.9%	4.2%	16.8%	2.0%	41.3%	24.9%	2.9%	100.0%
		% within Race, Ethnicity, and Gender	61.0%	67.9%	79.2%	81.8%	70.8%	85.6%	52.0%	73.7%
		% of Total	5.9%	3.1%	12.4%	1.5%	30.4%	18.4%	2.1%	73.7%
		Count	12	2	9	1	49	11	10	94
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of experience	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
Not Applicable	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
	% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
	Count	59	28	96	11	264	132	25	615	
	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of experience	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of personnel \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of personnel	Yes	Count	9	10	5	1	37	13	1	76
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of personnel	11.8%	13.2%	6.6%	1.3%	48.7%	17.1%	1.3%	100.0%
		% within Race, Ethnicity, and Gender	15.3%	35.7%	5.2%	9.1%	14.0%	9.8%	4.0%	12.4%
		% of Total	1.5%	1.6%	.8%	.2%	6.0%	2.1%	.2%	12.4%
		Count	38	16	82	9	178	108	14	445
	No	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of personnel	8.5%	3.6%	18.4%	2.0%	40.0%	24.3%	3.1%	100.0%
		% within Race, Ethnicity, and Gender	64.4%	57.1%	85.4%	81.8%	67.4%	81.8%	56.0%	72.4%
		% of Total	6.2%	2.6%	13.3%	1.5%	28.9%	17.6%	2.3%	72.4%
		Count	12	2	9	1	49	11	10	94
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of personnel	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
Not Applicable	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
	% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
	Count	59	28	96	11	264	132	25	615	
	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Lack of personnel	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Contract too large \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Contract too large	Yes	Count	16	12	22	0	45	29	1	125
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Contract too large	12.8%	9.6%	17.6%	0.0%	36.0%	23.2%	.8%	100.0%
		% within Race, Ethnicity, and Gender	27.1%	42.9%	22.9%	0.0%	17.0%	22.0%	4.0%	20.3%
		% of Total	2.6%	2.0%	3.6%	0.0%	7.3%	4.7%	.2%	20.3%
		Count	31	14	65	10	170	92	14	396
	No	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Contract too large	7.8%	3.5%	16.4%	2.5%	42.9%	23.2%	3.5%	100.0%
		% within Race, Ethnicity, and Gender	52.5%	50.0%	67.7%	90.9%	64.4%	69.7%	56.0%	64.4%
		% of Total	5.0%	2.3%	10.6%	1.6%	27.6%	15.0%	2.3%	64.4%
		Count	12	2	9	1	49	11	10	94
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Contract too large	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
Not Applicable	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
	% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
	Count	59	28	96	11	264	132	25	615	
	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Contract too large	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Selection process \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Selection process	Yes	Count	26	14	43	7	111	62	6	269	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?	9.7%	5.2%	16.0%	2.6%	41.3%	23.0%	2.2%	100.0%	
		Selection process									
		% within Race, Ethnicity, and Gender	44.1%	50.0%	44.8%	63.6%	42.0%	47.0%	24.0%	43.7%	
		% of Total	4.2%	2.3%	7.0%	1.1%	18.0%	10.1%	1.0%	43.7%	
	No	Count	21	12	44	3	104	59	9	252	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?	8.3%	4.8%	17.5%	1.2%	41.3%	23.4%	3.6%	100.0%	
		Selection process									
		% within Race, Ethnicity, and Gender	35.6%	42.9%	45.8%	27.3%	39.4%	44.7%	36.0%	41.0%	
		% of Total	3.4%	2.0%	7.2%	.5%	16.9%	9.6%	1.5%	41.0%	
Not Applicable	Count	12	2	9	1	49	11	10	94		
	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%		
	Selection process										
	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%		
	% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%		
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>		
	<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		
	Selection process										
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Unnecessary restrictive contract specifications \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?	Yes	Count	18	13	41	3	94	53	12	234	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?	7.7%	5.6%	17.5%	1.3%	40.2%	22.6%	5.1%	100.0%	
	Unnecessary restrictive contract specifications	No	Count	29	13	46	7	121	68	3	287
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?	10.1%	4.5%	16.0%	2.4%	42.2%	23.7%	1.0%	100.0%
	Not Applicable	Not Applicable	% within Race, Ethnicity, and Gender	49.2%	46.4%	47.9%	63.6%	45.8%	51.5%	12.0%	46.7%
			% of Total	4.7%	2.1%	7.5%	1.1%	19.7%	11.1%	.5%	46.7%
	Total	Total	Count	12	2	9	1	49	11	10	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
	Total	Total	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%
			% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%
Total	Total	Count	59	28	96	11	264	132	25	615	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
Total	Total	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	



Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Slow payment or nonpayment \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Slow payment or nonpayment	Yes	Count	17	11	37	4	51	48	4	172	
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Slow payment or nonpayment	9.9%	6.4%	21.5%	2.3%	29.7%	27.9%	2.3%	100.0%	
		% within Race, Ethnicity, and Gender	28.8%	39.3%	38.5%	36.4%	19.3%	36.4%	16.0%	28.0%	
		% of Total	2.8%	1.8%	6.0%	.7%	8.3%	7.8%	.7%	28.0%	
		No	Count	30	15	50	6	164	73	11	349
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Slow payment or nonpayment	8.6%	4.3%	14.3%	1.7%	47.0%	20.9%	3.2%	100.0%
	% within Race, Ethnicity, and Gender		50.8%	53.6%	52.1%	54.5%	62.1%	55.3%	44.0%	56.7%	
	% of Total		4.9%	2.4%	8.1%	1.0%	26.7%	11.9%	1.8%	56.7%	
	Not Applicable		Count	12	2	9	1	49	11	10	94
			% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Slow payment or nonpayment	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
		% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
		% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
<b>Total</b>		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
<b>% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Slow payment or nonpayment</b>		<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		
<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>			
<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>			

Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Competing with large companies \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Competing with large companies	Yes	Count	37	15	61	8	135	60	7	323
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Competing with large companies	11.5%	4.6%	18.9%	2.5%	41.8%	18.6%	2.2%	100.0%
	No	% within Race, Ethnicity, and Gender	62.7%	53.6%	63.5%	72.7%	51.1%	45.5%	28.0%	52.5%
		% of Total	6.0%	2.4%	9.9%	1.3%	22.0%	9.8%	1.1%	52.5%
	Not Applicable	Count	10	11	26	2	80	61	8	198
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Competing with large companies	5.1%	5.6%	13.1%	1.0%	40.4%	30.8%	4.0%	100.0%
		% within Race, Ethnicity, and Gender	16.9%	39.3%	27.1%	18.2%	30.3%	46.2%	32.0%	32.2%
		% of Total	1.6%	1.8%	4.2%	.3%	13.0%	9.9%	1.3%	32.2%
	Total	Count	12	2	9	1	49	11	10	94
		% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Competing with large companies	12.8%	2.1%	9.6%	1.1%	52.1%	11.7%	10.6%	100.0%
	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	18.6%	8.3%	40.0%	15.3%	
	% of Total	2.0%	.3%	1.5%	.2%	8.0%	1.8%	1.6%	15.3%	
	Count	59	28	96	11	264	132	25	615	
	% within Q18. Company's barriers to obtaining work on projects as a prime contractor or subcontractor on projects for the City and County of Denver? Competing with large companies	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	None	Count	24	11	44	2	109	42	5	237
		% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	10.1%	4.6%	18.6%	.8%	46.0%	17.7%	2.1%	100.0%
		% within Race, Ethnicity, and Gender	40.7%	39.3%	45.8%	18.2%	41.3%	31.8%	20.0%	38.5%
		% of Total	3.9%	1.8%	7.2%	.3%	17.7%	6.8%	.8%	38.5%
		Count	18	11	33	7	86	58	6	219
		% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	8.2%	5.0%	15.1%	3.2%	39.3%	26.5%	2.7%	100.0%
	1 - 10 times	% within Race, Ethnicity, and Gender	30.5%	39.3%	34.4%	63.6%	32.6%	43.9%	24.0%	35.6%
		% of Total	2.9%	1.8%	5.4%	1.1%	14.0%	9.4%	1.0%	35.6%
		Count	4	1	5	1	11	11	1	34
		% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	11.8%	2.9%	14.7%	2.9%	32.4%	32.4%	2.9%	100.0%
		% within Race, Ethnicity, and Gender	6.8%	3.6%	5.2%	9.1%	4.2%	8.3%	4.0%	5.5%
		% of Total	.7%	.2%	.8%	.2%	1.8%	1.8%	.2%	5.5%
26 - 50 times	Count	0	2	3	0	4	5	0	14	
	% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	0.0%	14.3%	21.4%	0.0%	28.6%	35.7%	0.0%	100.0%	
	% within Race, Ethnicity, and Gender	0.0%	7.1%	3.1%	0.0%	1.5%	3.8%	0.0%	2.3%	
	% of Total	0.0%	.3%	.5%	0.0%	.7%	.8%	0.0%	2.3%	

Total	51 - 100 times	Count	1	0	1	0	1	2	2	7
		% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	14.3%	0.0%	14.3%	0.0%	14.3%	28.6%	28.6%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	0.0%	1.0%	0.0%	.4%	1.5%	8.0%	1.1%
		% of Total	.2%	0.0%	.2%	0.0%	.2%	.3%	.3%	1.1%
	More than 100 times	Count	0	1	1	0	2	1	1	6
		% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	0.0%	16.7%	16.7%	0.0%	33.3%	16.7%	16.7%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	3.6%	1.0%	0.0%	.8%	.8%	4.0%	1.0%
		% of Total	0.0%	.2%	.2%	0.0%	.3%	.2%	.2%	1.0%
	No Response	Count	12	2	9	1	51	13	10	98
		% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?	12.2%	2.0%	9.2%	1.0%	52.0%	13.3%	10.2%	100.0%
		% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	19.3%	9.8%	40.0%	15.9%
		% of Total	2.0%	.3%	1.5%	.2%	8.3%	2.1%	1.6%	15.9%
	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
	<b>% within Q19. Between 2005 and 2010, how many times has your company submitted a bid or proposal to be a prime contractor for a project with the City and County of Denver?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	None	Count	38	19	70	7	158	76	8	376
		% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	10.1%	5.1%	18.6%	1.9%	42.0%	20.2%	2.1%	100.0%
		% within Race, Ethnicity, and Gender	64.4%	67.9%	72.9%	63.6%	59.8%	57.6%	32.0%	61.1%
		% of Total	6.2%	3.1%	11.4%	1.1%	25.7%	12.4%	1.3%	61.1%
	1 - 10 times	Count	8	6	15	3	50	37	5	124
		% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	6.5%	4.8%	12.1%	2.4%	40.3%	29.8%	4.0%	100.0%
		% within Race, Ethnicity, and Gender	13.6%	21.4%	15.6%	27.3%	18.9%	28.0%	20.0%	20.2%
		% of Total	1.3%	1.0%	2.4%	.5%	8.1%	6.0%	.8%	20.2%
	11 - 25 times	Count	1	1	1	0	4	4	1	12
		% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	8.3%	8.3%	8.3%	0.0%	33.3%	33.3%	8.3%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	3.6%	1.0%	0.0%	1.5%	3.0%	4.0%	2.0%
		% of Total	.2%	.2%	.2%	0.0%	.7%	.7%	.2%	2.0%
	26 - 50 times	Count	0	0	0	0	1	1	1	3
		% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	33.3%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	.8%	4.0%	.5%
		% of Total	0.0%	0.0%	0.0%	0.0%	.2%	.2%	.2%	.5%
	51 - 100 times	Count	0	0	1	0	0	1	0	2
		% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	.8%	0.0%	.3%
		% of Total	0.0%	0.0%	.2%	0.0%	0.0%	.2%	0.0%	.3%
	No Response	Count	12	2	9	1	51	13	10	98
		% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?	12.2%	2.0%	9.2%	1.0%	52.0%	13.3%	10.2%	100.0%
		% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	19.3%	9.8%	40.0%	15.9%
		% of Total	2.0%	.3%	1.5%	.2%	8.3%	2.1%	1.6%	15.9%
<b>Total</b>		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
		<b>% within Q20. Between 2005 and 2010 how many times has your company been awarded a project as a prime contractor by the City and County of Denver?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
		<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>

**Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver? \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	Less than 30 days	Count	1	0	2	0	5	3	0	11
		% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	9.1%	0.0%	18.2%	0.0%	45.5%	27.3%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	0.0%	2.1%	0.0%	1.9%	2.3%	0.0%	1.8%
		% of Total	.2%	0.0%	.3%	0.0%	.8%	.5%	0.0%	1.8%
	31 - 60 days	Count	4	4	7	1	28	22	4	70
		% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	5.7%	5.7%	10.0%	1.4%	40.0%	31.4%	5.7%	100.0%
		% within Race, Ethnicity, and Gender	6.8%	14.3%	7.3%	9.1%	10.6%	16.7%	16.0%	11.4%
		% of Total	.7%	.7%	1.1%	.2%	4.6%	3.6%	.7%	11.4%
	61 - 90 days	Count	1	1	2	0	13	11	2	30
		% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	3.3%	3.3%	6.7%	0.0%	43.3%	36.7%	6.7%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	3.6%	2.1%	0.0%	4.9%	8.3%	8.0%	4.9%
		% of Total	.2%	.2%	.3%	0.0%	2.1%	1.8%	.3%	4.9%
91 - 120 days	Count	1	1	2	2	1	5	0	12	
	% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	8.3%	8.3%	16.7%	16.7%	8.3%	41.7%	0.0%	100.0%	
	% within Race, Ethnicity, and Gender	1.7%	3.6%	2.1%	18.2%	.4%	3.8%	0.0%	2.0%	
	% of Total	.2%	.2%	.3%	.3%	.2%	.8%	0.0%	2.0%	
More than 120 days	Count	0	1	3	0	3	2	1	10	
	% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	0.0%	10.0%	30.0%	0.0%	30.0%	20.0%	10.0%	100.0%	
	% within Race, Ethnicity, and Gender	0.0%	3.6%	3.1%	0.0%	1.1%	1.5%	4.0%	1.6%	
	% of Total	0.0%	.2%	.5%	0.0%	.5%	.3%	.2%	1.6%	

Not Applicable	Count	2	1	4	0	10	2	0	19
	% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	10.5%	5.3%	21.1%	0.0%	52.6%	10.5%	0.0%	100.0%
No Response	% within Race, Ethnicity, and Gender	3.4%	3.6%	4.2%	0.0%	3.8%	1.5%	0.0%	3.1%
	% of Total	.3%	.2%	.7%	0.0%	1.6%	.3%	0.0%	3.1%
Total	Count	50	20	76	8	204	87	18	463
	% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	10.8%	4.3%	16.4%	1.7%	44.1%	18.8%	3.9%	100.0%
Total	% within Race, Ethnicity, and Gender	84.7%	71.4%	79.2%	72.7%	77.3%	65.9%	72.0%	75.3%
	% of Total	8.1%	3.3%	12.4%	1.3%	33.2%	14.1%	2.9%	75.3%
Total	Count	59	28	96	11	264	132	25	615
	% within Q21. When you were a prime contractor/service provider, what was the average amount of time that it typically took to receive payment for your services on projects funded by the City and County of Denver?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
Total	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

**Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work? \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work?	Yes	Count	5	5	6	1	19	14	4	54	
		% within Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work?	9.3%	9.3%	11.1%	1.9%	35.2%	25.9%	7.4%	100.0%	
		% within Race, Ethnicity, and Gender	8.5%	17.9%	6.3%	9.1%	7.2%	10.6%	16.0%	8.8%	
		% of Total	.8%	.8%	1.0%	.2%	3.1%	2.3%	.7%	8.8%	
		No	Count	35	14	57	6	158	74	7	351
			% within Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work?	10.0%	4.0%	16.2%	1.7%	45.0%	21.1%	2.0%	100.0%
	Don't Know	% within Race, Ethnicity, and Gender	59.3%	50.0%	59.4%	54.5%	59.8%	56.1%	28.0%	57.1%	
		% of Total	5.7%	2.3%	9.3%	1.0%	25.7%	12.0%	1.1%	57.1%	
		Count	7	7	24	3	36	30	4	111	
		% within Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work?	6.3%	6.3%	21.6%	2.7%	32.4%	27.0%	3.6%	100.0%	
		% within Race, Ethnicity, and Gender	11.9%	25.0%	25.0%	27.3%	13.6%	22.7%	16.0%	18.0%	
		% of Total	1.1%	1.1%	3.9%	.5%	5.9%	4.9%	.7%	18.0%	
No Response	Count	12	2	9	1	51	14	10	99		
	% within Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work?	12.1%	2.0%	9.1%	1.0%	51.5%	14.1%	10.1%	100.0%		
	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	19.3%	10.6%	40.0%	16.1%		
	% of Total	2.0%	.3%	1.5%	.2%	8.3%	2.3%	1.6%	16.1%		
	<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
		<b>% within Q22. Between 2005 and 2010, have you ever submitted a bid for a contract, were informed that you were the lowest bidder/selected proposer, and then found out that another prime contractor was actually doing the work?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		



Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids?	Yes	Count	13	5	30	4	34	55	5	146
		% within Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids?	8.9%	3.4%	20.5%	2.7%	23.3%	37.7%	3.4%	100.0%
		% within Race, Ethnicity, and Gender	22.0%	17.9%	31.3%	36.4%	12.9%	41.7%	20.0%	23.7%
	No	% of Total	2.1%	.8%	4.9%	.7%	5.5%	8.9%	.8%	23.7%
		Count	29	15	40	6	134	48	6	278
		% within Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids?	10.4%	5.4%	14.4%	2.2%	48.2%	17.3%	2.2%	100.0%
	Don't Know	% within Race, Ethnicity, and Gender	49.2%	53.6%	41.7%	54.5%	50.8%	36.4%	24.0%	45.2%
		% of Total	4.7%	2.4%	6.5%	1.0%	21.8%	7.8%	1.0%	45.2%
		Count	5	6	17	0	45	15	4	92
	No Response	% within Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids?	5.4%	6.5%	18.5%	0.0%	48.9%	16.3%	4.3%	100.0%
		% within Race, Ethnicity, and Gender	8.5%	21.4%	17.7%	0.0%	17.0%	11.4%	16.0%	15.0%
		% of Total	.8%	1.0%	2.8%	0.0%	7.3%	2.4%	.7%	15.0%
		Count	12	2	9	1	51	14	10	99
		% within Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids?	12.1%	2.0%	9.1%	1.0%	51.5%	14.1%	10.1%	100.0%
		% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	19.3%	10.6%	40.0%	16.1%
<b>Total</b>	% of Total	2.0%	.3%	1.5%	.2%	8.3%	2.3%	1.6%	16.1%	
	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
	<b>% within Q23. As a prime contract/service provider, are you required to have bonding for the type of work taht your company bids?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

Q24. What is your current aggregate bonding limit? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q24. What is your current aggregate bonding limit?	Below \$100,000	Count	0	0	1	0	2	1	1	5
		% within Q24. What is your current aggregate bonding limit?	0.0%	0.0%	20.0%	0.0%	40.0%	20.0%	20.0%	100.0%
	\$100,001 to \$250,000	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	.8%	.8%	4.0%	.8%
		% of Total	0.0%	0.0%	.2%	0.0%	.3%	.2%	.2%	.8%
	\$250,001 to \$500,000	Count	1	0	3	0	1	2	0	7
		% within Q24. What is your current aggregate bonding limit?	14.3%	0.0%	42.9%	0.0%	14.3%	28.6%	0.0%	100.0%
	\$500,001 to \$1,000,000	% within Race, Ethnicity, and Gender	1.7%	0.0%	3.1%	0.0%	.4%	1.5%	0.0%	1.1%
		% of Total	.2%	0.0%	.5%	0.0%	.2%	.3%	0.0%	1.1%
	\$1,000,001 to \$1,500,000	Count	2	0	2	0	1	3	0	8
		% within Q24. What is your current aggregate bonding limit?	25.0%	0.0%	25.0%	0.0%	12.5%	37.5%	0.0%	100.0%
	\$1,500,001 to \$3,000,000	% within Race, Ethnicity, and Gender	3.4%	0.0%	2.1%	0.0%	.4%	2.3%	0.0%	1.3%
		% of Total	.3%	0.0%	.3%	0.0%	.2%	.5%	0.0%	1.3%
	\$3,000,001 to \$5,000,000	Count	1	0	2	0	3	6	0	12
		% within Q24. What is your current aggregate bonding limit?	8.3%	0.0%	16.7%	0.0%	25.0%	50.0%	0.0%	100.0%
	More than \$5 million	% within Race, Ethnicity, and Gender	1.7%	0.0%	2.1%	0.0%	1.1%	4.5%	0.0%	2.0%
		% of Total	.2%	0.0%	.3%	0.0%	.5%	1.0%	0.0%	2.0%
	Don't Know	Count	2	0	1	0	0	2	0	5
		% within Q24. What is your current aggregate bonding limit?	40.0%	0.0%	20.0%	0.0%	0.0%	40.0%	0.0%	100.0%
	No Response	% within Race, Ethnicity, and Gender	3.4%	0.0%	1.0%	0.0%	0.0%	1.5%	0.0%	.8%
		% of Total	.3%	0.0%	.2%	0.0%	0.0%	.3%	0.0%	.8%
		Count	2	0	3	1	6	8	1	21
		% within Q24. What is your current aggregate bonding limit?	9.5%	0.0%	14.3%	4.8%	28.6%	38.1%	4.8%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	0.0%	3.1%	9.1%	2.3%	6.1%	4.0%	3.4%
		% of Total	.3%	0.0%	.5%	.2%	1.0%	1.3%	.2%	3.4%
		Count	0	1	2	0	5	5	0	13
		% within Q24. What is your current aggregate bonding limit?	0.0%	7.7%	15.4%	0.0%	38.5%	38.5%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	3.6%	2.1%	0.0%	1.9%	3.8%	0.0%	2.1%
		% of Total	0.0%	.2%	.3%	0.0%	.8%	.8%	0.0%	2.1%
		Count	2	2	4	3	5	23	2	41
		% within Q24. What is your current aggregate bonding limit?	4.9%	4.9%	9.8%	7.3%	12.2%	56.1%	4.9%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	7.1%	4.2%	27.3%	1.9%	17.4%	8.0%	6.7%
		% of Total	.3%	.3%	.7%	.5%	.8%	3.7%	.3%	6.7%
		Count	3	2	12	0	12	5	1	35
		% within Q24. What is your current aggregate bonding limit?	8.6%	5.7%	34.3%	0.0%	34.3%	14.3%	2.9%	100.0%
		% within Race, Ethnicity, and Gender	5.1%	7.1%	12.5%	0.0%	4.5%	3.8%	4.0%	5.7%
		% of Total	.5%	.3%	2.0%	0.0%	2.0%	.8%	.2%	5.7%
		Count	46	23	66	7	229	77	20	468
		% within Q24. What is your current aggregate bonding limit?	9.8%	4.9%	14.1%	1.5%	48.9%	16.5%	4.3%	100.0%
		% within Race, Ethnicity, and Gender	78.0%	82.1%	68.8%	63.6%	86.7%	58.3%	80.0%	76.1%
		% of Total	7.5%	3.7%	10.7%	1.1%	37.2%	12.5%	3.3%	76.1%
<b>Total</b>		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
		<b>% within Q24. What is your current aggregate bonding limit?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
		<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>

Q25. What is your current single project bonding limit? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q25. What is your current single project bonding limit?	Below \$100,000	Count	0	0	2	0	3	2	1	8
		% within Q25. What is your current single project bonding limit?	0.0%	0.0%	25.0%	0.0%	37.5%	25.0%	12.5%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	2.1%	0.0%	1.1%	1.5%	4.0%	1.3%
		% of Total	0.0%	0.0%	.3%	0.0%	.5%	.3%	.2%	1.3%
	\$100,001 to \$250,000	Count	2	0	2	0	2	3	0	9
		% within Q25. What is your current single project bonding limit?	22.2%	0.0%	22.2%	0.0%	22.2%	33.3%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	0.0%	2.1%	0.0%	.8%	2.3%	0.0%	1.5%
		% of Total	.3%	0.0%	.3%	0.0%	.3%	.5%	0.0%	1.5%
	\$250,001 to \$500,000	Count	3	0	5	0	2	5	0	15
		% within Q25. What is your current single project bonding limit?	20.0%	0.0%	33.3%	0.0%	13.3%	33.3%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	5.1%	0.0%	5.2%	0.0%	.8%	3.8%	0.0%	2.4%
		% of Total	.5%	0.0%	.8%	0.0%	.3%	.8%	0.0%	2.4%
	\$500,001 to \$1,000,000	Count	0	0	1	1	3	5	1	11
		% within Q25. What is your current single project bonding limit?	0.0%	0.0%	9.1%	9.1%	27.3%	45.5%	9.1%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	9.1%	1.1%	3.8%	4.0%	1.8%
		% of Total	0.0%	0.0%	.2%	.2%	.5%	.8%	.2%	1.8%
	\$1,000,001 to \$1,500,000	Count	0	0	1	0	3	3	0	7
		% within Q25. What is your current single project bonding limit?	0.0%	0.0%	14.3%	0.0%	42.9%	42.9%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	1.1%	2.3%	0.0%	1.1%
		% of Total	0.0%	0.0%	.2%	0.0%	.5%	.5%	0.0%	1.1%
	\$1,500,001 to \$3,000,000	Count	1	1	4	0	6	11	0	23
		% within Q25. What is your current single project bonding limit?	4.3%	4.3%	17.4%	0.0%	26.1%	47.8%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	3.6%	4.2%	0.0%	2.3%	8.3%	0.0%	3.7%
		% of Total	.2%	.2%	.7%	0.0%	1.0%	1.8%	0.0%	3.7%
	\$3,000,001 to \$5,000,000	Count	3	0	3	0	2	7	1	16
		% within Q25. What is your current single project bonding limit?	18.8%	0.0%	18.8%	0.0%	12.5%	43.8%	6.3%	100.0%
		% within Race, Ethnicity, and Gender	5.1%	0.0%	3.1%	0.0%	.8%	5.3%	4.0%	2.6%
		% of Total	.5%	0.0%	.5%	0.0%	.3%	1.1%	.2%	2.6%
	More than \$5 million	Count	0	2	1	3	3	14	1	24
		% within Q25. What is your current single project bonding limit?	0.0%	8.3%	4.2%	12.5%	12.5%	58.3%	4.2%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	7.1%	1.0%	27.3%	1.1%	10.6%	4.0%	3.9%
		% of Total	0.0%	.3%	.2%	.5%	.5%	2.3%	.2%	3.9%
	Don't Know	Count	4	2	11	0	11	5	1	34
		% within Q25. What is your current single project bonding limit?	11.8%	5.9%	32.4%	0.0%	32.4%	14.7%	2.9%	100.0%
		% within Race, Ethnicity, and Gender	6.8%	7.1%	11.5%	0.0%	4.2%	3.8%	4.0%	5.5%
		% of Total	.7%	.3%	1.8%	0.0%	1.8%	.8%	.2%	5.5%
	No Response	Count	46	23	66	7	229	77	20	468
		% within Q25. What is your current single project bonding limit?	9.8%	4.9%	14.1%	1.5%	48.9%	16.5%	4.3%	100.0%
		% within Race, Ethnicity, and Gender	78.0%	82.1%	68.8%	63.6%	86.7%	58.3%	80.0%	76.1%
		% of Total	7.5%	3.7%	10.7%	1.1%	37.2%	12.5%	3.3%	76.1%
<b>Total</b>		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
		<b>% within Q25. What is your current single project bonding limit?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
		<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>

Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	Yes	Count	10	3	11	1	13	14	4	56
		% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	17.9%	5.4%	19.6%	1.8%	23.2%	25.0%	7.1%	100.0%
		% within Race, Ethnicity, and Gender	16.9%	10.7%	11.5%	9.1%	4.9%	10.6%	16.0%	9.1%
		% of Total	1.6%	.5%	1.8%	.2%	2.1%	2.3%	.7%	9.1%
		Count	16	6	33	5	86	59	5	210
		% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	7.6%	2.9%	15.7%	2.4%	41.0%	28.1%	2.4%	100.0%
	No	% within Race, Ethnicity, and Gender	27.1%	21.4%	34.4%	45.5%	32.6%	44.7%	20.0%	34.1%
		% of Total	2.6%	1.0%	5.4%	.8%	14.0%	9.6%	.8%	34.1%
		Count	13	9	24	4	49	27	1	127
		% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	10.2%	7.1%	18.9%	3.1%	38.6%	21.3%	.8%	100.0%
		% within Race, Ethnicity, and Gender	22.0%	32.1%	25.0%	36.4%	18.6%	20.5%	4.0%	20.7%
		% of Total	2.1%	1.5%	3.9%	.7%	8.0%	4.4%	.2%	20.7%
	Don't Know	Count	8	8	19	0	64	18	5	122
		% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	6.6%	6.6%	15.6%	0.0%	52.5%	14.8%	4.1%	100.0%
		% within Race, Ethnicity, and Gender	13.6%	28.6%	19.8%	0.0%	24.2%	13.6%	20.0%	19.8%
		% of Total	1.3%	1.3%	3.1%	0.0%	10.4%	2.9%	.8%	19.8%
		Count	12	2	9	1	52	14	10	100
		% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	12.0%	2.0%	9.0%	1.0%	52.0%	14.0%	10.0%	100.0%
Not Applicable	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	19.7%	10.6%	40.0%	16.3%	
	% of Total	2.0%	.3%	1.5%	.2%	8.5%	2.3%	1.6%	16.3%	
	Count	59	28	96	11	264	132	25	615	
	% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
	<b>% within Q26. As a prime contractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

Q27. What was the most noticeable way you became aware of the discrimination against your company? \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender							Total	
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q27. What was the most noticeable way you became aware of the discrimination against your company?	Verbal comment	Count	4	1	3	1	12	7	0	28
	% within Q27. What was the most noticeable way you became aware of the discrimination against your company?		14.3%	3.6%	10.7%	3.6%	42.9%	25.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender		18.2%	20.0%	15.0%	50.0%	17.9%	25.0%	0.0%	17.7%
	% of Total		2.5%	.6%	1.9%	.6%	7.6%	4.4%	0.0%	17.7%
	Written statement	Count	0	0	1	0	0	4	1	6
		% within Q27. What was the most noticeable way you became aware of the discrimination against your company?		0.0%	0.0%	16.7%	0.0%	0.0%	66.7%	16.7%
	% within Race, Ethnicity, and Gender		0.0%	0.0%	5.0%	0.0%	0.0%	14.3%	7.1%	3.8%
	% of Total		0.0%	0.0%	.6%	0.0%	0.0%	2.5%	.6%	3.8%
	Action taken against the company	Count	5	2	5	0	2	1	2	17
		% within Q27. What was the most noticeable way you became aware of the discrimination against your company?		29.4%	11.8%	29.4%	0.0%	11.8%	5.9%	11.8%
	% within Race, Ethnicity, and Gender		22.7%	40.0%	25.0%	0.0%	3.0%	3.6%	14.3%	10.8%
	% of Total		3.2%	1.3%	3.2%	0.0%	1.3%	.6%	1.3%	10.8%
	Don't Know	Count	1	0	2	0	1	2	1	7
		% within Q27. What was the most noticeable way you became aware of the discrimination against your company?		14.3%	0.0%	28.6%	0.0%	14.3%	28.6%	14.3%
	% within Race, Ethnicity, and Gender		4.5%	0.0%	10.0%	0.0%	1.5%	7.1%	7.1%	4.4%
	% of Total		.6%	0.0%	1.3%	0.0%	.6%	1.3%	.6%	4.4%
	No Response	Count	12	2	9	1	52	14	10	100
		% within Q27. What was the most noticeable way you became aware of the discrimination against your company?		12.0%	2.0%	9.0%	1.0%	52.0%	14.0%	10.0%
% within Race, Ethnicity, and Gender		54.5%	40.0%	45.0%	50.0%	77.6%	50.0%	71.4%	63.3%	
% of Total		7.6%	1.3%	5.7%	.6%	32.9%	8.9%	6.3%	63.3%	
<b>Total</b>	<b>Count</b>	<b>22</b>	<b>5</b>	<b>20</b>	<b>2</b>	<b>67</b>	<b>28</b>	<b>14</b>	<b>158</b>	
	<b>% within Q27. What was the most noticeable way you became aware of the discrimination against your company?</b>		<b>13.9%</b>	<b>3.2%</b>	<b>12.7%</b>	<b>1.3%</b>	<b>42.4%</b>	<b>17.7%</b>	<b>8.9%</b>	<b>100.0%</b>
	<b>% within Race, Ethnicity, and Gender</b>		<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
	<b>% of Total</b>		<b>13.9%</b>	<b>3.2%</b>	<b>12.7%</b>	<b>1.3%</b>	<b>42.4%</b>	<b>17.7%</b>	<b>8.9%</b>	<b>100.0%</b>

Q28. Which of the following do you consider the primary reason for your company being discriminated against? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q28. Which of the following do you consider the primary reason for your company being discriminated against?	Owner's race or ethnicity	Count	9	1	4	0	0	9	1	24	
		% within Q28. Which of the following do you consider the primary reason for your company being discriminated against?	37.5%	4.2%	16.7%	0.0%	0.0%	37.5%	4.2%	100.0%	
		% within Race, Ethnicity, and Gender	40.9%	20.0%	20.0%	0.0%	0.0%	32.1%	7.1%	15.2%	
		% of Total	5.7%	.6%	2.5%	0.0%	0.0%	5.7%	.6%	15.2%	
		Owner's gender	Count	0	0	0	0	4	0	3	7
			% within Q28. Which of the following do you consider the primary reason for your company being discriminated against?	0.0%	0.0%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%
	% within Race, Ethnicity, and Gender		0.0%	0.0%	0.0%	0.0%	6.0%	0.0%	21.4%	4.4%	
	% of Total		0.0%	0.0%	0.0%	0.0%	2.5%	0.0%	1.9%	4.4%	
	Don't Know		Count	1	2	7	1	11	5	0	27
			% within Q28. Which of the following do you consider the primary reason for your company being discriminated against?	3.7%	7.4%	25.9%	3.7%	40.7%	18.5%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	4.5%	40.0%	35.0%	50.0%	16.4%	17.9%	0.0%	17.1%	
		% of Total	.6%	1.3%	4.4%	.6%	7.0%	3.2%	0.0%	17.1%	
		No Response	Count	12	2	9	1	52	14	10	100
			% within Q28. Which of the following do you consider the primary reason for your company being discriminated against?	12.0%	2.0%	9.0%	1.0%	52.0%	14.0%	10.0%	100.0%
	% within Race, Ethnicity, and Gender		54.5%	40.0%	45.0%	50.0%	77.6%	50.0%	71.4%	63.3%	
	% of Total		7.6%	1.3%	5.7%	.6%	32.9%	8.9%	6.3%	63.3%	
	<b>Total</b>		<b>Count</b>	<b>22</b>	<b>5</b>	<b>20</b>	<b>2</b>	<b>67</b>	<b>28</b>	<b>14</b>	<b>158</b>
			<b>% within Q28. Which of the following do you consider the primary reason for your company being discriminated against?</b>	<b>13.9%</b>	<b>3.2%</b>	<b>12.7%</b>	<b>1.3%</b>	<b>42.4%</b>	<b>17.7%</b>	<b>8.9%</b>	<b>100.0%</b>
<b>% within Race, Ethnicity, and Gender</b>		<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
<b>% of Total</b>		<b>13.9%</b>	<b>3.2%</b>	<b>12.7%</b>	<b>1.3%</b>	<b>42.4%</b>	<b>17.7%</b>	<b>8.9%</b>	<b>100.0%</b>		

Q29. When did the discrimination first occur \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q29. When did the discrimination first occur	During bidding process	Count	8	1	6	1	10	11	2	39
		% within Q29. When did the discrimination first occur	20.5%	2.6%	15.4%	2.6%	25.6%	28.2%	5.1%	100.0%
		% within Race, Ethnicity, and Gender	36.4%	20.0%	30.0%	50.0%	14.9%	39.3%	14.3%	24.7%
	After contract awarded	% of Total	5.1%	.6%	3.8%	.6%	6.3%	7.0%	1.3%	24.7%
		Count	1	2	2	0	3	1	1	10
		% within Q29. When did the discrimination first occur	10.0%	20.0%	20.0%	0.0%	30.0%	10.0%	10.0%	100.0%
	Don't Know	% within Race, Ethnicity, and Gender	4.5%	40.0%	10.0%	0.0%	4.5%	3.6%	7.1%	6.3%
		% of Total	.6%	1.3%	1.3%	0.0%	1.9%	.6%	.6%	6.3%
		Count	1	0	3	0	2	2	1	9
	No Response	% within Q29. When did the discrimination first occur	11.1%	0.0%	33.3%	0.0%	22.2%	22.2%	11.1%	100.0%
		% within Race, Ethnicity, and Gender	4.5%	0.0%	15.0%	0.0%	3.0%	7.1%	7.1%	5.7%
		% of Total	.6%	0.0%	1.9%	0.0%	1.3%	1.3%	.6%	5.7%
Count		12	2	9	1	52	14	10	100	
% within Q29. When did the discrimination first occur		12.0%	2.0%	9.0%	1.0%	52.0%	14.0%	10.0%	100.0%	
% within Race, Ethnicity, and Gender		54.5%	40.0%	45.0%	50.0%	77.6%	50.0%	71.4%	63.3%	
<b>Total</b>	% of Total	7.6%	1.3%	5.7%	.6%	32.9%	8.9%	6.3%	63.3%	
	<b>Count</b>	<b>22</b>	<b>5</b>	<b>20</b>	<b>2</b>	<b>67</b>	<b>28</b>	<b>14</b>	<b>158</b>	
	<b>% within Q29. When did the discrimination first occur</b>	<b>13.9%</b>	<b>3.2%</b>	<b>12.7%</b>	<b>1.3%</b>	<b>42.4%</b>	<b>17.7%</b>	<b>8.9%</b>	<b>100.0%</b>	
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>13.9%</b>	<b>3.2%</b>	<b>12.7%</b>	<b>1.3%</b>	<b>42.4%</b>	<b>17.7%</b>	<b>8.9%</b>	<b>100.0%</b>	

Q30. Did you file a complaint? \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender							Total	
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q30. Did you file a complaint?	Yes	Count	1	0	3	0	1	0	1	6
	% within Q30. Did you file a complaint?		16.7%	0.0%	50.0%	0.0%	16.7%	0.0%	16.7%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	0.0%	3.1%	0.0%	.4%	0.0%	4.0%	1.0%
		% of Total	.2%	0.0%	.5%	0.0%	.2%	0.0%	.2%	1.0%
No	Count	9	3	7	1	13	14	3	50	
	% within Q30. Did you file a complaint?		18.0%	6.0%	14.0%	2.0%	26.0%	28.0%	6.0%	100.0%
		% within Race, Ethnicity, and Gender	15.3%	10.7%	7.3%	9.1%	4.9%	10.6%	12.0%	8.1%
		% of Total	1.5%	.5%	1.1%	.2%	2.1%	2.3%	.5%	8.1%
Don't Know	Count	0	0	1	0	1	0	0	2	
	% within Q30. Did you file a complaint?		0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	.4%	0.0%	0.0%	.3%
		% of Total	0.0%	0.0%	.2%	0.0%	.2%	0.0%	0.0%	.3%
No Response	Count	49	25	85	10	249	118	21	557	
	% within Q30. Did you file a complaint?		8.8%	4.5%	15.3%	1.8%	44.7%	21.2%	3.8%	100.0%
		% within Race, Ethnicity, and Gender	83.1%	89.3%	88.5%	90.9%	94.3%	89.4%	84.0%	90.6%
		% of Total	8.0%	4.1%	13.8%	1.6%	40.5%	19.2%	3.4%	90.6%
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
	<b>% within Q30. Did you file a complaint?</b>		<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
		<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>



Q31. Between 2005 adn 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q31. Between 2005 adn 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	None	Count	20	10	39	3	93	35	8	208	
		% within Q31. Between 2005 adn 2010	9.6%	4.8%	18.8%	1.4%	44.7%	16.8%	3.8%	100.0%	
	1 - 10 times	how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	Count	19	6	27	7	70	53	5	187
		% within Q31. Between 2005 adn 2010	10.2%	3.2%	14.4%	3.7%	37.4%	28.3%	2.7%	100.0%	
		% within Race, Ethnicity, and Gender	33.9%	35.7%	40.6%	27.3%	35.2%	26.5%	32.0%	33.8%	
		% of Total	3.3%	1.6%	6.3%	.5%	15.1%	5.7%	1.3%	33.8%	
		11 - 25 times	Count	4	7	7	0	23	9	1	51
			% within Q31. Between 2005 adn 2010	7.8%	13.7%	13.7%	0.0%	45.1%	17.6%	2.0%	100.0%
	26 - 50 times	how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	Count	3	2	5	0	14	11	0	35
		% within Q31. Between 2005 adn 2010	8.6%	5.7%	14.3%	0.0%	40.0%	31.4%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender	6.8%	25.0%	7.3%	0.0%	8.7%	6.8%	4.0%	8.3%	
		% of Total	.7%	1.1%	1.1%	0.0%	3.7%	1.5%	.2%	8.3%	
> 50 times		Count	3	2	5	0	14	11	0	35	
		% within Q31. Between 2005 adn 2010	8.6%	5.7%	14.3%	0.0%	40.0%	31.4%	0.0%	100.0%	
> 50 times	how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	Count	3	2	5	0	14	11	0	35	
	% within Q31. Between 2005 adn 2010	8.6%	5.7%	14.3%	0.0%	40.0%	31.4%	0.0%	100.0%		
> 50 times	% within Race, Ethnicity, and Gender	5.1%	7.1%	5.2%	0.0%	5.3%	8.3%	0.0%	5.7%		
	% of Total	.5%	.3%	.8%	0.0%	2.3%	1.8%	0.0%	5.7%		

51 - 100 times	Count	0	0	5	0	8	4	1	18	
	% within Q31. Between 2005 adn 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	0.0%	0.0%	27.8%	0.0%	44.4%	22.2%	5.6%	100.0%	
	% within Race, Ethnicity, and Gender	0.0%	0.0%	5.2%	0.0%	3.0%	3.0%	4.0%	2.9%	
	% of Total	0.0%	0.0%	.8%	0.0%	1.3%	.7%	.2%	2.9%	
	More than 100 times	Count	1	1	4	0	2	4	0	12
		% within Q31. Between 2005 adn 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	8.3%	8.3%	33.3%	0.0%	16.7%	33.3%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	3.6%	4.2%	0.0%	.8%	3.0%	0.0%	2.0%
		% of Total	.2%	.2%	.7%	0.0%	.3%	.7%	0.0%	2.0%
	No Response	Count	12	2	9	1	54	16	10	104
		% within Q31. Between 2005 adn 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?	11.5%	1.9%	8.7%	1.0%	51.9%	15.4%	9.6%	100.0%
		% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	20.5%	12.1%	40.0%	16.9%
		% of Total	2.0%	.3%	1.5%	.2%	8.8%	2.6%	1.6%	16.9%
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
	<b>% within Q31. Between 2005 adn 2010 how many times has your company submitted a bid or proposal to be a subcontractor with a prime contractor for a project with the City and County of Denver?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q32. Between 2005 and 2010	None	Count	31	14	55	9	129	52	10	300
		% within Q32. Between 2005 and 2010	10.3%	4.7%	18.3%	3.0%	43.0%	17.3%	3.3%	100.0%
how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?		% within Race, Ethnicity, and Gender	52.5%	50.0%	57.3%	81.8%	48.9%	39.4%	40.0%	48.8%
		% of Total	5.0%	2.3%	8.9%	1.5%	21.0%	8.5%	1.6%	48.8%
1 - 10 times		Count	15	11	21	1	68	51	5	172
		% within Q32. Between 2005 and 2010	8.7%	6.4%	12.2%	.6%	39.5%	29.7%	2.9%	100.0%
how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?		% within Race, Ethnicity, and Gender	25.4%	39.3%	21.9%	9.1%	25.8%	38.6%	20.0%	28.0%
		% of Total	2.4%	1.8%	3.4%	.2%	11.1%	8.3%	.8%	28.0%
11 - 25 times		Count	1	1	5	0	8	9	0	24
		% within Q32. Between 2005 and 2010	4.2%	4.2%	20.8%	0.0%	33.3%	37.5%	0.0%	100.0%
how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?		% within Race, Ethnicity, and Gender	1.7%	3.6%	5.2%	0.0%	3.0%	6.8%	0.0%	3.9%
		% of Total	.2%	.2%	.8%	0.0%	1.3%	1.5%	0.0%	3.9%
26 - 50 times		Count	0	0	1	0	3	1	0	5
		% within Q32. Between 2005 and 2010	0.0%	0.0%	20.0%	0.0%	60.0%	20.0%	0.0%	100.0%
how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?		% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	1.1%	.8%	0.0%	.8%
		% of Total	0.0%	0.0%	.2%	0.0%	.5%	.2%	0.0%	.8%

Total	51 - 100 times	Count	0	0	4	0	2	2	0	8
		% within Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?	0.0%	0.0%	50.0%	0.0%	25.0%	25.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	4.2%	0.0%	.8%	1.5%	0.0%	1.3%
		% of Total	0.0%	0.0%	.7%	0.0%	.3%	.3%	0.0%	1.3%
	More than 100 times	Count	0	0	1	0	0	1	0	2
		% within Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	.8%	0.0%	.3%
		% of Total	0.0%	0.0%	.2%	0.0%	0.0%	.2%	0.0%	.3%
	No Response	Count	12	2	9	1	54	16	10	104
		% within Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?	11.5%	1.9%	8.7%	1.0%	51.9%	15.4%	9.6%	100.0%
		% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	20.5%	12.1%	40.0%	16.9%
		% of Total	2.0%	.3%	1.5%	.2%	8.8%	2.6%	1.6%	16.9%
	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
	<b>% within Q32. Between 2005 and 2010 how many times has your company been awarded a subcontract with a prime contractor for a project with the City and County of Denver?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

Q33. Between 2005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q33. Between 2005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	Less than 30 days	Count	2	0	1	0	3	0	0	6
		% within Q33. Between 2005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	33.3%	0.0%	16.7%	0.0%	50.0%	0.0%	0.0%	100.0%
	31 - 60 days	% within Race, Ethnicity, and Gender	3.4%	0.0%	1.0%	0.0%	1.1%	0.0%	0.0%	1.0%
		% of Total	.3%	0.0%	.2%	0.0%	.5%	0.0%	0.0%	1.0%
		Count	7	2	8	1	29	18	2	67
		% within Q33. Between 2005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	10.4%	3.0%	11.9%	1.5%	43.3%	26.9%	3.0%	100.0%
		% within Race, Ethnicity, and Gender	11.9%	7.1%	8.3%	9.1%	11.0%	13.6%	8.0%	10.9%
		% of Total	1.1%	.3%	1.3%	.2%	4.7%	2.9%	.3%	10.9%
	61 - 90 days	Count	5	4	12	0	32	22	0	75
		% within Q33. Between 2005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	6.7%	5.3%	16.0%	0.0%	42.7%	29.3%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	8.5%	14.3%	12.5%	0.0%	12.1%	16.7%	0.0%	12.2%
		% of Total	.8%	.7%	2.0%	0.0%	5.2%	3.6%	0.0%	12.2%
	91 - 120 days	Count	2	2	6	0	15	17	1	43
		% within Q33. Between 2005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	4.7%	4.7%	14.0%	0.0%	34.9%	39.5%	2.3%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	7.1%	6.3%	0.0%	5.7%	12.9%	4.0%	7.0%
		% of Total	.3%	.3%	1.0%	0.0%	2.4%	2.8%	.2%	7.0%

	More than 120 days	Count	0	3	5	0	1	5	1	15
		% within Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	0.0%	20.0%	33.3%	0.0%	6.7%	33.3%	6.7%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	10.7%	5.2%	0.0%	.4%	3.8%	4.0%	2.4%
		% of Total	0.0%	.5%	.8%	0.0%	.2%	.8%	.2%	2.4%
	Not Applicable	Count	0	1	0	0	1	1	1	4
		% within Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	0.0%	25.0%	0.0%	0.0%	25.0%	25.0%	25.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	3.6%	0.0%	0.0%	.4%	.8%	4.0%	.7%
		% of Total	0.0%	.2%	0.0%	0.0%	.2%	.2%	.2%	.7%
	No Response	Count	43	16	64	10	183	69	20	405
		% within Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?	10.6%	4.0%	15.8%	2.5%	45.2%	17.0%	4.9%	100.0%
		% within Race, Ethnicity, and Gender	72.9%	57.1%	66.7%	90.9%	69.3%	52.3%	80.0%	65.9%
		% of Total	7.0%	2.6%	10.4%	1.6%	29.8%	11.2%	3.3%	65.9%
	<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
		<b>% within Q33. Between 20005 and 2010 when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services from the prime contractor?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
		<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>

Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	
Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	Very Often	Count	2	1	6	0	9	10	0	28
		% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	7.1%	3.6%	21.4%	0.0%	32.1%	35.7%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	3.6%	6.3%	0.0%	3.4%	7.6%	0.0%	4.6%
		% of Total	.3%	.2%	1.0%	0.0%	1.5%	1.6%	0.0%	4.6%
	Often	Count	3	1	9	0	18	14	1	46
		% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	6.5%	2.2%	19.6%	0.0%	39.1%	30.4%	2.2%	100.0%
		% within Race, Ethnicity, and Gender	5.1%	3.6%	9.4%	0.0%	6.8%	10.6%	4.0%	7.5%
		% of Total	.5%	.2%	1.5%	0.0%	2.9%	2.3%	.2%	7.5%
	Sometimes	Count	4	5	10	0	18	21	3	61
		% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	6.6%	8.2%	16.4%	0.0%	29.5%	34.4%	4.9%	100.0%
		% within Race, Ethnicity, and Gender	6.8%	17.9%	10.4%	0.0%	6.8%	15.9%	12.0%	9.9%
		% of Total	.7%	.8%	1.6%	0.0%	2.9%	3.4%	.5%	9.9%
	Seldom	Count	4	2	4	0	18	11	0	39
		% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	10.3%	5.1%	10.3%	0.0%	46.2%	28.2%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	6.8%	7.1%	4.2%	0.0%	6.8%	8.3%	0.0%	6.3%
		% of Total	.7%	.3%	.7%	0.0%	2.9%	1.8%	0.0%	6.3%
	Never	Count	2	0	2	1	8	2	1	16
		% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	12.5%	0.0%	12.5%	6.3%	50.0%	12.5%	6.3%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	0.0%	2.1%	9.1%	3.0%	1.5%	4.0%	2.6%
		% of Total	.3%	0.0%	.3%	.2%	1.3%	.3%	.2%	2.6%
Don't Know	Count	1	3	1	0	10	5	0	20	
	% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	5.0%	15.0%	5.0%	0.0%	50.0%	25.0%	0.0%	100.0%	
	% within Race, Ethnicity, and Gender	1.7%	10.7%	1.0%	0.0%	3.8%	3.8%	0.0%	3.3%	
	% of Total	.2%	.5%	.2%	0.0%	1.6%	.8%	0.0%	3.3%	

	No Response	Count	43	16	64	10	183	69	20	405
		% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	10.6%	4.0%	15.8%	2.5%	45.2%	17.0%	4.9%	100.0%
		% within Race, Ethnicity, and Gender	72.9%	57.1%	66.7%	90.9%	69.3%	52.3%	80.0%	65.9%
		% of Total	7.0%	2.6%	10.4%	1.6%	29.8%	11.2%	3.3%	65.9%
<b>Total</b>		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
		% within Q34. In your opinion how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
		% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

**Q35. As a subcontractor your working experience with prime contractors has been \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender								
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total	
Q35. As a subcontractor your working experience with prime contractors has been	Excellent	Count	2	0	4	1	15	3	1	26
		% within Q35. As a subcontractor your working experience with prime contractors has been	7.7%	0.0%	15.4%	3.8%	57.7%	11.5%	3.8%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	0.0%	4.2%	9.1%	5.7%	2.3%	4.0%	4.2%
		% of Total	.3%	0.0%	.7%	.2%	2.4%	.5%	.2%	4.2%
	Good	Count	9	9	18	0	44	39	3	122
		% within Q35. As a subcontractor your working experience with prime contractors has been	7.4%	7.4%	14.8%	0.0%	36.1%	32.0%	2.5%	100.0%
		% within Race, Ethnicity, and Gender	15.3%	32.1%	18.8%	0.0%	16.7%	29.5%	12.0%	19.8%
		% of Total	1.5%	1.5%	2.9%	0.0%	7.2%	6.3%	.5%	19.8%
	Fair	Count	3	3	7	0	19	17	1	50
		% within Q35. As a subcontractor your working experience with prime contractors has been	6.0%	6.0%	14.0%	0.0%	38.0%	34.0%	2.0%	100.0%
		% within Race, Ethnicity, and Gender	5.1%	10.7%	7.3%	0.0%	7.2%	12.9%	4.0%	8.1%
		% of Total	.5%	.5%	1.1%	0.0%	3.1%	2.8%	.2%	8.1%
Poor	Count	2	0	3	0	3	4	0	12	
	% within Q35. As a subcontractor your working experience with prime contractors has been	16.7%	0.0%	25.0%	0.0%	25.0%	33.3%	0.0%	100.0%	
	% within Race, Ethnicity, and Gender	3.4%	0.0%	3.1%	0.0%	1.1%	3.0%	0.0%	2.0%	
	% of Total	.3%	0.0%	.5%	0.0%	.5%	.7%	0.0%	2.0%	
No Response	Count	43	16	64	10	183	69	20	405	
	% within Q35. As a subcontractor your working experience with prime contractors has been	10.6%	4.0%	15.8%	2.5%	45.2%	17.0%	4.9%	100.0%	
	% within Race, Ethnicity, and Gender	72.9%	57.1%	66.7%	90.9%	69.3%	52.3%	80.0%	65.9%	
	% of Total	7.0%	2.6%	10.4%	1.6%	29.8%	11.2%	3.3%	65.9%	
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
	% within Q35. As a subcontractor your working experience with prime contractors has been	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	



**Q36. As a subcontractor are you required to have bonding for the type of work that your company bids? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender									
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total		
Q36. As a subcontractor are you required to have bonding for the type of work that your company bids?	Yes	Count	2	2	13	0	16	27	0	60	
		% within Q36. As a subcontractor are you required to have bonding for the type of work that your company bids?	3.3%	3.3%	21.7%	0.0%	26.7%	45.0%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender	3.4%	7.1%	13.5%	0.0%	6.1%	20.5%	0.0%	9.8%	
	No	% of Total	.3%	.3%	2.1%	0.0%	2.6%	4.4%	0.0%	9.8%	
		Count	12	10	18	1	58	34	4	137	
		% within Q36. As a subcontractor are you required to have bonding for the type of work that your company bids?	8.8%	7.3%	13.1%	.7%	42.3%	24.8%	2.9%	100.0%	
	Don't Know	% within Race, Ethnicity, and Gender	20.3%	35.7%	18.8%	9.1%	22.0%	25.8%	16.0%	22.3%	
		% of Total	2.0%	1.6%	2.9%	.2%	9.4%	5.5%	.7%	22.3%	
		Count	2	0	1	0	7	2	1	13	
	No Response	% within Q36. As a subcontractor are you required to have bonding for the type of work that your company bids?	15.4%	0.0%	7.7%	0.0%	53.8%	15.4%	7.7%	100.0%	
		% within Race, Ethnicity, and Gender	3.4%	0.0%	1.0%	0.0%	2.7%	1.5%	4.0%	2.1%	
		% of Total	.3%	0.0%	.2%	0.0%	1.1%	.3%	.2%	2.1%	
	Total	Count	43	16	64	10	183	69	20	405	
		% within Q36. As a subcontractor are you required to have bonding for the type of work that your company bids?	10.6%	4.0%	15.8%	2.5%	45.2%	17.0%	4.9%	100.0%	
		% within Race, Ethnicity, and Gender	72.9%	57.1%	66.7%	90.9%	69.3%	52.3%	80.0%	65.9%	
Total	% of Total	7.0%	2.6%	10.4%	1.6%	29.8%	11.2%	3.3%	65.9%		
	Count	59	28	96	11	264	132	25	615		
	% within Q36. As a subcontractor are you required to have bonding for the type of work that your company bids?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%		
Total	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%		

**Q37. As a subcontractor, what is your aggregate bonding limit? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender									
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total		
Q37. As a subcontractor, what is your aggregate bonding limit?	Below \$100,000	Count	0	0	0	0	0	1	0	1	
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%	
	\$100,001 to \$250,000	Count	0	0	2	0	0	1	0	3	
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	0.0%	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	2.1%	0.0%	0.0%	.8%	0.0%	.5%	
	\$250,001 to \$500,000	Count	0	0	0	0	1	2	0	3	
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	.3%	0.0%	0.0%	.2%	0.0%	.5%	
	\$500,001 to \$1,000,000	Count	0	0	0	0	0	3	0	3	
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	.4%	1.5%	0.0%	.5%	
	\$1,000,001 to \$1,500,000	Count	0	0	0	0	4	1	0	5	
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	0.0%	0.0%	0.0%	0.0%	80.0%	20.0%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%	.5%	
	\$1,500,001 to \$3,000,000	Count	1	0	2	0	4	4	0	11	
		% within Q37. As a subcontractor, what is your aggregate bonding limit?	9.1%	0.0%	18.2%	0.0%	36.4%	36.4%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	1.7%	0.0%	2.1%	0.0%	1.5%	3.0%	0.0%	1.8%	
		% of Total	.2%	0.0%	.3%	0.0%	.7%	0.0%	1.8%		

\$3,000,001 to \$5,000,000	Count	0	0	1	0	4	2	0	7
	% within Q37. As a subcontractor, what is your aggregate bonding limit?	0.0%	0.0%	14.3%	0.0%	57.1%	28.6%	0.0%	100.0%
More than \$5 million	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	1.5%	1.5%	0.0%	1.1%
	% of Total	0.0%	0.0%	.2%	0.0%	.7%	.3%	0.0%	1.1%
Don't Know	Count	0	1	4	0	2	12	0	19
	% within Q37. As a subcontractor, what is your aggregate bonding limit?	0.0%	5.3%	21.1%	0.0%	10.5%	63.2%	0.0%	100.0%
No Response	% within Race, Ethnicity, and Gender	0.0%	3.6%	4.2%	0.0%	.8%	9.1%	0.0%	3.1%
	% of Total	0.0%	.2%	.7%	0.0%	.3%	2.0%	0.0%	3.1%
Total	Count	1	1	4	0	1	1	0	8
	% within Q37. As a subcontractor, what is your aggregate bonding limit?	12.5%	12.5%	50.0%	0.0%	12.5%	12.5%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	3.6%	4.2%	0.0%	.4%	.8%	0.0%	1.3%
	% of Total	.2%	.2%	.7%	0.0%	.2%	.2%	0.0%	1.3%
	Count	57	26	83	11	248	105	25	555
	% within Q37. As a subcontractor, what is your aggregate bonding limit?	10.3%	4.7%	15.0%	2.0%	44.7%	18.9%	4.5%	100.0%
	% within Race, Ethnicity, and Gender	96.6%	92.9%	86.5%	100.0%	93.9%	79.5%	100.0%	90.2%
	% of Total	9.3%	4.2%	13.5%	1.8%	40.3%	17.1%	4.1%	90.2%
	Count	59	28	96	11	264	132	25	615
	% within Q37. As a subcontractor, what is your aggregate bonding limit?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

**Q38. As a subcontractor, what is your current single project bonding limit? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender									
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total		
Q38. As a subcontractor, what is your current single project bonding limit?	Below \$100,000	Count	0	0	0	0	0	1	0	1	
		% within Q38. As a subcontractor, what is your current single project bonding limit?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%	
	\$100,001 to \$250,000	Count	0	0	1	0	0	2	0	3	
		% within Q38. As a subcontractor, what is your current single project bonding limit?	0.0%	0.0%	33.3%	0.0%	0.0%	66.7%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	1.0%	0.0%	0.0%	1.5%	0.0%	.5%	
	\$250,001 to \$500,000	Count	0	0	1	0	4	1	0	6	
		% within Q38. As a subcontractor, what is your current single project bonding limit?	0.0%	0.0%	16.7%	0.0%	66.7%	16.7%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	.2%	0.0%	0.0%	.3%	0.0%	.5%	
	\$500,001 to \$1,000,000	Count	0	0	0	0	2	4	0	6	
		% within Q38. As a subcontractor, what is your current single project bonding limit?	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	1.5%	.8%	0.0%	1.0%	
	\$1,000,001 to \$1,500,000	Count	0	0	1	0	3	4	0	8	
		% within Q38. As a subcontractor, what is your current single project bonding limit?	0.0%	0.0%	12.5%	0.0%	37.5%	50.0%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	0.0%	0.0%	0.0%	0.0%	.8%	.3%	0.0%	1.0%	
	\$1,500,001 to \$3,000,000	Count	1	0	2	0	4	5	0	12	
		% within Q38. As a subcontractor, what is your current single project bonding limit?	8.3%	0.0%	16.7%	0.0%	33.3%	41.7%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	1.7%	0.0%	2.1%	0.0%	1.5%	3.8%	0.0%	2.0%	
		% of Total	.2%	0.0%	.3%	0.0%	.7%	.8%	2.0%		

	\$3,000,001 to \$5,000,000	Count	0	0	2	0	1	2	0	5
		% within Q38. As a subcontractor, what is your current single project bonding limit?	0.0%	0.0%	40.0%	0.0%	20.0%	40.0%	0.0%	100.0%
	More than \$5 million	% within Race, Ethnicity, and Gender	0.0%	0.0%	2.1%	0.0%	.4%	1.5%	0.0%	.8%
		% of Total	0.0%	0.0%	.3%	0.0%	.2%	.3%	0.0%	.8%
	Don't Know	Count	0	1	2	0	1	7	0	11
		% within Q38. As a subcontractor, what is your current single project bonding limit?	0.0%	9.1%	18.2%	0.0%	9.1%	63.6%	0.0%	100.0%
	No Response	% within Race, Ethnicity, and Gender	0.0%	3.6%	2.1%	0.0%	.4%	5.3%	0.0%	1.8%
		% of Total	0.0%	.2%	.3%	0.0%	.2%	1.1%	0.0%	1.8%
	Total	Count	1	1	4	0	1	1	0	8
		% within Q38. As a subcontractor, what is your current single project bonding limit?	12.5%	12.5%	50.0%	0.0%	12.5%	12.5%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	3.6%	4.2%	0.0%	.4%	.8%	0.0%	1.3%
		% of Total	.2%	.2%	.7%	0.0%	.2%	.2%	0.0%	1.3%
		Count	57	26	83	11	248	105	25	555
		% within Q38. As a subcontractor, what is your current single project bonding limit?	10.3%	4.7%	15.0%	2.0%	44.7%	18.9%	4.5%	100.0%
		% within Race, Ethnicity, and Gender	96.6%	92.9%	86.5%	100.0%	93.9%	79.5%	100.0%	90.2%
		% of Total	9.3%	4.2%	13.5%	1.8%	40.3%	17.1%	4.1%	90.2%
		Count	59	28	96	11	264	132	25	615
		% within Q38. As a subcontractor, what is your current single project bonding limit?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
		% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total
Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	Yes	Count	5	1	3	0	4	6	1	20
		% within Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	25.0%	5.0%	15.0%	0.0%	20.0%	30.0%	5.0%	100.0%
		% within Race, Ethnicity, and Gender	8.5%	3.6%	3.1%	0.0%	1.5%	4.5%	4.0%	3.3%
	No	% of Total	.8%	.2%	.5%	0.0%	.7%	1.0%	.2%	3.3%
		Count	3	3	17	1	44	36	3	107
		% within Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	2.8%	2.8%	15.9%	.9%	41.1%	33.6%	2.8%	100.0%
	Don't Know	% within Race, Ethnicity, and Gender	5.1%	10.7%	17.7%	9.1%	16.7%	27.3%	12.0%	17.4%
		% of Total	.5%	.5%	2.8%	.2%	7.2%	5.9%	.5%	17.4%
		Count	7	8	11	0	31	12	1	70
	Not Applicable	% within Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	10.0%	11.4%	15.7%	0.0%	44.3%	17.1%	1.4%	100.0%
		% within Race, Ethnicity, and Gender	11.9%	28.6%	11.5%	0.0%	11.7%	9.1%	4.0%	11.4%
		% of Total	1.1%	1.3%	1.8%	0.0%	5.0%	2.0%	.2%	11.4%
	Not Applicable	Count	1	0	1	0	2	7	0	11
		% within Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	9.1%	0.0%	9.1%	0.0%	18.2%	63.6%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	0.0%	1.0%	0.0%	.8%	5.3%	0.0%	1.8%
	Not Applicable	% of Total	.2%	0.0%	.2%	0.0%	.3%	1.1%	0.0%	1.8%
		Count	43	16	64	10	183	71	20	407
		% within Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	10.6%	3.9%	15.7%	2.5%	45.0%	17.4%	4.9%	100.0%
Total	% within Race, Ethnicity, and Gender	72.9%	57.1%	66.7%	90.9%	69.3%	53.8%	80.0%	66.2%	
	% of Total	7.0%	2.6%	10.4%	1.6%	29.8%	11.5%	3.3%	66.2%	
	Count	59	28	96	11	264	132	25	615	
Total	% within Q39. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 by the City and County of Denver when bidding or proposing on a project?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

**Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender								Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total	
Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?	Verbal	Count	3	1	1	0	1	3	0	9
	% within Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?		33.3%	11.1%	11.1%	0.0%	11.1%	33.3%	0.0%	100.0%
Written Statement	% within Race, Ethnicity, and Gender		5.1%	3.6%	1.0%	0.0%	.4%	2.3%	0.0%	1.5%
	% of Total		.5%	.2%	.2%	0.0%	.2%	.5%	0.0%	1.5%
Action taken against the company	Count	0	0	0	0	1	3	0	0	4
	% within Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?		0.0%	0.0%	0.0%	0.0%	25.0%	75.0%	0.0%	100.0%
Don't Know	% within Race, Ethnicity, and Gender		0.0%	0.0%	0.0%	0.0%	.4%	2.3%	0.0%	.7%
	% of Total		0.0%	0.0%	0.0%	0.0%	.2%	.5%	0.0%	.7%
Not Applicable	Count	2	0	1	0	1	0	0	0	4
	% within Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?		50.0%	0.0%	25.0%	0.0%	25.0%	0.0%	0.0%	100.0%
Total	% within Race, Ethnicity, and Gender		3.4%	0.0%	1.0%	0.0%	.4%	0.0%	0.0%	.7%
	% of Total		.3%	0.0%	.2%	0.0%	.2%	0.0%	0.0%	.7%
Total	Count	0	0	1	0	1	0	1	1	3
	% within Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?		0.0%	0.0%	33.3%	0.0%	33.3%	0.0%	33.3%	100.0%
Total	% within Race, Ethnicity, and Gender		0.0%	0.0%	1.0%	0.0%	.4%	0.0%	4.0%	.5%
	% of Total		0.0%	0.0%	.2%	0.0%	.2%	0.0%	.2%	.5%
Total	Count	54	27	93	11	260	126	24	595	
	% within Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?		9.1%	4.5%	15.6%	1.8%	43.7%	21.2%	4.0%	100.0%
Total	% within Race, Ethnicity, and Gender		91.5%	96.4%	96.9%	100.0%	98.5%	95.5%	96.0%	96.7%
	% of Total		8.8%	4.4%	15.1%	1.8%	42.3%	20.5%	3.9%	96.7%
Total	Count	59	28	96	11	264	132	25	615	
	% within Q40. What was the most noticeable way you became aware of the discrimination against your company (from the City and County of Denver)?		9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
Total	% within Race, Ethnicity, and Gender		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total
Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?	Owner's race or ethnicity	Count	5	1	1	0	0	5	0	12
		% within Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?	41.7%	8.3%	8.3%	0.0%	0.0%	41.7%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	8.5%	3.6%	1.0%	0.0%	0.0%	3.8%	0.0%	2.0%
		% of Total	.8%	.2%	.2%	0.0%	0.0%	.8%	0.0%	2.0%
		Count	0	0	0	0	1	0	1	2
		% within Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%
	Owner's gender	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	4.0%	.3%
		% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%	.3%
		Count	0	0	2	0	3	1	0	6
		% within Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?	0.0%	0.0%	33.3%	0.0%	50.0%	16.7%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	2.1%	0.0%	1.1%	.8%	0.0%	1.0%
		% of Total	0.0%	0.0%	.3%	0.0%	.5%	.2%	0.0%	1.0%
	Don't Know	Count	54	27	93	11	260	126	24	595
		% within Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?	9.1%	4.5%	15.6%	1.8%	43.7%	21.2%	4.0%	100.0%
		% within Race, Ethnicity, and Gender	91.5%	96.4%	96.9%	100.0%	98.5%	95.5%	96.0%	96.7%
		% of Total	8.8%	4.4%	15.1%	1.8%	42.3%	20.5%	3.9%	96.7%
		Count	59	28	96	11	264	132	25	615
		% within Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
Not Applicable	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	Count	59	28	96	11	264	132	25	615	
Total	% within Q41. Which of the following do you consider the primary reason for your company being discriminated against (from the City and County of Denver)?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	



**Q42. When did the discrimination first occur (from the City and County of Denver)? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender								Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total	
Q42. When did the discrimination first occur (from the City and County of Denver)?	During bidding process	Count	4	1	1	0	4	6	1	17
		% within Q42. When did the discrimination first occur (from the City and County of Denver)?	23.5%	5.9%	5.9%	0.0%	23.5%	35.3%	5.9%	100.0%
		% within Race, Ethnicity, and Gender % of Total	6.8%	3.6%	1.0%	0.0%	1.5%	4.5%	4.0%	2.8%
	After contract awarded	Count	1	0	2	0	0	0	0	3
		% within Q42. When did the discrimination first occur (from the City and County of Denver)?	33.3%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender % of Total	1.7%	0.0%	2.1%	0.0%	0.0%	0.0%	0.0%	.5%
	Not Applicable	Count	54	27	93	11	260	126	24	595
		% within Q42. When did the discrimination first occur (from the City and County of Denver)?	91.5%	96.4%	96.9%	100.0%	98.5%	95.5%	96.0%	96.7%
		% within Race, Ethnicity, and Gender % of Total	8.8%	4.4%	15.1%	1.8%	42.3%	20.5%	3.9%	96.7%
	<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
		<b>% within Q42. When did the discrimination first occur (from the City and County of Denver)?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
		<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

**Q43. Did you file a complaint (from the City and County of Denver)? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender								Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total	
Q43. Did you file a complaint (from the City and County of Denver)?	Yes	Count	1	1	0	0	1	0	0	3
		% within Q43. Did you file a complaint (from the City and County of Denver)?	33.3%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender % of Total	1.7%	3.6%	0.0%	0.0%	.4%	0.0%	0.0%	.5%
	No	Count	4	0	3	0	3	6	1	17
		% within Q43. Did you file a complaint (from the City and County of Denver)?	23.5%	0.0%	17.6%	0.0%	17.6%	35.3%	5.9%	100.0%
		% within Race, Ethnicity, and Gender % of Total	6.8%	0.0%	3.1%	0.0%	1.1%	4.5%	4.0%	2.8%
	Not Applicable	Count	54	27	93	11	260	126	24	595
		% within Q43. Did you file a complaint (from the City and County of Denver)?	9.1%	4.5%	15.6%	1.8%	43.7%	21.2%	4.0%	100.0%
		% within Race, Ethnicity, and Gender % of Total	91.5%	96.4%	96.9%	100.0%	98.5%	95.5%	96.0%	96.7%
	<b>Total</b>	Count	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
		% within Q43. Did you file a complaint (from the City and County of Denver)?	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
		% within Race, Ethnicity, and Gender % of Total	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total
Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	Yes	Count	7	1	4	0	6	9	0	27
		% within Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	25.9%	3.7%	14.8%	0.0%	22.2%	33.3%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	11.9%	3.6%	4.2%	0.0%	2.3%	6.8%	0.0%	4.4%
	No	% of Total	1.1%	.2%	.7%	0.0%	1.0%	1.5%	0.0%	4.4%
		Count	4	4	17	1	43	31	3	103
		% within Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	3.9%	3.9%	16.5%	1.0%	41.7%	30.1%	2.9%	100.0%
	Don't Know	% within Race, Ethnicity, and Gender	6.8%	14.3%	17.7%	9.1%	16.3%	23.5%	12.0%	16.7%
		% of Total	.7%	.7%	2.8%	.2%	7.0%	5.0%	.5%	16.7%
		Count	5	7	10	0	31	12	1	66
	Not Applicable	% within Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	7.6%	10.6%	15.2%	0.0%	47.0%	18.2%	1.5%	100.0%
		% within Race, Ethnicity, and Gender	8.5%	25.0%	10.4%	0.0%	11.7%	9.1%	4.0%	10.7%
		% of Total	.8%	1.1%	1.6%	0.0%	5.0%	2.0%	.2%	10.7%
No Response	Count	0	0	1	0	1	8	1	11	
	% within Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	0.0%	0.0%	9.1%	0.0%	9.1%	72.7%	9.1%	100.0%	
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	.4%	6.1%	4.0%	1.8%	
Total	% of Total	0.0%	0.0%	.2%	0.0%	.2%	1.3%	.2%	1.8%	
	Count	43	16	64	10	183	72	20	408	
	% within Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	10.5%	3.9%	15.7%	2.5%	44.9%	17.6%	4.9%	100.0%	
Total	% within Race, Ethnicity, and Gender	72.9%	57.1%	66.7%	90.9%	69.3%	54.5%	80.0%	66.3%	
	% of Total	7.0%	2.6%	10.4%	1.6%	29.8%	11.7%	3.3%	66.3%	
	Count	59	28	96	11	264	132	25	615	
Total	% within Q44. As a subcontractor did you experience discriminatory behavior between 2005 and 2010 from a prime contractor working or bidding on a City and County of Denver?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

**Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender								Total		
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total			
Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?	Verbal comment	Count	2	0	3	0	4	6	0	15		
		% within Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?	13.3%	0.0%	20.0%	0.0%	26.7%	40.0%	0.0%	100.0%		
		% within Race, Ethnicity, and Gender	3.4%	0.0%	3.1%	0.0%	1.5%	4.5%	0.0%	2.4%		
		% of Total	.3%	0.0%	.5%	0.0%	.7%	1.0%	0.0%	2.4%		
	Written statement		Count	1	0	0	0	0	2	0	3	
			% within Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?	33.3%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	100.0%	
			% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%	.5%	
			% of Total	.2%	0.0%	0.0%	0.0%	0.0%	.3%	0.0%	.5%	
		Action taken against the company		Count	4	1	1	0	2	0	0	8
				% within Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?	50.0%	12.5%	12.5%	0.0%	25.0%	0.0%	0.0%	100.0%
				% within Race, Ethnicity, and Gender	6.8%	3.6%	1.0%	0.0%	.8%	0.0%	0.0%	1.3%
				% of Total	.7%	.2%	.2%	0.0%	.3%	0.0%	0.0%	1.3%
Don't Know				Count	0	0	0	0	0	1	0	1
				% within Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
				% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
				% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
	Not Applicable			Count	52	27	92	11	258	123	25	588
				% within Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?	88.8%	4.6%	15.6%	1.9%	43.9%	20.9%	4.3%	100.0%
				% within Race, Ethnicity, and Gender	88.1%	96.4%	95.8%	100.0%	97.7%	93.2%	100.0%	95.6%
				% of Total	8.5%	4.4%	15.0%	1.8%	42.0%	20.0%	4.1%	95.6%
		<b>Total</b>		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
				<b>% within Q45. What was the most noticeable way you became aware of the discrimination against your company (from prime contractor)?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
				<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
				<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>

**Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)? \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender							Total	
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total	
Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)?	Owner's race or ethnicity	Count	7	1	1	0	0	7	0	16	
		% within Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)?	43.8%	6.3%	6.3%	0.0%	0.0%	43.8%	0.0%	100.0%	
		% within Race, Ethnicity, and Gender	11.9%	3.6%	1.0%	0.0%	0.0%	5.3%	0.0%	2.6%	
		% of Total	1.1%	.2%	.2%	0.0%	0.0%	1.1%	0.0%	2.6%	
		Owner's gender	Count	0	0	0	0	3	0	0	3
			% within Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender		0.0%	0.0%	0.0%	0.0%	1.1%	0.0%	0.0%	.5%	
	% of Total		0.0%	0.0%	0.0%	0.0%	.5%	0.0%	0.0%	.5%	
	Don't Know		Count	0	0	3	0	3	2	0	8
			% within Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)?	0.0%	0.0%	37.5%	0.0%	37.5%	25.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	3.1%	0.0%	1.1%	1.5%	0.0%	1.3%	
		% of Total	0.0%	0.0%	.5%	0.0%	.5%	.3%	0.0%	1.3%	
		Not Applicable	Count	52	27	92	11	258	123	25	588
			% within Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)?	8.8%	4.6%	15.6%	1.9%	43.9%	20.9%	4.3%	100.0%
	% within Race, Ethnicity, and Gender		88.1%	96.4%	95.8%	100.0%	97.7%	93.2%	100.0%	95.6%	
	% of Total		8.5%	4.4%	15.0%	1.8%	42.0%	20.0%	4.1%	95.6%	
	<b>Total</b>		Count	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
			% within Q46. Which of the following do you consider the primary reason for your company being discriminated against (from prime contractor)?	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
% within Race, Ethnicity, and Gender		<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
% of Total		<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		

**Q47. When did the discrimination first occur (prime contractor)? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender								Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total	
Q47. When did the discrimination first occur (prime contractor)?	During bidding process	Count	3	0	0	0	4	7	0	14
		% within Q47. When did the discrimination first occur (prime contractor)?	21.4%	0.0%	0.0%	0.0%	28.6%	50.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	5.1%	0.0%	0.0%	0.0%	1.5%	5.3%	0.0%	2.3%
		% of Total	.5%	0.0%	0.0%	0.0%	.7%	1.1%	0.0%	2.3%
	After contract awarded	Count	4	1	4	0	1	1	0	11
		% within Q47. When did the discrimination first occur (prime contractor)?	36.4%	9.1%	36.4%	0.0%	9.1%	9.1%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	6.8%	3.6%	4.2%	0.0%	4%	.8%	0.0%	1.8%
		% of Total	.7%	.2%	.7%	0.0%	.2%	.2%	0.0%	1.8%
	Don't Know	Count	0	0	0	0	1	1	0	2
		% within Q47. When did the discrimination first occur (prime contractor)?	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	4%	.8%	0.0%	.3%
		% of Total	0.0%	0.0%	0.0%	0.0%	.2%	.2%	0.0%	.3%
	Not Applicable	Count	52	27	92	11	258	123	25	588
		% within Q47. When did the discrimination first occur (prime contractor)?	8.8%	4.6%	15.6%	1.9%	43.9%	20.9%	4.3%	100.0%
		% within Race, Ethnicity, and Gender	88.1%	96.4%	95.8%	100.0%	97.7%	93.2%	100.0%	95.6%
	% of Total	8.5%	4.4%	15.0%	1.8%	42.0%	20.0%	4.1%	95.6%	
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
	<b>% within Q47. When did the discrimination first occur (prime contractor)?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

**Q48. Did you file a complaint (from prime contractor)? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender								Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total	
Q48. Did you file a complaint (from prime contractor)?	Yes	Count	2	0	0	0	1	0	0	3
		% within Q48. Did you file a complaint (from prime contractor)?	66.7%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.5%
		% of Total	.3%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.5%
	No	Count	5	0	4	0	5	9	0	23
		% within Q48. Did you file a complaint (from prime contractor)?	21.7%	0.0%	17.4%	0.0%	21.7%	39.1%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	8.5%	0.0%	4.2%	0.0%	1.9%	6.8%	0.0%	3.7%
		% of Total	.8%	0.0%	.7%	0.0%	.8%	1.5%	0.0%	3.7%
	Don't Know	Count	0	1	0	0	0	0	0	1
		% within Q48. Did you file a complaint (from prime contractor)?	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
		% of Total	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
Not Applicable	Count	52	27	92	11	258	123	25	588	
	% within Q48. Did you file a complaint (from prime contractor)?	8.8%	4.6%	15.6%	1.9%	43.9%	20.9%	4.3%	100.0%	
	% within Race, Ethnicity, and Gender	88.1%	96.4%	95.8%	100.0%	97.7%	93.2%	100.0%	95.6%	
	% of Total	8.5%	4.4%	15.0%	1.8%	42.0%	20.0%	4.1%	95.6%	
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
	<b>% within Q48. Did you file a complaint (from prime contractor)?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment	Yes	Count	5	3	5	2	4	0	0	19
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment	26.3%	15.8%	26.3%	10.5%	21.1%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	8.5%	10.7%	5.2%	18.2%	1.5%	0.0%	0.0%	3.1%
		% of Total	.8%	.5%	.8%	.3%	.7%	0.0%	0.0%	3.1%
		Count	42	23	82	8	204	111	14	484
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment	8.7%	4.8%	16.9%	1.7%	42.1%	22.9%	2.9%	100.0%
	No	% within Race, Ethnicity, and Gender	71.2%	82.1%	85.4%	72.7%	77.3%	84.1%	56.0%	78.7%
		% of Total	6.8%	3.7%	13.3%	1.3%	33.2%	18.0%	2.3%	78.7%
		Count	12	2	9	1	56	21	11	112
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment	10.7%	1.8%	8.0%	.9%	50.0%	18.8%	9.8%	100.0%
		% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	21.2%	15.9%	44.0%	18.2%
		% of Total	2.0%	.3%	1.5%	.2%	9.1%	3.4%	1.8%	18.2%
Not Applicable	Count	59	28	96	11	264	132	25	615	
	% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
	<b>% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Harassment</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	



Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unequal or unfair treatment \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender										
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total			
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unequal or unfair treatment	Yes	Count	20	9	25	2	30	19	4	109		
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unequal or unfair treatment	18.3%	8.3%	22.9%	1.8%	27.5%	17.4%	3.7%	100.0%		
		% within Race, Ethnicity, and Gender	33.9%	32.1%	26.0%	18.2%	11.4%	14.4%	16.0%	17.7%		
		% of Total	3.3%	1.5%	4.1%	.3%	4.9%	3.1%	.7%	17.7%		
		Count	27	17	62	8	178	92	10	394		
	No	% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unequal or unfair treatment	6.9%	4.3%	15.7%	2.0%	45.2%	23.4%	2.5%	100.0%		
		% within Race, Ethnicity, and Gender	45.8%	60.7%	64.6%	72.7%	67.4%	69.7%	40.0%	64.1%		
		% of Total	4.4%	2.8%	10.1%	1.3%	28.9%	15.0%	1.6%	64.1%		
		Count	12	2	9	1	56	21	11	112		
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unequal or unfair treatment	10.7%	1.8%	8.0%	.9%	50.0%	18.8%	9.8%	100.0%		
Not Applicable	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	21.2%	15.9%	44.0%	18.2%			
	% of Total	2.0%	.3%	1.5%	.2%	9.1%	3.4%	1.8%	18.2%			
	Count	59	28	96	11	264	132	25	615			
	% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unequal or unfair treatment	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%			
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%			

Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Bid shopping or bid manipulation \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender									
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total		
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Bid shopping or bid manipulation	Yes	Count	13	7	24	4	28	21	3	100	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Bid shopping or bid manipulation	13.0%	7.0%	24.0%	4.0%	28.0%	21.0%	3.0%	100.0%	
		% within Race, Ethnicity, and Gender	22.0%	25.0%	25.0%	36.4%	10.6%	15.9%	12.0%	16.3%	
		% of Total	2.1%	1.1%	3.9%	.7%	4.6%	3.4%	.5%	16.3%	
		Count	34	19	63	6	180	90	11	403	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Bid shopping or bid manipulation	8.4%	4.7%	15.6%	1.5%	44.7%	22.3%	2.7%	100.0%	
	Not Applicable	No	% within Race, Ethnicity, and Gender	57.6%	67.9%	65.6%	54.5%	68.2%	68.2%	44.0%	65.5%
			% of Total	5.5%	3.1%	10.2%	1.0%	29.3%	14.6%	1.8%	65.5%
			Count	12	2	9	1	56	21	11	112
			% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Bid shopping or bid manipulation	10.7%	1.8%	8.0%	.9%	50.0%	18.8%	9.8%	100.0%
			% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	21.2%	15.9%	44.0%	18.2%
			% of Total	2.0%	.3%	1.5%	.2%	9.1%	3.4%	1.8%	18.2%
<b>Total</b>		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
		<b>% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Bid shopping or bid manipulation</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
		<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
		<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	

Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Double standards in performance \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender									
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total		
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Double standards in performance	Yes	Count	19	7	15	4	26	15	3	89	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Double standards in performance	21.3%	7.9%	16.9%	4.5%	29.2%	16.9%	3.4%	100.0%	
	No	% within Race, Ethnicity, and Gender	32.2%	25.0%	15.6%	36.4%	9.8%	11.4%	12.0%	14.5%	
		% of Total	3.1%	1.1%	2.4%	.7%	4.2%	2.4%	.5%	14.5%	
		Count	28	19	72	6	182	96	11	414	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Double standards in performance	6.8%	4.6%	17.4%	1.4%	44.0%	23.2%	2.7%	100.0%	
		% within Race, Ethnicity, and Gender	47.5%	67.9%	75.0%	54.5%	68.9%	72.7%	44.0%	67.3%	
		% of Total	4.6%	3.1%	11.7%	1.0%	29.6%	15.6%	1.8%	67.3%	
		Count	12	2	9	1	56	21	11	112	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Double standards in performance	10.7%	1.8%	8.0%	.9%	50.0%	18.8%	9.8%	100.0%	
Not Applicable	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	21.2%	15.9%	44.0%	18.2%		
	% of Total	2.0%	.3%	1.5%	.2%	9.1%	3.4%	1.8%	18.2%		
	Count	59	28	96	11	264	132	25	615		
	% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Double standards in performance	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%		
<b>Total</b>	% within Race, Ethnicity, and Gender	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	% of Total	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		

Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Denial or opportunity to bid \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender									
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total		
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Denial or opportunity to bid	Yes	Count	11	2	13	2	26	12	4	70	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Denial or opportunity to bid	15.7%	2.9%	18.6%	2.9%	37.1%	17.1%	5.7%	100.0%	
		% within Race, Ethnicity, and Gender	18.6%	7.1%	13.5%	18.2%	9.8%	9.1%	16.0%	11.4%	
		% of Total	1.8%	.3%	2.1%	.3%	4.2%	2.0%	.7%	11.4%	
	No	Count	36	24	74	8	182	99	10	433	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Denial or opportunity to bid	8.3%	5.5%	17.1%	1.8%	42.0%	22.9%	2.3%	100.0%	
		% within Race, Ethnicity, and Gender	61.0%	85.7%	77.1%	72.7%	68.9%	75.0%	40.0%	70.4%	
		% of Total	5.9%	3.9%	12.0%	1.3%	29.6%	16.1%	1.6%	70.4%	
	Not Applicable	Count	12	2	9	1	56	21	11	112	
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Denial or opportunity to bid	10.7%	1.8%	8.0%	.9%	50.0%	18.8%	9.8%	100.0%	
	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	21.2%	15.9%	44.0%	18.2%		
	% of Total	2.0%	.3%	1.5%	.2%	9.1%	3.4%	1.8%	18.2%		
<b>Total</b>	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>		
	<b>% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Denial or opportunity to bid</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		

Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair denial of contract award \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair denial of contract award	Yes	Count	12	3	12	2	16	9	3	57
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair denial of contract award	21.1%	5.3%	21.1%	3.5%	28.1%	15.8%	5.3%	100.0%
		% within Race, Ethnicity, and Gender	20.3%	10.7%	12.5%	18.2%	6.1%	6.8%	12.0%	9.3%
		% of Total	2.0%	.5%	2.0%	.3%	2.6%	1.5%	.5%	9.3%
		Count	35	23	75	8	192	102	11	446
	No	% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair denial of contract award	7.8%	5.2%	16.8%	1.8%	43.0%	22.9%	2.5%	100.0%
		% within Race, Ethnicity, and Gender	59.3%	82.1%	78.1%	72.7%	72.7%	77.3%	44.0%	72.5%
		% of Total	5.7%	3.7%	12.2%	1.3%	31.2%	16.6%	1.8%	72.5%
		Count	12	2	9	1	56	21	11	112
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair denial of contract award	10.7%	1.8%	8.0%	.9%	50.0%	18.8%	9.8%	100.0%
Not Applicable	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	21.2%	15.9%	44.0%	18.2%	
	% of Total	2.0%	.3%	1.5%	.2%	9.1%	3.4%	1.8%	18.2%	
	Count	59	28	96	11	264	132	25	615	
	% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair denial of contract award	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Total	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair termination \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender								Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total	
Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair termination	Yes	Count	4	1	3	1	7	1	0	17
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair termination	23.5%	5.9%	17.6%	5.9%	41.2%	5.9%	0.0%	100.0%
	No	% within Race, Ethnicity, and Gender	6.8%	3.6%	3.1%	9.1%	2.7%	.8%	0.0%	2.8%
		% of Total	.7%	.2%	.5%	.2%	1.1%	.2%	0.0%	2.8%
	Not Applicable	Count	43	25	84	9	201	110	14	486
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair termination	8.8%	5.1%	17.3%	1.9%	41.4%	22.6%	2.9%	100.0%
	Not Applicable	% within Race, Ethnicity, and Gender	72.9%	89.3%	87.5%	81.8%	76.1%	83.3%	56.0%	79.0%
		% of Total	7.0%	4.1%	13.7%	1.5%	32.7%	17.9%	2.3%	79.0%
	Total	Count	12	2	9	1	56	21	11	112
		% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair termination	10.7%	1.8%	8.0%	.9%	50.0%	18.8%	9.8%	100.0%
Total	% within Race, Ethnicity, and Gender	20.3%	7.1%	9.4%	9.1%	21.2%	15.9%	44.0%	18.2%	
	% of Total	2.0%	.3%	1.5%	.2%	9.1%	3.4%	1.8%	18.2%	
Total	Count	59	28	96	11	264	132	25	615	
	% within Q49. Company's barriers to obtaining work on projects as a subcontractor on projects for the City and County of Denver? Unfair termination	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
Total	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender									Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER			
Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	Strongly Agree	Count	13	2	5	1	11	0	0	32	
		% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	40.6%	6.3%	15.6%	3.1%	34.4%	0.0%	0.0%	100.0%	
	Somewhat Agree	% within Race, Ethnicity, and Gender	22.0%	7.1%	5.2%	9.1%	4.2%	0.0%	0.0%	5.2%	
		% of Total	2.1%	.3%	.8%	.2%	1.8%	0.0%	0.0%	5.2%	
	Neither Agree Nor Disagree	Count	7	3	9	1	31	2	1	54	
		% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	13.0%	5.6%	16.7%	1.9%	57.4%	3.7%	1.9%	100.0%	
	Soomewhat Disagree	% within Race, Ethnicity, and Gender	11.9%	10.7%	9.4%	9.1%	11.7%	1.5%	4.0%	8.8%	
		% of Total	1.1%	.5%	1.5%	.2%	5.0%	.3%	.2%	8.8%	
	Strongly Disagree	Count	14	12	45	5	96	51	6	229	
		% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	6.1%	5.2%	19.7%	2.2%	41.9%	22.3%	2.6%	100.0%	
	No Response	% within Race, Ethnicity, and Gender	23.7%	42.9%	46.9%	45.5%	36.4%	38.6%	24.0%	37.2%	
		% of Total	2.3%	2.0%	7.3%	.8%	15.6%	8.3%	1.0%	37.2%	
	Total	Count	4	5	6	1	20	11	2	49	
		% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	8.2%	10.2%	12.2%	2.0%	40.8%	22.4%	4.1%	100.0%	
	Total	% within Race, Ethnicity, and Gender	6.8%	17.9%	6.3%	9.1%	7.6%	8.3%	8.0%	8.0%	
		% of Total	.7%	.8%	1.0%	.2%	3.3%	1.8%	.3%	8.0%	
	Total	Count	9	4	21	2	48	46	5	135	
		% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	6.7%	3.0%	15.6%	1.5%	35.6%	34.1%	3.7%	100.0%	
	Total	% within Race, Ethnicity, and Gender	15.3%	14.3%	21.9%	18.2%	18.2%	34.8%	20.0%	22.0%	
		% of Total	1.5%	.7%	3.4%	.3%	7.8%	7.5%	.8%	22.0%	
	Total	Count	12	2	10	1	58	22	11	116	
		% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	10.3%	1.7%	8.6%	.9%	50.0%	19.0%	9.5%	100.0%	
	Total	% within Race, Ethnicity, and Gender	20.3%	7.1%	10.4%	9.1%	22.0%	16.7%	44.0%	18.9%	
		% of Total	2.0%	.3%	1.6%	.2%	9.4%	3.6%	1.8%	18.9%	
Total	Count	59	28	96	11	264	132	25	615		
	% within Q50. There is an informal network of prime contractors and subcontractors that has excluded my company from doing business in the private sector	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%		
Total	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%		

**Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender									
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total		
Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason?	Yes	Count	16	5	23	4	32	12	2	94	
		% within Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason?	17.0%	5.3%	24.5%	4.3%	34.0%	12.8%	2.1%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	27.1%	17.9%	24.0%	36.4%	12.1%	9.1%	8.0%	15.3%	
	No	Count	16	8	27	5	95	69	7	227	
		% within Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason?	7.0%	3.5%	11.9%	2.2%	41.9%	30.4%	3.1%	100.0%	
		% within Race, Ethnicity, and Gender % of Total	27.1%	28.6%	28.1%	45.5%	36.0%	52.3%	28.0%	36.9%	
Don't Know	Count	15	13	36	1	79	29	5	178		
	% within Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason?	8.4%	7.3%	20.2%	.6%	44.4%	16.3%	2.8%	100.0%		
	% within Race, Ethnicity, and Gender % of Total	25.4%	46.4%	37.5%	9.1%	29.9%	22.0%	20.0%	28.9%		
	% of Total	2.4%	2.1%	5.9%	.2%	12.8%	4.7%	.8%	28.9%		



	No Response	Count	12	2	10	1	58	22	11	116
		% within Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason?	10.3%	1.7%	8.6%	.9%	50.0%	19.0%	9.5%	100.0%
		% within Race, Ethnicity, and Gender	20.3%	7.1%	10.4%	9.1%	22.0%	16.7%	44.0%	18.9%
		% of Total	2.0%	.3%	1.6%	.2%	9.4%	3.6%	1.8%	18.9%
<b>Total</b>		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
		% within Q51. 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, then drops the company as a subcontractor after winning the award for no legitimate reason?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
		% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%

Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals? \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender								Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER		
Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	Very Often	Count	3	2	7	0	16	15	1	44
		% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	6.8%	4.5%	15.9%	0.0%	36.4%	34.1%	2.3%	100.0%
		% within Race, Ethnicity, and Gender	5.1%	7.1%	7.3%	0.0%	6.1%	11.4%	4.0%	7.2%
		% of Total	.5%	.3%	1.1%	0.0%	2.6%	2.4%	.2%	7.2%
	Sometimes	Count	4	8	12	3	35	19	2	83
		% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	4.8%	9.6%	14.5%	3.6%	42.2%	22.9%	2.4%	100.0%
		% within Race, Ethnicity, and Gender	6.8%	28.6%	12.5%	27.3%	13.3%	14.4%	8.0%	13.5%
		% of Total	.7%	1.3%	2.0%	.5%	5.7%	3.1%	.3%	13.5%
	Seldom	Count	13	4	18	0	43	13	2	93
		% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	14.0%	4.3%	19.4%	0.0%	46.2%	14.0%	2.2%	100.0%
		% within Race, Ethnicity, and Gender	22.0%	14.3%	18.8%	0.0%	16.3%	9.8%	8.0%	15.1%
		% of Total	2.1%	.7%	2.9%	0.0%	7.0%	2.1%	.3%	15.1%
Never	Count	20	6	24	5	54	18	2	129	
	% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	15.5%	4.7%	18.6%	3.9%	41.9%	14.0%	1.6%	100.0%	
	% within Race, Ethnicity, and Gender	33.9%	21.4%	25.0%	45.5%	20.5%	13.6%	8.0%	21.0%	
	% of Total	3.3%	1.0%	3.9%	.8%	8.8%	2.9%	.3%	21.0%	

Total	Not Applicable	Count	7	6	23	2	58	43	7	146
		% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	4.8%	4.1%	15.8%	1.4%	39.7%	29.5%	4.8%	100.0%
		% within Race, Ethnicity, and Gender	11.9%	21.4%	24.0%	18.2%	22.0%	32.6%	28.0%	23.7%
		% of Total	1.1%	1.0%	3.7%	.3%	9.4%	7.0%	1.1%	23.7%
		Count	12	2	12	1	58	24	11	120
	No Response	% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	10.0%	1.7%	10.0%	.8%	48.3%	20.0%	9.2%	100.0%
		% within Race, Ethnicity, and Gender	20.3%	7.1%	12.5%	9.1%	22.0%	18.2%	44.0%	19.5%
		% of Total	2.0%	.3%	2.0%	.2%	9.4%	3.9%	1.8%	19.5%
		Count	59	28	96	11	264	132	25	615
		% within Q52. How often do prime contractors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

**Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender									
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total		
Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms?	Yes	Count	9	4	15	4	24	18	3	77	
		% within Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms?	11.7%	5.2%	19.5%	5.2%	31.2%	23.4%	3.9%	100.0%	
		% within Race, Ethnicity, and Gender	15.3%	14.3%	15.6%	36.4%	9.1%	13.6%	12.0%	12.5%	
	No	% of Total	1.5%	.7%	2.4%	.7%	3.9%	2.9%	.5%	12.5%	
		Count	24	16	40	5	115	67	4	271	
		% within Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms?	8.9%	5.9%	14.8%	1.8%	42.4%	24.7%	1.5%	100.0%	
	Don't Know	% within Race, Ethnicity, and Gender	40.7%	57.1%	41.7%	45.5%	43.6%	50.8%	16.0%	44.1%	
		% of Total	3.9%	2.6%	6.5%	.8%	18.7%	10.9%	.7%	44.1%	
		Count	14	6	29	1	67	23	7	147	
	No Response	% within Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms?	9.5%	4.1%	19.7%	.7%	45.6%	15.6%	4.8%	100.0%	
		% within Race, Ethnicity, and Gender	23.7%	21.4%	30.2%	9.1%	25.4%	17.4%	28.0%	23.9%	
		% of Total	2.3%	1.0%	4.7%	.2%	10.9%	3.7%	1.1%	23.9%	
		Count	12	2	12	1	58	24	11	120	
		% within Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms?	10.0%	1.7%	10.0%	.8%	48.3%	20.0%	9.2%	100.0%	
		% within Race, Ethnicity, and Gender	20.3%	7.1%	12.5%	9.1%	22.0%	18.2%	44.0%	19.5%	
<b>Total</b>	% of Total	2.0%	.3%	2.0%	.2%	9.4%	3.9%	1.8%	19.5%		
	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>		
	<b>% within Q53. Are you aware of M/WBE and SBE firms that are front companies for larger firms?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		

**Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender										
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total			
Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	Yes	Count	21	12	28	4	79	63	7	214		
		% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	9.8%	5.6%	13.1%	1.9%	36.9%	29.4%	3.3%	100.0%		
		% within Race, Ethnicity, and Gender	35.6%	42.9%	29.2%	36.4%	29.9%	47.7%	28.0%	34.8%		
	No	% of Total	3.4%	2.0%	4.6%	.7%	12.8%	10.2%	1.1%	34.8%		
		Count	26	12	53	6	122	39	6	264		
		% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	9.8%	4.5%	20.1%	2.3%	46.2%	14.8%	2.3%	100.0%		
	Don't Know	% within Race, Ethnicity, and Gender	44.1%	42.9%	55.2%	54.5%	46.2%	29.5%	24.0%	42.9%		
		% of Total	4.2%	2.0%	8.6%	1.0%	19.8%	6.3%	1.0%	42.9%		
		Count	0	2	2	0	5	6	1	16		
	No Response	% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	0.0%	12.5%	12.5%	0.0%	31.3%	37.5%	6.3%	100.0%		
		% within Race, Ethnicity, and Gender	0.0%	7.1%	2.1%	0.0%	1.9%	4.5%	4.0%	2.6%		
		% of Total	0.0%	.3%	.3%	0.0%	.8%	1.0%	.2%	2.6%		
		Count	12	2	13	1	58	24	11	121		
		% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?	9.9%	1.7%	10.7%	.8%	47.9%	19.8%	9.1%	100.0%		
		% within Race, Ethnicity, and Gender	20.3%	7.1%	13.5%	9.1%	22.0%	18.2%	44.0%	19.7%		
<b>Total</b>	% of Total	2.0%	.3%	2.1%	.2%	9.4%	3.9%	1.8%	19.7%			
	<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>			
	<b>% within Q54. Has your company applied for a commercial (business) bank loan between 2005 and 2010?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>			
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>			
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>			

**Q55. Were you approved or denied for a commercial (business) bank loan? \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total
Q55. Were you approved or denied for a commercial (business) bank loan?	Approved	Count	5	10	16	2	59	54	5	151
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	3.3%	6.6%	10.6%	1.3%	39.1%	35.8%	3.3%	100.0%
		% within Race, Ethnicity, and Gender	8.5%	35.7%	16.7%	18.2%	22.3%	40.9%	20.0%	24.6%
	Denied	% of Total	.8%	1.6%	2.6%	.3%	9.6%	8.8%	.8%	24.6%
		Count	16	2	12	2	21	7	2	62
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	25.8%	3.2%	19.4%	3.2%	33.9%	11.3%	3.2%	100.0%
	Don't Know	% within Race, Ethnicity, and Gender	27.1%	7.1%	12.5%	18.2%	8.0%	5.3%	8.0%	10.1%
		% of Total	2.6%	.3%	2.0%	.3%	3.4%	1.1%	.3%	10.1%
		Count	0	0	0	0	1	2	0	3
	Not Applicable	% within Q55. Were you approved or denied for a commercial (business) bank loan?	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	1.5%	0.0%	.5%
		% of Total	0.0%	0.0%	0.0%	0.0%	.2%	.3%	0.0%	.5%
	Total	Count	38	16	68	7	183	69	18	399
		% within Q55. Were you approved or denied for a commercial (business) bank loan?	9.5%	4.0%	17.0%	1.8%	45.9%	17.3%	4.5%	100.0%
% within Race, Ethnicity, and Gender		64.4%	57.1%	70.8%	63.6%	69.3%	52.3%	72.0%	64.9%	
Total	% of Total	6.2%	2.6%	11.1%	1.1%	29.8%	11.2%	2.9%	64.9%	
	Count	59	28	96	11	264	132	25	615	
	% within Q55. Were you approved or denied for a commercial (business) bank loan?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	
Total	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%	

Q56. Which of the following do you believe was the primary reason for your being denied a long? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total
Q56. Which of the following do you believe was the primary reason for your being denied a long?	Insufficient Documentation	Count	0	0	0	0	1	0	0	1
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
		% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Insufficient Business History	Count	2	0	1	0	3	1	0	7
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	28.6%	0.0%	14.3%	0.0%	42.9%	14.3%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	0.0%	1.0%	0.0%	1.1%	.8%	0.0%	1.1%
		% of Total	.3%	0.0%	.2%	0.0%	.5%	.2%	0.0%	1.1%
	Confusion about the Process	Count	1	0	0	0	1	0	0	2
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.3%
		% of Total	.2%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.3%
	Race or Ethnicity of Owner	Count	6	0	1	0	0	0	0	7
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	85.7%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	10.2%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	1.1%
		% of Total	1.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	1.1%
	Gender of Owner	Count	1	0	0	1	1	0	0	3
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	33.3%	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	9.1%	.4%	0.0%	0.0%	.5%
		% of Total	.2%	0.0%	0.0%	.2%	.2%	0.0%	0.0%	.5%

	Don't Know	Count	2	0	6	1	8	2	2	21
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	9.5%	0.0%	28.6%	4.8%	38.1%	9.5%	9.5%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	0.0%	6.3%	9.1%	3.0%	1.5%	8.0%	3.4%
		% of Total	.3%	0.0%	1.0%	.2%	1.3%	.3%	.3%	3.4%
	Other (please specify)	Count	4	2	4	0	7	4	0	21
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	19.0%	9.5%	19.0%	0.0%	33.3%	19.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	6.8%	7.1%	4.2%	0.0%	2.7%	3.0%	0.0%	3.4%
		% of Total	.7%	.3%	.7%	0.0%	1.1%	.7%	0.0%	3.4%
	Not Applicable	Count	43	26	84	9	243	125	23	553
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	7.8%	4.7%	15.2%	1.6%	43.9%	22.6%	4.2%	100.0%
		% within Race, Ethnicity, and Gender	72.9%	92.9%	87.5%	81.8%	92.0%	94.7%	92.0%	89.9%
		% of Total	7.0%	4.2%	13.7%	1.5%	39.5%	20.3%	3.7%	89.9%
<b>Total</b>		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long?	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%
		% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	9.6%	4.6%	15.6%	1.8%	42.9%	21.5%	4.1%	100.0%



Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify) \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender								
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total	
Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	Count	53	26	92	11	257	129	25	593	
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	8.9%	4.4%	15.5%	1.9%	43.3%	21.8%	4.2%	100.0%	
	% within Race, Ethnicity, and Gender	89.8%	92.9%	95.8%	100.0%	97.3%	97.7%	100.0%	96.4%	
	% of Total	8.6%	4.2%	15.0%	1.8%	41.8%	21.0%	4.1%	96.4%	
"Small Construction companies aren't doing very well right now, and are very risky" has always been the reply I've gotten since	Count	1	0	0	0	0	0	0	1	
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	
banking agencies not willing to lend	Count	0	0	0	0	1	0	0	1	
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%	
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%	
banks are not making loans now	Count	0	0	0	0	1	0	0	1	
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%	
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%	
Banks don't really want to lend money.	Count	0	1	0	0	0	0	0	1	
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	
	% within Race, Ethnicity, and Gender	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	
	% of Total	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	

Business is too small	Count	0	0	0	0	1	0	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
Credit History	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Count	1	0	0	0	0	0	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Credit history always 650 to 700	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	0	1	0	0	0	0	1
credit score	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
Current SBA loan restricts banks from making loans, as they would be in a second position.	Count	0	0	0	0	0	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%

economic crisis, lack of equity	Count	0	0	0	0	1	0	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
Insufficient Business History, Lack of Collateral ( Consulting Firm with no Equipment, etc ),	Count	0	0	0	0	1	0	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
lack of collateral	Count	1	0	0	0	0	0	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
lack of financial back up	Count	0	1	0	0	0	0	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
not having a good credit score and requirement of minimum monthly sales	Count	1	0	0	0	0	0	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
Redlining. Bank would loan in Aurora but not in 5-points	Count	1	0	0	0	0	0	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%

risk of being a subcontractor in this economy	Count	0	0	0	0	0	1	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	0.0%	.8%	0.0%	.2%
The airport has not issued a lease agreement	% of Total	0.0%	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	.2%
	Count	1	0	0	0	0	0	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
The loan needed to be secured BEFORE the contract was granted.	% within Race, Ethnicity, and Gender	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.2%
	Count	0	0	1	0	0	0	0	1
tough times, banks to strict	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
Tried to apply for ARC SBA loan. No bank would do those loans (for anyone, not just us)	Count	0	0	0	0	1	0	0	1
	% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specify)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
	% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%

	Volitile Business Environment.	Count	0	0	0	0	1	0	0	1
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specifv)	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	.4%	0.0%	0.0%	.2%
		% of Total	0.0%	0.0%	0.0%	0.0%	.2%	0.0%	0.0%	.2%
	Well Fargo stated they would be doing me an injustice because my business plan that offered my home as collateral would go into	Count	0	0	1	0	0	0	0	1
		% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specifv)	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	.2%
		% of Total	0.0%	0.0%	.2%	0.0%	0.0%	0.0%	0.0%	.2%
<b>Total</b>		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>
		<b>% within Q56. Which of the following do you believe was the primary reason for your being denied a long? Other (please specifv)</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>
		<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
		<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>

**Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender									
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total		
Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010?	Yes	Count	17	4	15	1	27	3	1	68	
		% within Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010?	25.0%	5.9%	22.1%	1.5%	39.7%	4.4%	1.5%	100.0%	
		% within Race, Ethnicity, and Gender	28.8%	14.3%	15.6%	9.1%	10.2%	2.3%	4.0%	11.1%	
		% of Total	2.8%	.7%	2.4%	.2%	4.4%	.5%	.2%	11.1%	
		Count	22	14	47	6	137	95	9	330	
		% within Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010?	6.7%	4.2%	14.2%	1.8%	41.5%	28.8%	2.7%	100.0%	
	Don't Know	% within Race, Ethnicity, and Gender	37.3%	50.0%	49.0%	54.5%	51.9%	72.0%	36.0%	53.7%	
		% of Total	3.6%	2.3%	7.6%	1.0%	22.3%	15.4%	1.5%	53.7%	
		Count	8	8	21	3	42	10	4	96	
		% within Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010?	8.3%	8.3%	21.9%	3.1%	43.8%	10.4%	4.2%	100.0%	
		% within Race, Ethnicity, and Gender	13.6%	28.6%	21.9%	27.3%	15.9%	7.6%	16.0%	15.6%	
		% of Total	1.3%	1.3%	3.4%	.5%	6.8%	1.6%	.7%	15.6%	
	No Response	Count	12	2	13	1	58	24	11	121	
		% within Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010?	9.9%	1.7%	10.7%	.8%	47.9%	19.8%	9.1%	100.0%	
		% within Race, Ethnicity, and Gender	20.3%	7.1%	13.5%	9.1%	22.0%	18.2%	44.0%	19.7%	
		% of Total	2.0%	.3%	2.1%	.2%	9.4%	3.9%	1.8%	19.7%	
		<b>Count</b>	<b>59</b>	<b>28</b>	<b>96</b>	<b>11</b>	<b>264</b>	<b>132</b>	<b>25</b>	<b>615</b>	
		<b>% within Q57. Have you experienced discriminatory behavior from the private sector between 2005 and 2010?</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>	
<b>Total</b>	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>		
	<b>% of Total</b>	<b>9.6%</b>	<b>4.6%</b>	<b>15.6%</b>	<b>1.8%</b>	<b>42.9%</b>	<b>21.5%</b>	<b>4.1%</b>	<b>100.0%</b>		

**Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)? \* Race, Ethnicity, and Gender Crosstabulation**

		Race, Ethnicity, and Gender								Total
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total	
Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)?	Verbal comment	Count	8	1	10	1	19	2	1	42
		% within Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)?	19.0%	2.4%	23.8%	2.4%	45.2%	4.8%	2.4%	100.0%
		% within Race, Ethnicity, and Gender	27.6%	16.7%	34.5%	50.0%	22.4%	7.7%	8.3%	22.2%
		% of Total	4.2%	.5%	5.3%	.5%	10.1%	1.1%	.5%	22.2%
	Action taken against the company	Count	5	2	3	0	5	0	0	15
		% within Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)?	33.3%	13.3%	20.0%	0.0%	33.3%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	17.2%	33.3%	10.3%	0.0%	5.9%	0.0%	0.0%	7.9%
		% of Total	2.6%	1.1%	1.6%	0.0%	2.6%	0.0%	0.0%	7.9%
	Don't Know	Count	4	1	3	0	3	0	0	11
		% within Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)?	36.4%	9.1%	27.3%	0.0%	27.3%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	13.8%	16.7%	10.3%	0.0%	3.5%	0.0%	0.0%	5.8%
		% of Total	2.1%	.5%	1.6%	0.0%	1.6%	0.0%	0.0%	5.8%
	Not Applicable	Count	12	2	13	1	58	24	11	121
		% within Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)?	9.9%	1.7%	10.7%	.8%	47.9%	19.8%	9.1%	100.0%
		% within Race, Ethnicity, and Gender	41.4%	33.3%	44.8%	50.0%	68.2%	92.3%	91.7%	64.0%
		% of Total	6.3%	1.1%	6.9%	.5%	30.7%	12.7%	5.8%	64.0%
	<b>Total</b>	<b>Count</b>	<b>29</b>	<b>6</b>	<b>29</b>	<b>2</b>	<b>85</b>	<b>26</b>	<b>12</b>	<b>189</b>
		% within Q58. What was the most noticeable way you became aware of the discrimination against your company (from private sector)?	15.3%	3.2%	15.3%	1.1%	45.0%	13.8%	6.3%	100.0%
	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	15.3%	3.2%	15.3%	1.1%	45.0%	13.8%	6.3%	100.0%	

Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)? \* Race, Ethnicity, and Gender Crosstabulation

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total
Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)?	Owner's race or ethnicity	Count	15	3	11	1	0	1	0	31
		% within Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)?	48.4%	9.7%	35.5%	3.2%	0.0%	3.2%	0.0%	100.0%
	Owner's gender	% within Race, Ethnicity, and Gender	51.7%	50.0%	37.9%	50.0%	0.0%	3.8%	0.0%	16.4%
		% of Total	7.9%	1.6%	5.8%	.5%	0.0%	.5%	0.0%	16.4%
	Don't Know	Count	0	0	0	0	16	0	1	17
		% within Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)?	0.0%	0.0%	0.0%	0.0%	94.1%	0.0%	5.9%	100.0%
	Not Applicable	% within Race, Ethnicity, and Gender	0.0%	0.0%	0.0%	0.0%	18.8%	0.0%	8.3%	9.0%
		% of Total	0.0%	0.0%	0.0%	0.0%	8.5%	0.0%	.5%	9.0%
	Total	Count	2	1	5	0	11	1	0	20
		% within Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)?	10.0%	5.0%	25.0%	0.0%	55.0%	5.0%	0.0%	100.0%
	Total	% within Race, Ethnicity, and Gender	6.9%	16.7%	17.2%	0.0%	12.9%	3.8%	0.0%	10.6%
		% of Total	1.1%	.5%	2.6%	0.0%	5.8%	.5%	0.0%	10.6%
	Total	Count	12	2	13	1	58	24	11	121
		% within Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)?	9.9%	1.7%	10.7%	.8%	47.9%	19.8%	9.1%	100.0%
	Total	% within Race, Ethnicity, and Gender	41.4%	33.3%	44.8%	50.0%	68.2%	92.3%	91.7%	64.0%
		% of Total	6.3%	1.1%	6.9%	.5%	30.7%	12.7%	5.8%	64.0%
	Total	Count	29	6	29	2	85	26	12	189
		% within Q59. Which of the following do you consider the primary reason for your company being discriminated against (from private sector)?	15.3%	3.2%	15.3%	1.1%	45.0%	13.8%	6.3%	100.0%
	Total	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	15.3%	3.2%	15.3%	1.1%	45.0%	13.8%	6.3%	100.0%



**Q60. When did the discrimination first occur (from private sector)? \* Race, Ethnicity, and Gender Crosstabulation**

			Race, Ethnicity, and Gender							Total
			AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total
Q60. When did the discrimination first occur (from private sector)?	During bidding process	Count	11	1	7	1	18	2	0	40
		% within Q60. When did the discrimination first occur (from private sector)?	27.5%	2.5%	17.5%	2.5%	45.0%	5.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	37.9%	16.7%	24.1%	50.0%	21.2%	7.7%	0.0%	21.2%
	After contract awarded	% of Total	5.8%	.5%	3.7%	.5%	9.5%	1.1%	0.0%	21.2%
		Count	3	2	4	0	5	0	1	15
		% within Q60. When did the discrimination first occur (from private sector)?	20.0%	13.3%	26.7%	0.0%	33.3%	0.0%	6.7%	100.0%
	Don't Know	% within Race, Ethnicity, and Gender	10.3%	33.3%	13.8%	0.0%	5.9%	0.0%	8.3%	7.9%
		% of Total	1.6%	1.1%	2.1%	0.0%	2.6%	0.0%	.5%	7.9%
		Count	3	1	5	0	4	0	0	13
	Not Applicable	% within Q60. When did the discrimination first occur (from private sector)?	23.1%	7.7%	38.5%	0.0%	30.8%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	10.3%	16.7%	17.2%	0.0%	4.7%	0.0%	0.0%	6.9%
		% of Total	1.6%	.5%	2.6%	0.0%	2.1%	0.0%	0.0%	6.9%
	Total	Count	12	2	13	1	58	24	11	121
		% within Q60. When did the discrimination first occur (from private sector)?	9.9%	1.7%	10.7%	.8%	47.9%	19.8%	9.1%	100.0%
		% within Race, Ethnicity, and Gender	41.4%	33.3%	44.8%	50.0%	68.2%	92.3%	91.7%	64.0%
	Total	% of Total	6.3%	1.1%	6.9%	.5%	30.7%	12.7%	5.8%	64.0%
		Count	29	6	29	2	85	26	12	189
		% within Q60. When did the discrimination first occur (from private sector)?	15.3%	3.2%	15.3%	1.1%	45.0%	13.8%	6.3%	100.0%
Total	% within Race, Ethnicity, and Gender	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	15.3%	3.2%	15.3%	1.1%	45.0%	13.8%	6.3%	100.0%	

Q61. Did you file a complaint (from private sector)? \* Race, Ethnicity, and Gender Crosstabulation

		Race, Ethnicity, and Gender								
		AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALE	NONMINORITY MALE	OTHER	Total	
Q61. Did you file a complaint (from private sector)?	Yes	Count	0	0	1	0	1	0	0	2
		% within Q61. Did you file a complaint (from private sector)?	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	0.0%	0.0%	3.4%	0.0%	1.2%	0.0%	0.0%	1.1%
		% of Total	0.0%	0.0%	.5%	0.0%	.5%	0.0%	0.0%	1.1%
	No	Count	16	4	15	1	26	2	1	65
		% within Q61. Did you file a complaint (from private sector)?	24.6%	6.2%	23.1%	1.5%	40.0%	3.1%	1.5%	100.0%
		% within Race, Ethnicity, and Gender	55.2%	66.7%	51.7%	50.0%	30.6%	7.7%	8.3%	34.4%
		% of Total	8.5%	2.1%	7.9%	.5%	13.8%	1.1%	.5%	34.4%
	Don't Know	Count	1	0	0	0	0	0	0	1
		% within Q61. Did you file a complaint (from private sector)?	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
		% within Race, Ethnicity, and Gender	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.5%
		% of Total	.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	.5%
Not Applicable	Count	12	2	13	1	58	24	11	121	
	% within Q61. Did you file a complaint (from private sector)?	9.9%	1.7%	10.7%	.8%	47.9%	19.8%	9.1%	100.0%	
	% within Race, Ethnicity, and Gender	41.4%	33.3%	44.8%	50.0%	68.2%	92.3%	91.7%	64.0%	
	% of Total	6.3%	1.1%	6.9%	.5%	30.7%	12.7%	5.8%	64.0%	
<b>Total</b>	<b>Count</b>	<b>29</b>	<b>6</b>	<b>29</b>	<b>2</b>	<b>85</b>	<b>26</b>	<b>12</b>	<b>189</b>	
	<b>% within Q61. Did you file a complaint (from private sector)?</b>	<b>15.3%</b>	<b>3.2%</b>	<b>15.3%</b>	<b>1.1%</b>	<b>45.0%</b>	<b>13.8%</b>	<b>6.3%</b>	<b>100.0%</b>	
	<b>% within Race, Ethnicity, and Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	
	<b>% of Total</b>	<b>15.3%</b>	<b>3.2%</b>	<b>15.3%</b>	<b>1.1%</b>	<b>45.0%</b>	<b>13.8%</b>	<b>6.3%</b>	<b>100.0%</b>	

\* Export Output.

OUTPUT EXPORT

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'Results\Output\4911-Denver-SOV Results CrossTabs RaceEthnicGender Firms\_122812 535pm.xlsx'

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## APPENDIX J

### PERSONAL INTERVIEW GUIDE – CONCESSIONS (ACDBES)

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## APPENDIX J: PERSONAL INTERVIEW GUIDE - CONCESSIONS

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**CITY AND COUNTY OF DENVER DISPARITY STUDY  
PERSONAL INTERVIEW GUIDE  
FOR ACDBE FIRMS  
DENVER INTERNATIONAL AIRPORT**

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Interviewer: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

Place: \_\_\_\_\_

Interviewee Name: \_\_\_\_\_

Interviewee Title: \_\_\_\_\_

Name of Company: \_\_\_\_\_

**CONFIDENTIALITY STATEMENT**

*Please read the following to interviewee.*

**This interview is on behalf of the Denver International Airport (DIA). This interview is part of a comprehensive study of DIA's procurement of services and products with concessionaires. DIA is committed to improving business with all their vendors and prospective vendors. The questions we ask and your responses on your firm and industry are designed to provide us with information that can be used to improve business relationships with all vendors/potential vendors including businesses owned by individuals, as well as, small, minority, women, disadvantaged, and non-minority businesses.**

**Responses to this questionnaire 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 will be turned over to the court.**

First, I will ask you some questions about your business.

Then I will ask you about characteristics of the company's ownership.

Finally, I will ask about your experiences doing business with DIA.

At the end of this interview, you will be asked to sign an affidavit stating that the information you provide is true and accurate and that you gave this information freely.

**BEGIN QUESTIONS**

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

*(Interviewer: allow respondent to tell you what they do within the category.)*

READ LIST

- 1. **Retail** – Specify: \_\_\_\_\_
- 2. **Food & Beverage** – Specify: \_\_\_\_\_
- 3. **General/Personal Services**–  
Specify: \_\_\_\_\_
- 4. **Duty Free** – Specify: \_\_\_\_\_
- 5. **News/Gifts** – Specify: \_\_\_\_\_
- 6. **Advertising** – Specify: \_\_\_\_\_
- 7. **Transportation** – Specify: \_\_\_\_\_
- 8. **Other** - Specify: \_\_\_\_\_

**Q2.** In what year was your business established or purchased by the most recent owner? \_\_\_\_\_.

**Q3.** Excluding yourself, (if owner), 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

**Q4.** Is **more than 50%** of your company owned and controlled by a woman or women?

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

**Q5.** Is **more than 50%** of the company owned and controlled by one of the following racial or ethnic groups?

***NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY***

READ LIST

- White/Caucasian                             1
- African American                            2
- Asian or Pacific Islander                   3
- Hispanic American                           4
- Native American/Alaskan Native        5
- No Response/Don’t Know                   6
- Other    7 Specify: \_\_\_\_\_

**Q6.** What is company’s primary owner(s) highest level of education?

- Some high school 1
- High school graduate 2
- Trade or technical education 3
- Some college 4
- College degree 5
- Post graduate degree 6
- No response/Don’t know 7

**Q7.** How many years of experience does the primary owner of your firm have in your company’s current line of business?

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

**Q8.** Is your company in the same line of business as when the business was established?

- Yes 1
- No 2
- Don’t Know 3

**Q8a.** If not, Explain: \_\_\_\_\_

**Q9.** How many years of airport experience does the primary owner of your firm have?

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

**Q10.** Is your company a certified business in the Denver Unified Certification Program or any other agency’s certification program?

- Yes 1
- No 2 **Skip to Q12**
- Don’t Know 3 **Skip to Q12**

**Q11.** What is your certification?

- \_\_1. MBE    \_\_2. SBE    \_\_3. WBE    \_\_4. DBE    \_\_5. ACDBE    \_\_6. Other

**Q11a.** If certified with another agency, who?

\_\_\_\_\_

**Q12.** Are you a concessionaire at any airport other than the Denver International Airport?

- Yes 1  
 No 2 **Skip to Q13**  
 Don't Know 3 **Skip to Q13**

**Q12a** If yes, please specify which airports:

---

**Q12b** What type of concessionaire are you at other airports (line of business)?

---

**Q13.** Between 2006 and 2009 have you attempted to locate your business in a:

- Strip mall 1  
 Major mall 2  
 Other airport 3  
 Other commercial location 4 (specify: \_\_\_\_\_)  
 Not Applicable 5 (**Skip to Q15**)

**Q14.** Between 2006 and 2009 has your company been rejected in its application for any of these locations?

- Yes 1  
 No 2  
 Don't Know 3

**Q15.** Which of the following categories best approximates your company's gross revenues for calendar year 2009?  
 \$ \_\_\_\_\_

*[If respondent does not provide an answer, read following ranges for respondent to select one.]*

**READ LIST**

- 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

**Q16.** Between 2005 and 2009 has your company applied for a commercial bank loan?

**[REQUIRE ANSWER]**

- Yes 1  
 No 2 **Skip to Q19**  
 Don't Know 3 **Skip to Q19**

**Q17.** Were you approved or denied for a commercial (business) bank loan

Approved            1 **Skip to Q19**  
 Denied              2  
 Don't know        3 **Skip to Q19**

**Q18.** Which of the following do you think was the reason for your being denied a loan?

\_\_\_1. Insufficient Documentation                      \_\_\_4. Insufficient Business History  
 \_\_\_2. Confusion about the Process                    \_\_\_5. Race or Ethnicity of Owner  
 \_\_\_3. Gender of Owner                                    \_\_\_6. Don't know

**Q19.** Was the capital utilized to form your company from Personal Savings and/or Lines of Credit?

Yes                  1  
 No                    2  
 Don't Know        3

**Q20.** Was the capital utilized to form your company from Gifts and/or Loans from Family and/or Friends?

Yes                  1  
 No                    2  
 Don't Know        3

**Q21.** Was the capital utilized to form your company from Equity in owner's residence?

Yes                  1  
 No                    2  
 Don't Know        3

**Q22.** Was the capital utilized to form your company from Small Business Administration or Traditional Bank Loans?

Yes                  1  
 No                    2  
 Don't Know        3

**Q23.** Was the capital utilized to form your company from some other source?

**[REQUIRE ANSWER]**

Yes                  1  
 No                    2  
 Don't Know        3



**For the following questions, please indicate whether you ‘Strongly Agree, Agree, Neither Agree nor Disagree, Disagree’ or ‘Strongly Disagree’.**

**Q24.** There is an informal network of prime and subs contractors/concessionaires in the public and private sectors.

Strongly Agree	1
Somewhat Agree	2
Neither Agree nor Disagree	3
Somewhat Disagree	4
Strongly Disagree	5

**[If the answer is not Strongly Agree or Agree, Skip to Q27]**

**Q24a** If you Strongly agree/Agree, what informal networks are you aware of?

---

**Q25.** Exclusion from this network has kept my company from bidding or has interfered with our ability to contract in the public or private sector.

Strongly Agree	1
Somewhat Agree	2
Neither Agree Nor Disagree	3
Somewhat Disagree	4
Strongly Disagree	5

**Q26.** Although exclusion from this informal network adversely affects a majority of small businesses, the adverse impact is probably felt the greatest among minority, women and disadvantaged -owned businesses.

Strongly Agree	1
Somewhat Agree	2
Neither Agree Nor Disagree	3
Somewhat Disagree	4
Strongly Disagree	5

**Q27.** Double standards in qualifications and performance make it more difficult for minority and women-owned businesses to win concessions and contracts.

Strongly Agree	1
Somewhat Agree	2
Neither Agree Nor Disagree	3
Somewhat Disagree	4
Strongly Disagree	5

**Q28.** Sometimes a master or prime concessionaire will include a minority, woman, or disadvantaged concessionaire on a proposal to meet the “good faith effort” requirement, and then drop that company as an ACDBE after winning the award.

Strongly Agree	1
Somewhat Agree	2
Neither Agree Nor Disagree	3
Somewhat Disagree	4
Strongly Disagree	5

**Q29.** Some non-minority prime/master concessionaires change their proposal procedures or minimum requirements when they are not required to hire minority and women-owned businesses.

Strongly Agree	1
Somewhat Agree	2
Neither Agree Nor Disagree	3
Somewhat Disagree	4
Strongly Disagree	5

**Q30.** Do you feel that there is favoritism or disparate treatment in the DBE or ACDBE certification process?

Yes	1
No	2
Don't Know	9

**Q31.** Have you experienced discriminatory behavior from the Denver International Airport?

Yes	1
No	2
Don't Know	9

**[If the answer is not YES, skip to Q36]**

**Q32.** How was the discrimination expressed to you: (READ LIST)

Verbal Comment	1
Written Statement	2
Action taken against company	3
Other	4 (specify) _____

**Q33.** Do you feel that the discrimination was due to: (READ LIST)

Owner's race or ethnicity	1
Owner's gender	2
Owner's disability	3
Time in business	4
Other	5 (specify): _____
Don't know	9

**Q34.** When did discrimination occur: (READ LIST)

During bidding process	1
After contract awarded	2
Other	3 (specify): _____
Don't know	9

**Q35.** What action did you take?

Filed a complaint	1
No action taken	2
Don't know	9

**Q35a.** If a complaint was filed, may we ask where? \_\_\_\_\_

**Q36.** Have you experienced discriminatory behavior from the private sector between 2006 and 2009?

Yes	1
No	2
Don't Know	3

**[If the answer is not YES, skip to Q41]**

**Q37.** If yes, how was the discrimination expressed to you: (READ LIST)

Verbal Comment	1
Written Statement	2
Action taken against company	3
Other	4 (specify) _____

**Q38.** Do you feel that the discrimination was due to: (READ LIST)

Owner's race or ethnicity	1
Owner's gender	2
Owner's disability	3
Time in business	4
Other	5 (specify): _____
Don't know	6

**Q39.** When did discrimination occur: (READ LIST)

During bidding process	1
After contract awarded	2
Other	3 (specify): _____
Don't know	9

**Q40.** What action did you take?

Filed a complaint 1  
 No action taken 2  
 Don't know 9

**Q40a.** If a complaint was filed, may we ask where? \_\_\_\_\_

**Q41.** Between 2006 and 2009, has your company applied, been approved, or denied for any of the following items?

		Applied		Approved or Denied			Denial Category					
		Yes <sup>1</sup>	No <sup>2</sup>	Approved <sup>1</sup>	Denied <sup>2</sup>	N/A <sup>9</sup>	ID	IBH	C	RE	G	O
a.	Business start-up loan?	___	___	___	___	___	___	___	___	___	___	___
b.	Operating capital loan?	___	___	___	___	___	___	___	___	___	___	___
c.	Performance bond?	___	___	___	___	___	___	___	___	___	___	___
d.	Bid bond?	___	___	___	___	___	___	___	___	___	___	___
e.	Equipment loan?	___	___	___	___	___	___	___	___	___	___	___
f.	Commercial liability insurance?	___	___	___	___	___	___	___	___	___	___	___
g.	Professional liability insurance?	___	___	___	___	___	___	___	___	___	___	___

Denial Category
(ID)- Insufficient Documentation
(IBH)- Insufficient Business History
(C)- Confusion about Process
(RE)- Race or Ethnic Origin
(G)- Gender of Owner
(O)- Other, please specify

**Q42.** Are there any factors (such as insurance, prequalification, bonding requirements) that have interfered with your ability to bid or provide a quote on DIA projects?

Yes                1  
 No                 2  
 Don't Know     9

**Q42a.** If yes, please provide as much detail as possible.

---

**Q43.** Does the DIA have any practices or procedures that have prevented you from bidding or receiving any contracts?

Yes                1  
 No                 2  
 Don't Know     9

**Q43a.** If yes, please provide as much detail as possible.

---

**Q44.** Has the DIA made any attempts to encourage you to bid on their procurement?

Yes                1  
 No                 2  
 Don't Know     9

**Q44a.** If so, describe the outreach efforts.

---

**Q44b.** If not, please indicate any outreach efforts you would like to see implemented.

---

**Q45.** Has the Denver International Airport been helpful when you have questions or need information about the procurement process?

Yes                1  
 No                 2  
 Don't Know     9

**Q45a.** If yes, please provide as much detail as possible.

---

**Q45b.** If yes, has the information provided by the DIA been timely and accurate?

---

**Q45c.** If no, please provide as much detail as possible

---

**Q46.** Generally, are the Denver International Airport personnel courteous and responsive when you interact with them?

Yes	1
No	2
Don't Know	9

**Q46a.** If yes, please provide as much detail as possible (provide examples)

---

**Q46b.** If no, please provide as much detail as possible (provide examples)

---

**Q47.** In your opinion, on a scale from 1 to 5, 1 being *Extremely Fair*, do you feel you were evaluated fairly during a contract selection process?

Extremely Unfair	1
Unfair	2
Neutral	3
Fair	4
Extremely Fair	5
Don't know	9

**Q47a.** If yes, please provide as much detail as possible (provide examples)

---

**Q48.** What factors would you say most frequently prevent you from winning DIA contracts? [**Get details.**]

---

**Q49.** What can DIA do to improve the procurement or selection process?

---

**Q50.** Do you think prime concessionaires show any favoritism toward particular sub-concessionaires when it comes to procuring services for DIA?

Yes	1
No	2
Don't Know	9

**Q50a.** If yes, can you explain how they show favoritism?

---

**Q51.** Do you think ACDBE certification has an effect on the ability for your company to compete with other businesses?

Yes	1
No	2
Don't Know	9

**Q51a.** Why or why not?

---

**Q52.** Do you notice any difference in the willingness of prime concessionaires to use small, minority, woman, and disadvantaged businesses in the public or private sector

Yes                    1  
 No                     2 **[Skip to Q53]**  
 Don't Know        9 **[Skip to Q53]**

**Q52a.** Please explain the differences...

---

**Q53.** Do you think primes will use small, minority, or woman businesses if there are no DBE goals?

Yes                    1  
 No                     2  
 Don't Know        9

**Q55a.** Why or why not?

---

**Q54.** What do you feel are the biggest obstacles faced by small, minority, woman, or businesses?

---

Elaborate: \_\_\_\_\_

**Q55.** Do you feel you have experienced discriminatory behavior from other public or private sector organizations?

Yes                    1  
 No                     2  
 Don't Know        9

**Q55a.** If yes, please tell us about your experience ...

---

**The next set of question is designed for nonminority male and businesses. (If respondent is not a white male, skip to Question #62)**

**Q56.** Do you think your company has ever suffered from reverse discrimination? If so, can you provide any details?

Yes                    1  
 No                     2  
 Don't Know        9

**Q56a.** If yes, please tell us about your experience ...

---

**Q57.** Do you think the ability of small, minority, or woman businesses to get certified gives them a competitive advantage? Why or why not?

Yes	1
No	2
Don't Know	9

**Q57a.** Please explain the differences...

---

**Q58.** Are you aware of any practices that prime contractors use to get around having to use small, minority, or woman businesses? .

Yes	1
No	2
Don't Know	9

**Q58a.** If yes, please describe ...

---

**Q59.** Do you notice any differences in the willingness of primes to use small, minority, disadvantaged, or woman businesses in the public and private sector? If so, explain the differences.

Yes	1
No	2
Don't Know	9

**Q59a.** If yes, please explain the differences...

---

**Q60.** What are the biggest obstacles faced by your firm in conducting business with DIA?

---

**Q61.** Do you think small, minority, disadvantaged, or woman businesses face challenges not faced by white males?

Yes	1
No	2
Don't Know	9

**Q61a.** If yes, what do you feel are the challenges

---



**The final question is designed for all to respond.**

**Q62.** Is there anything that we have not covered that you feel will be helpful to this study?      Do you have any  
addition comments that you feel will be helpful to this study?

Yes	1
No	2

**Q62a** If yes, what are your comments

---

This concludes your interview on behalf of the Denver International Airport (DIA). As a reminder, responses to this questionnaire will be held in strict confidence, and will not be distributed to any other firm or person with your firm's identity revealed. If you have any questions about the Disparity Study please contact Vernetta Mitchell at 704-531-4099 or [vmitchel@mgtamer.com](mailto:vmitchel@mgtamer.com).

A F F I D A V I T

---

\_\_\_\_\_

HEREBY ACKNOWLEDGE THAT THE TESTIMONY I GAVE IS TRUE AND AN ACCURATE REFLECTION OF MY PAST EXPERIENCES IN PROCUREMENT AND BUSINESS OPPORTUNITIES WITH THE DENVER INTERNATIONAL AIRPORT AND ITS AGENCIES.

ADDITIONALLY, THIS TESTIMONY WAS GIVEN FREELY AND I HAVE NOT BEEN COERCED OR RECEIVED ANY REMUNERATION FOR MY COMMENTS.

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
DATE

\_\_\_\_\_  
SIGNATURE OF INTERVIEWER AS WITNESS

\_\_\_\_\_  
DATE

## APPENDIX K

### PERSONAL INTERVIEW GUIDE (M/WBES)

---

## APPENDIX K: PERSONAL INTERVIEW GUIDE

### CITY AND COUNTY OF DENVER DISPARITY STUDY PERSONAL INTERVIEW GUIDE

#### BUSINESS PROFILE

1. What is your company's primary line of business? *[Try to get a good feel for what this company does.]*
  1. Construction (general contractor, electrical, sitework, HVAC, drywall, etc.):  
*Specify* \_\_\_\_\_
  2. Architecture & Engineering (includes environmental, structural, land development)  
*Specify* \_\_\_\_\_
  3. Professional Services (consulting, accounting, software development, marketing, legal services, etc.)  
*Specify* \_\_\_\_\_
  4. General Services (landscaping, building maintenance, janitorial, security, training, vehicle maintenance, etc.)  
*Specify* \_\_\_\_\_
  5. Goods (books, office supplies, computers, equipment, vehicles, etc.)  
*Specify* \_\_\_\_\_
  
2. Is **51 percent or more** of your company owned and controlled by a woman or women?
  - Yes 1
  - No 2
  - Don't Know 3
  
3. Which one of the following would you consider to be the race or ethnic origin of the controlling owner or controlling party? *[Get as much detail as possible.]*
  - White/Caucasian 1
  - African American 2
  - Asian or Pacific Islander 3
  - Hispanic American 4
  - Native American/Alaskan Native 5
  - No Response/Don't Know 6
  - Other 7 Specify: \_\_\_\_\_

09/24/2012

4. Are you certified as:

READ CHOICES

- MBE 1
- SBE 2
- WBE 3
- DBE 4
- ACDBE 5
- Other 6 Specify \_\_\_\_\_

5. In what year was your business established or purchased by the most recent owner?

\_\_\_\_\_

6. Does the company or owners maintain any special licensing such as engineering license, abatement, CPA?

- Yes 1
- No 2

6a. If yes, specify.

\_\_\_\_\_

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

- Some high school 1
- High school graduate 2
- Trade or technical education 3
- Some college 4
- College degree 5
- Post graduate degree 6
- No response/Don't know 7

8. How many years of experience in your company's business line do the primary owner have?

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

09/24/2012

9. What were your company's approximate gross revenues for calendar year 2010?

\$ \_\_\_\_\_

*[If respondent does not provide an answer, read following ranges for respondent to select one.]*

- 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

10. What percentage of these gross revenues was earned from City projects, the private sector, and other public government sector projects? (Must total 100%)

City \_\_\_\_\_ Private Sector \_\_\_\_\_ Public Sector \_\_\_\_\_

11. Which of the following categories best approximates your company's largest contract or subcontract awarded between 2005 and 20110?

- 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

09/24/2012

READ: This study is designed to capture information from years January 1, 2005 through December 31, 2010. The next set of questions I will ask refer to those time frames, and concern your company's attempts to do business with the City.

<b>CONDUCTING BUSINESS AS A PRIME CONTRACTOR/SERVICE PROVIDER</b>
---

**12.** Has any City department made attempts to encourage you to respond to a request for proposal or bid solicitation?

- Yes            1  
 No                2

**12a.** If yes, please describe their outreach efforts.

\_\_\_\_\_

**12b.** Please indicate any outreach efforts you would like to see implemented.

\_\_\_\_\_

**13.** Have you submitted proposals or bids with the City as a prime contractor/service provider?

- Yes            1  
 No                2

**13a.** If yes, please tell me how you learned of the bid opportunities.

\_\_\_\_\_

*[If the answer is "No" skip to Question 15 below.]*

**14.** Have you been awarded a contract with the City as a prime contractor/service provider?

- Yes            1  
 No                2

**14a.** If yes, what factors would you say most frequently helped you win City contracts?

\_\_\_\_\_

**15.** To the best of your knowledge, between 2005 and 2010, have you ever submitted a bid or proposal for a contract, were informed that you were the lowest bidder, and then found out that another prime contractor/service provider was actually doing the work?

- Yes            1  
 No                2

**16.** Do you feel the City has ever treated your company unfairly in the bidding or contract selection process?

- Yes            1  
 No                2

**16a.** If yes, please provide as much detail as possible

\_\_\_\_\_

09/24/2012

17. Have any of the following been a barrier to obtaining or successfully completing contracts with the city and county of Denver?

- Insurance
- Contract administration
- Arbitrary inspections
- Unequal Application of Performance Standards
- Prequalification requirements
- Financing
- Slow payment or nonpayment
- Other (Describe nature of issue) \_\_\_\_\_

18. What factors would you say most frequently prevent you from winning City's contracts? Please provide as much detail as possible.

\_\_\_\_\_

18a. How did the City address these issues, if any?

\_\_\_\_\_

19. Have you ever protested a City contract award?

- Yes            1
- No             2

19a. If yes, please provide as much detail as possible.

\_\_\_\_\_

19b. If no, please ask why.

\_\_\_\_\_

20. What do you think would be the effect of your filing a complaint regarding a contract award or protesting a bid/proposal with the City?

\_\_\_\_\_

21. How can the City improve the procurement and selection process?

\_\_\_\_\_

09/24/2012



READ: This study is designed to capture information from fiscal years January 1, 2005 through December 31, 2010. The next set of questions I will ask refer to those time frames, and concern your company's attempts to do business with prime contractors/service providers that are contracts with the City.

**CONDUCTING BUSINESS AS A SUBCONTRACTOR ON CITY PROJECTS**

**22.** Have you ever worked, provided a quote, or attempted to work, as a subcontractor or subconsultant to a prime contractor/service provider on City projects?

- Yes            1
- No                2

*[If respondent answers NO, then skip to Question 24]*

**23.** How many times have you been awarded a subcontract on a City project?

- None                    1
- 1-10 times            2
- 11-25 times           3
- 26-50 times           4
- 51-100 times        5
- Over 100 times       6

**24.** Are there any factors, such as lack of information or financing that prevents your firm from winning subcontracts on City projects?

- Yes            1
- No               2

**24a.** Please provide as much detail as possible

\_\_\_\_\_

**24b.** How did the prime contractor/service provider or the City address these issues?

\_\_\_\_\_

**25.** How have your firm established and maintained relationships with prime contractors/service providers working on City projects?

\_\_\_\_\_

**26.** Have you ever been informed that you were low bidder or awarded a subcontract, and then found out that another subcontractor/subconsultant was performing the work?

- Yes            1
- No               2

**26a.** If yes, explain.

\_\_\_\_\_

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**26b.** Was the other subcontractor a nonminority male- or nonminority woman-owned firm?

- Yes      1  
 No        2

**26c.** What action did you take?

---

**27.** Has your company ever been treated unfairly in the selection process by a prime contractor/service provider as a subcontractor?

- Yes        1  
 No        2

**27a.** If yes, please provide as much detail as possible.

---

**28.** Do prime contractors/service providers show favoritism toward particular subcontractors/subconsultants when it comes to procuring services and products for a City project?

- Yes        1  
 No        2

*The next sets of questions are designed for firms that are minority, women, or small business enterprises (M/W/D/SBE). If the respondent is not an SBE, MBE, or WBE skip to Question 44.*

<b>Minority, Women, Disadvantaged, Small Business Enterprises (M/W/D/SBE)</b>
---

**29.** Has your status as an M/W/D/SBE facilitated your ability to work on City projects?

- Yes        1  
 No        2

**29a.** If yes, how?

---

**30.** Are you aware of any practices that prime contractors/service providers use to avoid meeting M/W/BE goals on City projects?

- Yes        1  
 No        2

**30a.** Describe.

---

**30b.** Has your firm been impacted by these?

- Yes            1  
 No            2

09/24/2012

**31.** Are you aware of any practices that prime contractors/service providers use to avoid contracting with minority-owned SBEs on City projects?

- Yes            1  
 No                2

**32.** Are you aware of M/WBEs that are fronts for larger firms?

- Yes            1  
 No                2

**32a.** What characteristics do the front companies display?

---

**33.** Has your firm been utilized on City projects as a prime contractor/service provider or subcontractor when there were no M/W/D/SBE goals?

- Yes            1  
 No                2

**33a.** Why or why not?

---

**34.** Have you experienced a situation where a prime contractor/service provider only uses SBEs that are owned by nonminority males or nonminority women?

- Yes            1  
 No                2

**35.** Has your firm been utilized on other public sectors or private sector projects as a prime contractor/service provider or subcontractor when there were no M/W/D/SBE goals?

- Yes            1  
 No                2

**35a.** Why or why not?

---

**36.** What local agencies in the Denver region have purchasing policies and programs that are the most conducive in assisting M/W/D/SBEs in winning contracts?

**36a.** Identify the Agency and describe the practice(s).

---

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**37.** Do you feel there is an informal network of prime contractors/service providers and subcontractors that has excluded your company from doing business in the private sector?

- Yes            1
- No                2

**37a.** If yes, do you feel the informal network has an effect upon the City procurement or contract award?

- Yes            1
- No                2

**38.** In your opinion, what are the biggest obstacles faced by M/W/D/SBEs in securing contracts with the City?

\_\_\_\_\_

**39.** Do you feel your race or sex has been a positive or negative factor in your business relationship with the City?

- Yes            1
- No                2

**39a.** If yes, explain why.

\_\_\_\_\_

**40.** Do you feel your race or sex has been a positive or negative factor in your business relationship with other public sectors or the private sector in the City?

- Yes            1
- No                2

**40a.** If yes, explain why.

\_\_\_\_\_

**41.** In what ways could the City's M/W/D/SBE programs be improved?

\_\_\_\_\_

**42.** Do you think certified M/W/D/SBEs have a competitive advantage in doing business with the City?

- Yes            1
- No                2

**42a.** Why or why not?

\_\_\_\_\_

**43.** Do you think M/W/D/SBEs face challenges not faced by non- M/W/D/SBEs?

- Yes            1
- No                2

**43a.** If so, what? \_\_\_\_\_

09/24/2012

<b>ACCESS TO CAPITAL – ALL FIRMS</b>
--------------------------------------

44. Have you seen or experienced access to capital as being an impediment to securing a City contract?

- Yes            1  
 No                2

44a. If yes, describe how? \_\_\_\_\_  
 \_\_\_\_\_

45. Have you seen or experienced bonding as being an impediment to obtaining a City contract (if applicable)?

- Yes            1  
 No                2

45a. If yes, describe how? \_\_\_\_\_  
 \_\_\_\_\_

<b>FINAL QUESTIONS – ALL FIRMS</b>
------------------------------------

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

- Yes            1  
 No                2

46a. If yes, please explain.

\_\_\_\_\_

09/24/2012

A F F I D A V I T

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\_\_\_\_\_ (interviewee) HEREBY ACKNOWLEDGE  
THAT THE TESTIMONY I GAVE IS TRUE AND AN ACCURATE REFLECTION OF MY PAST  
EXPERIENCES IN PROCUREMENT AND BUSINESS OPPORTUNITIES WITH THE CITY AND COUNT  
OF DENVER AND ITS AGENCIES.

ADDITIONALLY, THIS TESTIMONY WAS GIVEN FREELY AND I HAVE NOT BEEN COERCED  
OR RECEIVED ANY REMUNERATION FOR MY COMMENTS.

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
DATE

\_\_\_\_\_  
SIGNATURE OF INTERVIEWER AS WITNESS

\_\_\_\_\_  
DATE

09/24/2012

**APPENDIX L**

**FOCUS GROUP GUIDE – CONCESSIONS (ACDBES)**

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## APPENDIX L: FOCUS GROUP GUIDE, ACDBE

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### THE DENVER INTERNATIONAL AIRPORT DISPARITY STUDY

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#### ACDBE 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 comprehensive study of the Denver International Airport's procurement of services and products.

My name is \_\_\_\_\_ with MGT of America, Inc. We have been asked to gather opinions from business owners about the business climate with the Denver International Airport (DIA). We are looking to obtain information on your experiences if any, when attempting to do business with DIA.

I thought we might begin with introductions. Why don't you start and we will work around the room (name, what kind of work you do, 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 this questionnaire 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 will be turned over to the court.

#### The Process

The recordings and notes of these focus groups will only be reviewed by Innovative Strategies and MGT staff. We will use the information to summarize the discussions that took place during these focus groups in our final report to DIA. Individual names will not be identified nor will remarks or comments be attributed to a specific individual. Once all of the analyses for the focus groups are completed, the results will be aggregated and will be incorporated with other data from this phase of the study. These findings will be used in reviewing DIA procurement practices and the procurement environment with the Port Authority. 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 retail space, transportation services, architecture, engineering, professional services, operational services, and goods) and the business climate with DIA.
- Individuals and participants will not be identified by name when providing feedback and findings to DIA staff.

**C. Facilitation Logistics**

- **Facilitators:** The facilitator has primary responsibility for working with the group to solicit responses to questions.
- **Facilitation Time:** Approximately 1½ hours.
- **Major Issues** will be recorded by tape recorder (if there are no objections), personal notes, and flipchart pages.
- **Date, Time, and Location:** To be determined
- **Materials Needed:**
  1. Flip Chart or Easel Paper
  2. Focus Group Guide (attached)
  3. List of Participants (sign-in sheet to be provided)
  4. Markers
  5. Audio Recorder

**D. Discussion**

- **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 Port Authority.

**Discussion Questions**

1. Please discuss how you get information about DIA concession opportunities (such as, the city, county, or airport website, govcontracts.com, trade associations, networking/word-of-mouth, etc). Is this information helpful?
2. If you have been awarded a contract with DIA, on a scale from 1 to 5 (*1 being Extremely Negative to 5 being Extremely Positive*), rate your experience in doing business with DIA as a concessionaire. *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*
3. How could DIA improve its procurement process to enable businesses to participate more effectively on DIA contracts?
4. Between 2006 through 2009, what percentage of income was generated through contracts from DIA? Strip Malls? Other Airports? From your own networks?
5. What do you feel most interferes with your ability to do business with DIA (barriers of doing business, such as competing with large firms, licensing, labor agreements, financing, personal net worth, certification, etc.)?
6. On a scale from 1 to 5 (*1 being Extremely Negative to 5 being Extremely Positive*), rate your experience in contracting with other local government agencies and airports, or the private sector. *Be sure that the responses identify their experience (such as the name of the entity, type of project, etc.). Also, be sure that the respondent explains the reason for his/her rating*
7. What policies or practices do you think DIA should adopt to assist a company with doing more business with DIA?
8. Do you feel the opportunities and services provided by DIA through the ACDBE program are helpful? Please explain.
9. What would be some of the consequences to your business if the ACDBE program were terminated? Explain.
10. Please compare your experience in winning contracts with other agencies or in the private sector with winning contracts with DIA through the ACDBE program.
11. What business assistance services provided by DIA have you used? Did you find them helpful? Please explain

## APPENDIX M

### FOCUS GROUP GUIDE (M/WBES)

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## APPENDIX M: FOCUS GROUP GUIDE

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### CITY AND COUNTY OF DENVER DISPARITY STUDY

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#### 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 comprehensive disparity study of the City and County of Denver's procurement of services and products.

My name is \_\_\_\_\_ and I am with MGT of America, Inc. We have been asked to gather opinions from business owners about the business climate in the City and County of Denver's Department of Public Works, Department of General Services, Denver International Airport, other City user departments and agencies (City). We are looking to obtain information on your experiences, if any, when doing business or attempting to do business with the City and its prime contractors/service providers.

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 reviewed by Walter Jones and MGT staff. We will use the information to summarize the discussions that took place during this focus group. Individual names will not be identified nor will remarks or comments be attributed to a specific individual. Once all of the analyses for the focus group are completed, the results will be aggregated and incorporated with other data from this phase of the study. These findings will be used in reviewing the City'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 in the City.
- Individuals and participants will not be identified by name when providing feedback and findings to the City staff.

**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:** TBD
- **Materials Needed:**
  1. Flip Chart or Easel Paper
  2. Focus Group Guide (attached)
  3. List of Participants (sign-in sheet to be provided)
  4. Markers
  5. 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 in the City.

#### E. Discussion Questions

1. Please discuss how you get information about the City's procurement opportunities (such as, City's website, private bid notification websites, networking/word-of-mouth, etc). Is this information helpful?
2. If you have been awarded a contract with the City, on a scale from 1 to 5 (*1 being Extremely Negative to 5 being Extremely Positive*), rate your experience in doing business with the City as a contractor/service provider.
  - *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.*
3. 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/service provider on a City project.
  - *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*
4. What do you feel most interferes with your ability to do business with City (*barriers of doing business, such as prequalification, licensing, financing, bond requirements, etc.*)?
5. What do you feel most interferes with your ability to do business in the private sector (*barriers to doing business, such as licensing, good old boy network, financing, etc*)?
6. Please discuss your understanding of the MBE/WBE/SBE program. Do you feel the opportunities and services provided by the City through this program are helpful? Please explain.
  - How effective is the MBE/WBE/SBE Program in winning contracts?
7. How could the City improve its procurement practices to enable more businesses to participate on City projects?
8. If you have not been awarded a contract with the City or any of it primes, please discuss why you feel you have not.
  - *Be sure to ask if they submit bids or proposal on contracts.*
9. What barriers do you face in winning contracts or subcontracts as an MBE/WBE/SBE with the City (*barriers could be oversaturation, front companies, and primes using the same firms over again*)?

**10.** On a scale from 1 to 5 (*1 being Extremely Negative to 5 being Extremely Positive*), rate your experience in contracting with other local public sectors or the private sector entities.

→ *Be sure that the responses identify their experience (such as the name of the entity, type of project, etc.). Also, be sure that the respondent explains the reason for his/her rating.*

**11.** Please compare your experience in winning private sector contracts with winning contracts on City projects.

**12.** In the past three years, what percentage of income generated through contracts have come from City projects? General Contractors? Service Providers? Other Public Entities? From your own networks?

**13.** What would be some of the consequences to your business if the MBE/WBE/SBE program was terminated? Explain.

**14.** What business assistance services provided by the City have you used? Did you find them helpful? Please explain.

**15.** Within the overall MWBE community, do you feel that there is a preference for any particular groups?

**16.** Do you routinely get solicitations on private sector projects from the same number of contractors that you get on public projects with MWBE goals?"

**17.** Do you receive enough contract opportunities with and/or revenues from companies for whom you have successfully completed work to sustain the meaningful growth and development of your business over an extended period of years?

**18.** Would you like the opportunity to joint venture or partner with large businesses to help build some longer term relationships to help you grow your capacity?"

## APPENDIX N

### FOCUS GROUP SURVEY OF ACDBES (CONCESSIONS)

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## APPENDIX N: FOCUS GROUP SURVEY OF ACDBES

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### FOCUS GROUP SURVEY OF ACDBE FIRMS

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#### DENVER INTERNATIONAL AIRPORT

#### BUSINESS PROFILE

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

**1** Retail –

Specify: \_\_\_\_\_

**2** Food and Beverage –

Specify: \_\_\_\_\_

**3** General/Personal Services –

Specify: \_\_\_\_\_

**4** News/Gifts –

Specify: \_\_\_\_\_

**5** Duty Free –

Specify: \_\_\_\_\_

**6** Advertising –

Specify: \_\_\_\_\_

**7** Transportation –

Specify: \_\_\_\_\_

**8** Professional Services –

Specify: \_\_\_\_\_

**Q2.** In what year was your company established? \_\_\_\_\_.

**Q3.** Excluding yourself, (if owner), how many employees do you have on the payroll, including full-time and part-time staff?

0 - 10     1

11 - 20    2

21 - 30    3

31 - 40    4

41+        5

**Q4.** Is **more than 50%** of your company owned and controlled by a woman or women?

Yes 1  
 No 2  
 Don't Know 3

**Q5.** Is **more than 50%** of the company owned and controlled by one of the following racial or ethnic groups?

White/Caucasian 1  
 African American 2  
 Asian or Pacific Islander 3  
 Hispanic American 4  
 Native American/Alaskan Native 5  
 No Response/Don't Know 6  
 Other 7 Specify: \_\_\_\_\_

**Q6.** Which of the following categories best approximates your company's gross revenues for calendar year 2009?

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 11

**Q7.** How many years airport experience does the primary owner of your firm have?

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

**Q8.** The following list of factor may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining a Denver Airport concession: **Answer all.**

Possible Barriers	Yes	No
a. Prequalification requirements		
b. Concession terms		
c. Financing		
d. Insurance (general liability, professional liability, etc.)		
e. Unnecessary restrictive contract specifications		
f. Slow payment or nonpayment		
g. Competing with large companies		
h. Collusion with competitors		
i. Personal net worth (PNW) standard		
j. Contracts are too large		

**Q9.** Is your company a certified business in the Denver Unified Certification Program or any other agency's certification program?

- Yes 1
- No 2 (Skip to Q11)
- Don't Know 3 (Skip to Q11)

**Q10.** What is your certification?

\_\_\_ MBE \_\_\_ SBE \_\_\_ WBE \_\_\_ DBE \_\_\_ ACDBE \_\_\_ Other

**Q11.** Are you a concessionaire at any airport other than Denver International Airport?

- Yes 1
- No 2 (Skip to Q13)
- Don't Know 3 (Skip to Q13)

**Q12.** Please specify which airport(s) you are a concessionaire, along with the type of concession.

Name of Airport	Type of Concession

**Q13.** Between 2006 and 2009, has your company applied, been approved, or denied for any of the following items?

		Applied		Approved or Denied			Denial Category					
		Yes <sup>1</sup>	No <sup>2</sup>	Approved <sup>1</sup>	Denied <sup>2</sup>	N/A <sup>9</sup>	ID	IBH	C	RE	G	O
a.	Business start-up loan?	___	___	___	___	___	___	___	___	___	___	___
b.	Operating capital loan?	___	___	___	___	___	___	___	___	___	___	___
c.	Performance bond?	___	___	___	___	___	___	___	___	___	___	___
d.	Bid bond?	___	___	___	___	___	___	___	___	___	___	___
e.	Equipment loan?	___	___	___	___	___	___	___	___	___	___	___
f.	Commercial liability insurance?	___	___	___	___	___	___	___	___	___	___	___
g.	Professional liability insurance?	___	___	___	___	___	___	___	___	___	___	___

Denial Category
(ID)- Insufficient Documentation
(IBH)- Insufficient Business History
(C)- Confusion about Process
(RE)- Race or Ethnic Origin
(G)- Gender of Owner
(O)- Other, please specify

**Q14.** Please indicate the extent to which you agree that between 2006 and 2009, your company experienced discrimination from the Denver International Airport due to the race, ethnicity, or gender of the company's owner(s)?

- Strongly Agree 1
- Somewhat Agree 2
- Neither Agree Nor Disagree 3
- Somewhat Disagree 4
- Strongly Disagree 5

**Q15.** Please indicate your level of agreement or disagreement, on a scale of 1 to 5 where 1 represents "Strongly Agree" and 5 represents "Strongly Disagree" with each of the following statements.

Response		Strongly Agree <sub>1</sub>	Agree <sub>2</sub>	Neither <sub>3</sub>	Disagree <sup>4</sup>	Strongly Disagree <sup>5</sup>	DK <sub>9</sub>
a	There is an informal network of prime concessionaires/operators and subconcessionaire in Denver.	—	—	—	—	—	—
b	Double standards in qualification and performance make it more difficult for minority, women, and disadvantaged-owned businesses to win bids or contracts.	—	—	—	—	—	—
c	Sometimes, a prime concessionaire/operator will include a minority, women or disadvantaged subcontractor on a bid to meet the "good faith effort" requirement, and then drop the company as a subconcessionaire after winning the award.	—	—	—	—	—	—
d	In general, minority, women and disadvantaged-owned businesses tend to be viewed by the general public as less competent than non-minority male businesses.	—	—	—	—	—	—
e	Some non-minority (male) prime concessionaire/operators change their bidding procedures when they are not required to hire minority-, women and disadvantaged-owned businesses as subconcessionaires.	—	—	—	—	—	—
f	The time and resources required to respond to a request for proposal process is lengthy and costly.	—	—	—	—	—	—
g	A terminal will hire umbrella businesses that bring in lots of boutique stores. There seems to be very little opportunity for small independent businesses.	—	—	—	—	—	—
h	ACDBE certification helps my business get opportunities to bid on projects.	—	—	—	—	—	—

**May I have 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 O

### FOCUS GROUP SURVEY (M/WBES)

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## APPENDIX O: FOCUS GROUP SURVEY

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### FOCUS GROUP SURVEY CITY AND COUNTY OF DENVER

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#### BUSINESS PROFILE

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

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

*Specify* \_\_\_\_\_

2. Construction-related professional services (architecture, engineering, environmental, structural, land development)

*Specify* \_\_\_\_\_

3. Professional Services (consulting, accounting, software development, marketing, legal services, etc.)

*Specify* \_\_\_\_\_

4. General Services (landscaping, FF&E, building maintenance, vehicle maintenance, janitorial, security, training, etc.)

*Specify* \_\_\_\_\_

5. Goods (books, office supplies, computers, equipment, vehicles, etc.)

*Specify* \_\_\_\_\_

**Q2.** In what year was your business established or purchased by the most recent owner?

\_\_\_\_\_.

**Q3.** Excluding yourself, (if owner), how many employees do you have on the payroll, including full-time and part-time staff?

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

- Q4.** Is **more than 50%** of your company owned and controlled by a woman or women?
- Yes 1
  - No 2
  - Don't Know 3
- Q5.** Is **more than 50%** of the company owned and controlled by one of the following racial or ethnic groups?
- White/Caucasian 1
  - African American 2
  - Asian or Pacific Islander 3
  - Hispanic American 4
  - Native American/Alaskan Native 5
  - No Response/Don't Know 6
  - Other 7 Specify: \_\_\_\_\_
- Q6.** Which of the following categories best approximates your company's gross revenues for calendar year 2010?
- 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.** How many years experience does the primary owner of your firm have?
- 0 – 5 years 1
  - 6 – 10 years 2
  - 11 – 15 years 3
  - 16 – 20 years 4
  - 20 + years 5



**Q8.** The following factors may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining contracts with the city and county of Denver’s Department of Public Works, Department of General Services, other City user departments and agencies: **Answer all that apply.**

Possible Barriers	Yes	No
a. Prequalification requirements		
b. Concession terms		
c. Financing		
d. Insurance (general liability, professional liability, etc.)		
e. Unnecessary restrictive contract specifications		
f. Slow payment or nonpayment		
g. Competing with large companies		
h. Collusion with competitors		
i. Personal net worth (PNW) standard		
j. Contracts are too large		

**Q9.** Is your company a certified business in the Denver Unified Certification Program or any other agency’s certification program?

- Yes 1
- No 2 (Skip to Q11)
- Don’t Know 3 (Skip to Q11)

**Q10.** What is your certification? **Check all that applies.**

- MBE 1
- SBE 2
- WBE 3
- DBE 4
- ACDBE 5
- Other 6 Specify \_\_\_\_\_

**Q11.** Between 2005 and 2010, has your company applied, been approved, or denied for any of the following items?

		Applied		Approved or Denied			Denial Category					
		Yes <sup>1</sup>	No <sup>2</sup>	Approved <sup>1</sup>	Denied <sup>2</sup>	N/A <sup>9</sup>	ID	IBH	C	RE	G	O
a.	Business start-up loan?	___	___	___	___	___	___	___	___	___	___	___
b.	Operating capital loan?	___	___	___	___	___	___	___	___	___	___	___
c.	Performance bond?	___	___	___	___	___	___	___	___	___	___	___
d.	Bid bond?	___	___	___	___	___	___	___	___	___	___	___
e.	Equipment loan?	___	___	___	___	___	___	___	___	___	___	___
f.	Commercial liability insurance?	___	___	___	___	___	___	___	___	___	___	___
g.	Professional liability insurance?	___	___	___	___	___	___	___	___	___	___	___

Denial Category
(ID)- Insufficient Documentation
(IBH)- Insufficient Business History
(C)- Confusion about Process
(RE)- Race or Ethnic Origin
(G)- Gender of Owner
(O)- Other, please specify

**Q12.** Please indicate the extent to which you agree that between 2005 and 2010, your company experienced discrimination from the City and County of Denver departments and agencies due to the race, ethnicity, or gender of the company’s owner(s)?

- Strongly Agree 1
- Somewhat Agree 2
- Neither Agree Nor Disagree 3
- Somewhat Disagree 4
- Strongly Disagree 5

**Q13.** Please indicate your level of agreement or disagreement, on a scale of 1 to 5 where 1 represents “Strongly Agree” and 5 represents “Strongly Disagree” with each of the following statements.

Response		Strongly Agree 1	Agree 2	Neither 3	Disagree <sup>4</sup>	Strongly Disagree <sup>5</sup>	DK* 9
a	There is an informal network of prime contractors/businesses and subcontractors in Denver.	___	___	___	___	___	___
b	Double standards in qualification and performance make it more difficult for minority, women, and disadvantaged-owned businesses to win bids or contracts.	___	___	___	___	___	___
c	Sometimes, prime contractors/businesses will include a minority, women or disadvantaged subcontractor on a bid to meet the “good faith effort” requirement, and then drop the company as a subcontractor after winning the award.	___	___	___	___	___	___
d	In general, minority, women and disadvantaged -owned businesses tend to be viewed by the general public as less competent than non-minority male businesses.	___	___	___	___	___	___
e	Some non-minority (male) prime contractors/businesses change their bidding procedures when they are not required to hire minority-, women and disadvantaged-owned businesses as subcontractor.	___	___	___	___	___	___
f	The time and resources required to respond to a request for proposal process is lengthy and costly.	___	___	___	___	___	___
g	A non-minority (male) business will hire affiliate companies to circumvent outreach and contracting with legitimate minority, women, and disadvantaged-owned businesses as subcontractors.	___	___	___	___	___	___

\* Don't know

**Q14.** Which of the following categories best approximates your company's largest prime contract awarded between January 1, 2005 through December 31, 2010?

- 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

**Q15.** Which of the following categories best approximates your company's largest subcontract awarded between January 1, 2005 through December 31, 2010?

- 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

**Q16.** Are you required to have bonding for the type of work your company bids?

- Yes 1
- No 2

**Q16a.** 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

**Q16b.** 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

**FOR CONSTRUCTION FIRMS ONLY**

**Q17.** Does our firm have an apprenticeship program?

- Yes 1
- No 2
- Don't Know 3
- Not Applicable 4

**Q18.** Which of the following trades does your firm provide apprenticeship training? ***Check all that applies.***

- Electrical 1
- Plumbing 2
- Carpentry 3
- Sheet metal 4
- Pipefitting 5
- Structural Steel/Ironworker 6
- Operating Engineer 7
- Roofer 8
- Construction Craft Laborer 9
- Glazier 10
- Other, Please specify \_\_\_\_\_ (11)

**ALL RESPONDENTS**

**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 P

### STATISTICAL DISPARITY IN SMALL BUSINESS CREDIT MARKETS

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## APPENDIX P: STATISTICAL DISPARITY IN SMALL BUSINESS CREDIT MARKETS

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### P.1 INTRODUCTION

This appendix provides evidence on statistical disparities in the market for small business credit using data from the National Survey of Small Business Finance (NSSBF). The appendix begins with a brief legal discussion of the case law on the use of credit discrimination in the factual predicate for a minority- or women-owned business enterprise (M/WBE) program. The next section provides an overview of the economic literature on discrimination in small business lending. The last section presents the results of the statistical analysis of disparities in loan denials and interest rates by race and gender in the NSSBF data. Results on credit denials in the local survey for the Denver market area are included in the Access to Capital section in Chapter 6.0, Anecdotal Analysis above. This appendix is organized into the following sections:

- ◆ P.2 Lending Discrimination and the Factual Predicate for M/WBE Programs
- ◆ P.3 Review of the Economic Literature
- ◆ P.4 Statistical Analysis
- ◆ P.5 Conclusions

### P.2 LENDING DISCRIMINATION AND THE FACTUAL PREDICATE FOR M/WBE PROGRAMS

There is case law supporting the contention that lending discrimination can serve as part of the factual predicate for a remedial procurement program. Although there has been no discussion of lending discrimination and compelling interest test in the Fourth Circuit in general, or in *H.B. Rowe* in particular, the issue has arisen in other circuits. In *Adarand v. Slater*, the Tenth Circuit took “judicial notice of the obvious causal connection between access to capital and ability to implement public works construction projects.”<sup>1</sup> The Tenth Circuit went on to state, “Lending discrimination alone of course does not justify action in the construction market. However, the persistence of such discrimination supports the assertion that the formation, as well as utilization, of minority-owned construction enterprises has been impeded.”<sup>2</sup> The Tenth Circuit further stated that, “evidence of discriminatory barriers to the formation of businesses by minorities and women and fair competition between M/WBEs and majority-owned construction firms shows a ‘strong link’ between a government’s ‘disbursements of public funds for construction contracts and the channeling of those funds due to private discrimination.’”<sup>3</sup> The district court in *Concrete Works v. Denver IV* cited this language from *Adarand v. Slater* in using the lending discrimination evidence to support the factual predicate for the Denver M/WBE

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<sup>1</sup> *Adarand v. Slater*, 228 F.3d 1147, 1170 (10<sup>th</sup> Cir 2000).

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

<sup>3</sup> *Adarand v. Slater*, 228 F.3d 1147, 1167-68.



program.<sup>4</sup> Similarly, in the Seventh Circuit, the district court in *Northern Contracting v. Illinois* noted:

IDOT also presented evidence that discrimination in the bonding, insurance, and financing markets erected barriers to DBE formation and prosperity. Such discrimination inhibits the ability of DBEs to bid on prime contracts, thus allowing the discrimination to indirectly seep in to the award of prime contracts, which are otherwise awarded on a race- and gender-neutral basis. This indirect discrimination is sufficient to establish a compelling governmental interest in a DBE program.<sup>5</sup>

Evidence from NSSBF was entered into evidence in the *Builders Association* and *Concrete Works* cases. The statistical analysis of NSSBF data was criticized in both cases by the plaintiff's expert for incorrect specifications and covering too broad a region. However, in *Builders Association* after weighing the criticism by the plaintiff's expert the district court concluded:

Out of the welter of statistics and other information, a strong basis in evidence emerged that African-American construction firms in the Chicago area are victims of discrimination in the credit market, that Asian and Hispanic firms probably encounter some discrimination in that market, and that women may possibly encounter some discrimination there.<sup>6</sup>

The district court in *Builders Association* did find a factual predicate for remedial procurement program in lending disparities and other evidence, but the court ruled that the Chicago M/WBE program was not narrowly tailored and had to be revised.

Courts have also permitted anecdotal data on loan denials to supplement the econometric research in this area of lending discrimination. In reviewing a small survey of loans in the Denver area by the Denver Community Reinvestment Alliance, Colorado Capital Initiatives, and the city, the Tenth Circuit concluded that "this very study, among other evidence, strongly support[ed] an initial showing of discrimination in lending."<sup>7</sup> The city also introduced anecdotal evidence of lending discrimination in the Denver construction industry.<sup>8</sup> Similarly, the district court in *Builders Association v. Chicago* noted, "[The court has] not mentioned before evidence of perceptions of minorities and women of discrimination in lending, African-Americans particularly, because perceptions can be faulty. But here the perceptions have a basis in reality."<sup>9</sup>

### P.3 REVIEW OF THE ECONOMIC LITERATURE

Evidence from national databases and surveys does exist on disparity and discrimination in small business lending. The academic literature is not as extensive as the evidence on home mortgage

<sup>4</sup> *Concrete Works v. City and County of Denver*, 321 F.3d 950 (10<sup>th</sup> Cir 2003).

<sup>5</sup> *Northern Contracting v. Illinois*, Mo 00 C 4515 (ND Ill 2005), at 47. See also *Builders Association of Greater Chicago v. City of Chicago*, 298 F.Supp.2d 725 (N.D. Ill. 2003) ("A higher interest rate may make it impossible to submit the lowest bid in this highly competitive industry, or, indeed, to survive"). The issue of credit market barriers was not addressed on appeal to the 7<sup>th</sup> Circuit in the *Northern Contracting* case. *Northern Contracting v. Illinois DOT*, Case No. 05-3981 (7<sup>th</sup> Cir 2007). No evidence of credit market barriers was before the Ninth Circuit in *Western States Paving v. Washington DOT*, 407 F. 3d 983 (9<sup>th</sup> Cir. 2005).

<sup>6</sup> *Id.*

<sup>7</sup> *Adarand v. Slater*, 228 F.3d 1147, 1170.

<sup>8</sup> See *Concrete Works III*, 86 F.Supp.2d at 1072-73.

<sup>9</sup> *Builders Association*, 298 F.Supp.2d 725 (N.D. Ill. 2003).

lending.<sup>10</sup> Most of the research has relied on surveys, data from the Characteristics of Business Owners (CBO), NSSBF, and Community Reinvestment Act (CRA) data. Highlights of this literature are summarized below. Most of the papers have relied on the 1993 and 1998 NSSBF data. There has been little analysis of the 2003 NSSBF data thus far.<sup>11</sup>

### P.3.1 CHARACTERISTICS OF BUSINESS OWNERS DATABASE

In a series of studies using the Characteristics of Business Owners (CBO) data, Timothy Bates studied disparities in loans received by African American firms. In a 1991 study using 1982 CBO data, Bates found that nonminority firms received larger loans on average than African American firms after controlling for firm characteristics.<sup>12</sup> In a 1992 study, Grown and Bates have also found lower rates of loans going to M/WBE construction firms in the CBO data.<sup>13</sup> Consistent with the statement of the district court in *Adarand* cited above, Bates found that firms that start with more capital tend to be more viable and have higher survival rates. Controlling for access to bank lending, but ignoring firm location, survival rates for African American start-ups matched white start-ups.<sup>14</sup> In a 1997 study using the 1987 CBO data, Bates found that banks lend more per dollar of equity to nonminority-owned firms than to similarly-situated African American-owned firms.<sup>15</sup>

### P.3.2 NATIONAL SURVEY OF SMALL BUSINESS FINANCE

#### LOAN DENIALS

The most detailed discussion of discrimination involving small business lending has used the NSSBF. Using the 1988-89 NSSBF, Cavalluzo and Cavalluzo found that African American males were 13 percent less likely to secure loans than nonminority males.<sup>16</sup> Denial rates for African American-owned firms were 35 percent higher than for firms owned by nonminorities, controlling for risk characteristics. However, the sample of minority firms in the 1988-89 NSSBF was small.

In a paper using the 1993 NSSBF data, Blanchflower, Levin, and Zimmerman found that African Americans were more likely to say that credit was a serious problem (31 percent) than nonminorities (13 percent) and African American firms were less likely to apply for a loan because they thought they would be denied.<sup>17</sup> Controlling for creditworthiness, African

<sup>10</sup> See, e.g., Alicia Munnell et al., "Mortgage Lending in Boston: Interpreting the HMDA Data," 86 *American Economic Review* 25 (1996).

<sup>11</sup> One paper using the 2003 NSSBF data is Blaise Roncagli and Chenchu Bathala, "Determinants of the Use of Trade Credit Discounts by Small Firms," paper submitted to Financial Management Association conference, January 2007. See in particular their adjustments of the survey data based on the sample design on pp. 11-14. However, this paper did not address discrimination in lending.

<sup>12</sup> T. Bates, "Commercial Bank Financing of White and Black-Owned Small Business Start-Ups," 31 *Quarterly Review of Economics and Business* 65 (Spring 1991).

<sup>13</sup> C. Grown and T. Bates, "Commercial Bank Lending Practices and the Development of Black-Owned Construction," *Journal of Urban Affairs* (1992).

<sup>14</sup> T. Bates, "Commercial Bank Financing of White- and Black-Owned Small Business Startups".

<sup>15</sup> T. Bates, "Unequal Access: Financial Institution Lending to Black and White-Owned Small Business Start-Ups," 19 *Journal of Urban Affairs* 487 (November 1997).

<sup>16</sup> K. Cavalluzo and L. Cavalluzo, "Market Structure and Discrimination: The Case of Small Business," 30 *Journal of Money, Credit and Banking* 771 (November 1998).

<sup>17</sup> D. Blanchflower, P. Levine and D. Zimmerman, "Discrimination in the Small Business Credit Market" National Bureau of Economic Research working paper 6840 (1998).

American firms were 28 percent more likely to have a loan denied than nonminority firms. The gap between African American and nonminority denial rates for small business loans was three and one half times greater than the gap in home mortgage loans. Controlling for credit, firm size, age, organizational type, education of owner, existence of line of credit, location, and industry still resulted in a 25 percent point difference in loan denial rate. Blanchflower et al. concluded that the “results suggest that even African American owned firms with clean credit histories are at a significant disadvantage in getting their loans approved, holding constant other characteristics.” Blanchflower et al. did find there was smaller difference in loan denial rates between races for trade credit (from suppliers and credit card companies). These results were robust across several different econometric specifications.

In a published paper using the 1993 and 1998 NSSBF data, Blanchflower, Levine, and Zimmerman found raw loan denial rates of 27 percent for firms owned by nonminorities and 66 percent for firms owned by African Americans. They also found that African American-owned businesses were about twice as likely to be denied loans after controlling for creditworthiness and other factors.<sup>18</sup> The 1998 NSSBF includes Dunn and Bradstreet credit ratings as well as housing and non-housing personal net worth data—both pieces of data that were not available in the 1989 and 1993 NSSBF.

Cavalluzzo and Wolken found substantial unexplained differences in loan denial rates between minority- and nonminority-owned firms after controlling for credit characteristics and personal wealth variables.<sup>19</sup> While greater personal wealth was associated with a lower probability of loan denial, large differences in denial rates across demographic groups remained after controlling for personal wealth. They also found that African American denial rates were positively associated with lender market concentration.

## LOAN APPLICATIONS

There are mixed results on applicant behavior. In 2002, based on a 1998 survey, Coleman found that African American- and Hispanic American-owned firms were significantly more likely to avoid applying for loans because they believed they would be denied.<sup>20</sup> Prior to this, Cohn and Coleman, relying on the 1993 NSSBF, found that African American-owned firms were no less likely than nonminority-owned firms to apply for a loan.<sup>21</sup> In their study of 1993 and 1998 NSSBF data, Blanchflower, Levine, and Zimmerman found African American-owned firms were less likely to apply for credit than firms owned by nonminorities.<sup>22</sup>

Mitchell and Pearce estimated a model of denials jointly with a model of loan applications.<sup>23</sup> They separated out banks from non-banks (finance companies, government agencies, factoring companies) and also separated out relationship loans (line of credit loans) from transaction

<sup>18</sup> D. Blanchflower, P. Levine, and D. Zimmerman, “Discrimination in the Small-Business Credit Market,” *Review of Economics and Statistics* (November 2003): 930-943.

<sup>19</sup> Ken Cavalluzzo and John Wolken, “Small Business Loan Turndowns, Personal Wealth, and Discrimination” *The Journal of Business*, volume 78 (2005), pages 2153–2178.

<sup>20</sup> S. Coleman, “The Borrowing Experience of Black and Hispanic-Owned Small Firms: Evidence from the 1998 Survey of Small Business Finances,” 8 *The Academy of Entrepreneurship Journal* 1 (2002).

<sup>21</sup> R. Cohn and S. Coleman, “Borrowing Behavior of Small Black-Owned Firms,” 6 *The Journal of Applied Management and Entrepreneurship* 68 (2001).

<sup>22</sup> D. Blanchflower, P. Levine, and D. Zimmerman, “Discrimination in the Small-Business Credit Market,” *Review of Economics and Statistics* 930 (November 2003).

<sup>23</sup> K. Mitchell and D. Pearce, “The Availability of Financing to Small Firms Using the Survey of Small Business Finances,” Report for the Office of Advocacy, U.S. Small Business Administration (May 2005).

loans that require collateral and have less soft information. They found that Hispanic Americans and African Americans were less preferred borrowers for all outstanding loans and all transaction loans. They did not find this to be the case for women- or Asian American-owned firms. They found loan denial probabilities significantly higher for African American owners than otherwise identified nonminority males.

Mitchell and Pearce found minorities were more likely to have transaction loans from non-banks and less likely to have bank loans of any kind. They found greater loan denial probabilities for African Americans and Hispanic Americans for transaction loans from banks and non-banks. They state that “while virtually all past research has likewise found evidence consistent with discriminatory lending practices against African American and Hispanic American firms, our contribution is to hint that discrimination may be specific to particular segments of the loan market rather than a general problem,”<sup>24</sup> they did not find evidence that lenders require less preferred borrowers to exhibit superior owner or firm characteristics. Theoretically, transaction loans should be more objective than relationship loans.

## INTEREST RATES

In their 2003 paper mentioned above, Blanchflower et al. found differences in the interest rate charged to African American borrowers. Controlling for creditworthiness, African American borrowers were charged an average of one percentage point higher interest. Even African American firms with good credit were charged higher interest rates.<sup>25</sup>

## PATTERNS OF FINANCING

The Small Business Administration’s (SBA) Office of Advocacy studied patterns of lending in the 1998 NSSBF. The SBA found that M/WBEs were also found to have a different pattern of financing as compared with all small businesses in general. The SBA could not determine whether or not the different sources of financing were due to the reduced availability of certain types of credit to M/WBEs.<sup>26</sup> Using the 1998 NSSBF, Robb and Fairlie found that African American businesses were more likely than businesses owned by nonminorities to rely on credit cards for business financing.<sup>27</sup>

## REGIONAL ANALYSIS

Regional analysis from the NSSBF has been conducted for other local agencies using a methodology similar to Cavalluzzo and Blanchflower et al. A study of the NSSBF data for the NSSBF South Atlantic region found that even after controlling for creditworthiness, African American firms were 28 percent more likely than nonminority-owned firms to have their loan request denied.<sup>28</sup> The study found that African Americans were more likely to use credit cards, but the difference was not statistically significant and there were no racial differences in credit card balances. The study also found that African American-owned firms with good credit history

<sup>24</sup> K. Mitchell and D. Pearce (2005), at 46.

<sup>25</sup> D. Blanchflower et al (November 2003).

<sup>26</sup> Office of Advocacy, U.S. Small Business Administration, “Financing Patterns of Small Firms: Findings from the 1998 Survey of Small Business Finance.” Office of Advocacy. Washington, D.C., 2003.

<sup>27</sup> A. Robb and R. Fairlie, “Tracing Access to Financial Capital Among African Americans From the Entrepreneurial Venture to Established Business,” working paper, University of California, Santa Cruz, June 2006.

<sup>28</sup> NERA, “Utilization of Minority Business Enterprises by the State of Maryland” (2001), chapter 4.

were charged a percentage point more in interest rates on small business loans. The study also found that African American and Hispanic American firms were much more likely to have a loan application denied in a survey of minority business loan applicants in the state of Maryland. The 2007 disparity study conducted for the California Department of Transportation found that the national results mentioned above also held true for the Pacific division once regional interaction terms were added to the analysis.<sup>29</sup>

### P.3.3 2003 NSSBF DATA

To date, there has been less analysis of credit market discrimination using the 2003 NSSBF than for previous releases of the NSSBF. This is in part due to the small sample size of minorities in the 2003 NSSBF data. Two existing studies found similar results to those reported later in this appendix. A study conducted for the city of Austin, Texas, found that African American-owned firms in the West South Central Division had loan denial rates 41.4 percent higher than nonminority males after controlling for creditworthiness and other factors. Other demographic groups generally did not have statistically significant differences in loan denial rates.<sup>30</sup> A recent doctoral dissertation using the 2003 NSSBF also found that Hispanic Americans and Asian Americans had similar loan denial rates to whites, controlling for creditworthiness and other factors; similarly situated African Americans still had higher loan denial rates.<sup>31</sup>

### P.3.4 COMMUNITY REINVESTMENT ACT DATA

There have been similar findings in local case studies of lending discrimination relying on CRA and Home Mortgage Disclosure Act (HMDA) data. There have been other studies of disparities in small business lending by racial makeup of neighborhood. The *Greater Philadelphia Capital Access Report* found that only 1 percent of small business loan dollars went to neighborhoods that were 80 percent African American.<sup>32</sup> Race remained a significant variable after controlling for other neighborhood characteristics, including income and industry mix.

Daniel Immergluck has conducted a series of studies of small business lending by race of neighborhood using CRA data. In a study of the Chicago metropolitan area, Immergluck found that minority areas receive fewer small business loans after controlling for firm density, firm size, and industrial mix.<sup>33</sup> Immergluck used similar data on 1998 small business lending patterns in the Philadelphia area and found that after controlling for income, firm and residential population, industry, firm size, and credit history, African American tracts received far fewer loans than nonminority tracts.<sup>34</sup> Going from an all-nonminority neighborhood to an otherwise equivalent, adjacent all-African American tract resulted in an estimated decline of 6.8 loans based on a sample size of 176 firms. Similarly, Canner also found that minority tracts, after

<sup>29</sup> BBC, *DBE Program Availability and Disparity Study Report*, 2007, Appendix H.

<sup>30</sup> See NERA, *Race, Sex, and Business Enterprise: Evidence from the City of Austin* (2008), Table 6.26.

<sup>31</sup> Min, K., *An Empirical Investigation of Lending to Small Business*, doctoral dissertation, North Carolina State University (2008), at 161.

<sup>32</sup> E. Quigley, *Greater Philadelphia Capital Access Report*, Policy Paper No. 2000-01 (January 2000).

<sup>33</sup> D. Immergluck, "Intrametropolitan Patterns of Small Business Lending: What Do the New CRA Data Reveal?" 34 *Urban Affairs Review* 787 (1999). See also D. Immergluck, "How Changes In Small Business Lending Affect Firms In Low- And Moderate-Income Neighborhoods," *Journal of Developmental Entrepreneurship* (Aug 2003).

<sup>34</sup> D. Immergluck, "Redlining Redux: Black Neighborhoods, Black-owned Firms, and the Regulatory Cold Shoulder," 38 *Urban Affairs Review* 22 (2002).

controlling for income, firm and residential population, industry, and regional location, receive fewer small business loans than nonminority tracts.<sup>35</sup>

Bostic and Lampani added economic characteristics of a firm owner's locale and geographic information, such as race of the neighborhood, to the NSSBF data and also found that neighborhood race can affect small business loan denial rates and that African Americans still faced significant disparities.<sup>36</sup> In their study, the disparity in denial rates in nonminority and minority neighborhoods actually increased after the neighborhood income was included in their statistical analysis.

As one recent review of the literature concluded, "Although it is difficult to prove without doubt that lending discrimination exists, the evidence from the literature is consistent with the existence of continuing lending discrimination against black owned firms. Black firms are more likely to be denied loans and pay higher interest rates and are less likely to borrow from banks for startup or continuing capital."<sup>37</sup>

## P.4 STATISTICAL ANALYSIS

### P.4.1 2003 SURVEY OF SMALL BUSINESS FINANCES DATA

Several observations should be made about the 2003 Survey of Small Business Finances data (SSBF) (formerly the NSSBF). First, the SSBF collects financial information from businesses with fewer than 500 employees. There are 4,240 firms in the sample. Most significantly, the 2003 SSBF did not oversample minority firms. In particular, the share of Hispanic American-owned firms in the sample fell from 7 percent to less than 4 percent from 1998 to 2003 and African American-owned firms in the sample fell from 8 percent to 4 percent over the same time period. These smaller counts of M/WBE firms limited the ability to conduct analyses at the metropolitan or regional level.

### P.4.2 SELECTED MEANS BY RACE, ETHNICITY, AND GENDER CHARACTERISTICS OF LOAN APPLICANTS

For the national data, **Exhibit P-1** indicates that African American-owned small businesses were much more likely on average to be denied credit than Hispanic American-owned small businesses and that women-owned businesses were also more likely to be denied credit than nonminority male-owned businesses—78.5 percent versus 18.7 percent in the first case, and 28.6 percent versus 18.7 percent in the latter. The composition of the type of loans applied for by African American firms were very different. African American businesses were much less likely to apply for new lines of credit (LOC) when compared to nonminority male-owned businesses, but Asian American-owned businesses were much more likely to apply for a new line of credit—3.5 percent for African American-owned businesses and 42.4 percent for Asian American-owned businesses, compared to 25.4 percent for nonminority male-owned

<sup>35</sup> G. Canner, "Evaluation of CRA Data on Small Business Lending. Business Access to Capital and Credit," Federal Reserve System Research Conference Proceeding (March 1999), at 53-84.

<sup>36</sup> R. Bostic and P. Lampani, "Race, Geography, Risk and Market Structure: Examining Discrimination in Small Business Finance," *Business Access to Capital and Credit*, Federal Reserve System Research Conference Proceeding 149 (March 1999).

<sup>37</sup> R. Fairlie and A. Robb, *Race and Entrepreneurial Success* (2008), at 114.

businesses. Importantly, African American-owned businesses were less likely to apply for business-related mortgages than nonminority male-owned businesses, and Asian American-owned businesses were a little more likely to apply. The typical size of the loan applied for and denied to African American- and Hispanic American-owned businesses were smaller than for nonminority male-owned businesses.

### P.4.3 OTHER FIRM CHARACTERISTICS

Asian American-owned businesses were, on average, substantially larger than nonminority male-owned businesses; whereas women-owned businesses were typically much smaller than nonminority male-owned firms. Average dollar sales for nonminority male-owned firms were more than double on average than African American-owned firms and women-owned firms, but less than the average sales of those for Asian American-owned firms. However, African American-owned businesses were estimated to be more profitable than any ethnic or gender group in the sample.

Women-owned and African American-owned businesses were estimated to have fewer employees than nonminority male-owned firms and Asian American-owned businesses.

Owners of Asian American-owned firms and nonminority male-owned firms were more likely to have a college or post-graduate degree than owners of African American- and Hispanic American-owned businesses. Owners of African American-owned and Hispanic American-owned firms tended to have fewer years of experience.



**EXHIBIT P-1**  
**SELECTED SAMPLE MEANS OF LOAN APPLICANTS**  
**SURVEY OF SMALL BUSINESS FINANCE 2003**

	All	Nonminority	Nonminority Male	Nonminority Women	African American	Hispanic American	Asian American	Women
% Of Firms Denied in the Last Three Years	22.3	19	18.7	19.5	78.5	28.6	31.5	24.4
Interest rate on approved loans (%)	6.47	6.31	6.25	6.45	11.1	8.07	5.76	6.44
Sample Size	1,085	951	719	234	36	38	38	275
<b>Credit History of Firms/Owners</b>								
% Owners with Judgments Against Them	2.2	1.9	2.1	1.6	7.4	4.1	1.7	2
% Firms with Judgments Against Them	2.5	2.5	2.5	2.6	3.6	0.7	0.9	2.6
% Firms Delinquent Business Obligations	15.7	15.5	15.8	14.9	20	18.5	1	15.6
% Owners Delinquent on Personal Obligations	12.1	10.8	10.8	10.8	38.4	20	5.2	13.1
% Owners Declared Bankruptcy in Past 7yrs.	2.4	2.2	1.8	2.8	8.2	2.9	1	3.3
% Firms Declared Bankruptcy in Past 7yrs.	0.9	0.9	0.7	1.4	2.2	0	0.3	1.4
Sample Size	4,240	3,711	2,613	1,102	125	170	172	1,260
<b>Other Firm Characteristics</b>								
% Women-Owned	35.1	34.9	0	100	43.4	37.6	33.3	100
% African American-Owned	3.9	0	0	0	100	3.2	0	4.9
% Hispanic American-Owned	4.8	0	0	0	3.9	100	1.6	5.1
% Asian American-Owned	4.5	0	0	0	0	1.5	100	4.3
Sales (in 1,000s of 2003 \$)	1,072	1,061	1,342	537	517	773	1,612	530
Profits (in 1,000s of 2003 \$)	176	178	220	98	271	132	192	98
Assets (in 1,000s of 2003 \$)	553	557	691	307	207	337	524	301
Liabilities (in 1,000s of 2003 \$)	315	322	404	168	76	183	320	160
Owner's Years of Experience	19	20	21	17	15	16	17	17
Owner's Share of Business (percent)	82	81	85	75	85	81	80	75
Less Than High School <sup>1</sup>	1.7	1.5	1.5	1.4	2.9	4.9	1.7	1.8
High School Degree	19.2	19.9	20.4	18.8	21.4	18.2	8.8	18.1
Some College but No Degree	16.2	15.8	14.1	18.9	21.7	23.7	9.6	18.9
Associates Degree	9.1	9.1	8.1	11.1	9.8	9.2	8	11.6
Occupational/Academic								
Trade School Vocational Program	6.9	7.3	5.8	9.9	3.6	8	0.1	9.1
College Degree	26.2	26.5	28.6	22.5	23.9	19.1	34.3	22.7
Post Graduate Degree	20.3	20	21.4	17.2	16.6	16.9	36.9	17.7
Sole Proprietorship	44.5	44.4	42.5	47.9	59.2	46	32.3	47.8
Partnership	8.7	8.8	7.7	10.8	13.2	8.4	6.6	10.8
S Corporation	31	31.9	32.9	30	11.3	28.6	35.7	29.2
C Corporation	15.7	15	17	11.2	16.3	17	25.4	12.2
Total Number of Workers	8.58	8.52	9.68	6.35	5.54	7.8	8.83	6.29
Firm Age, in Years	14.3	14.8	15.5	13.4	11.7	11.2	10.8	13
% New Firms (less than 5 yrs old)	20.6	18.6	17.5	20.5	32.3	39.2	26.6	22.1
% Firms Located in MSA	79.4	77.6	78.6	75.9	93.7	90.3	89.3	78.3
Sample Size	4,240	3,711	2,613	1,102	125	170	172	1,260



EXHIBIT P-1 (CONT.)  
SELECTED SAMPLE MEANS OF LOAN APPLICANTS  
SURVEY OF SMALL BUSINESS FINANCE 2003

	All	Nonminority	Nonminority Male	Nonminority Women	African American	Hispanic American	Asian American	Women
<b>Characteristics of Loan Application</b>								
MRL Amount Applied (in 1,000s of 2003 \$)	226	216	250	133	78	92	233	129
MRL Amount Denied (in 1,000s of 2003 \$)	118	121	124	115	122	76	51	97
New Line of Credit	24.7	24.3	25.4	21.8	3.5	35.2	42.4	22.1
Capital Lease	2	2.3	2.4	1.9	0.4	0	0	1.6
Mortgage for Business Purpose	14.8	15.5	15.1	16.3	2.9	3.7	20.1	15.4
Vehicle Loan for Business Purpose	17.7	19	20.1	16.3	16.6	8.9	0	14.5
Equipment Loan	13.7	15	13.1	19.6	4.4	6.9	0.2	18.3
Other Loan	11.4	11	11.4	10	10.5	19.4	11.8	9.2
Sample Size	1,085	951	719	234	36	38	38	275

Source: Survey of Small Business Finance.

#### P.4.4 ESTIMATED PROBIT MODEL OF LOAN DENIAL PROBABILITY

Because of the small number of observations in the Western Division, the model was tested on national data.<sup>38</sup> Divisional interaction terms were then used to for the results in the Western Division.<sup>39</sup>

In the simple model, where only the demographic variable is specified, nonminority women and African American ownership are statistically significant at the 5 percent-level of significance (**Exhibit P-3**). Women (regardless of ethnicity or race), Asian American, and Hispanic American ownership variables are statistically insignificant at that level.

In the full model (**Exhibit P-2**), the statistical relationship between the probability of denial and the demographic variable is not as strong. However, in the cases of nonminority males, nonminority women, and African American ownership, the demographic variables still remain statistically significant at the 5 percent-level of significance, with the others remaining statistically insignificant. Importantly, the only demographic variable with a statistically significant positive relationship with the probability of loan denial is African American ownership.

#### P.4.5 ESTIMATED ORDINARY LEAST SQUARES MODEL OF INTEREST RATES CHARGED

Two models were estimated for interest rates charged on loans approved over the last three years. They are described as restrictive and full, respectively. In the restrictive model, only demographic dummy variables were specified; and in the full model, other attributes and characteristics, along with the demographic variables, were specified. The same set of variables used in the probit model was specified in the Ordinary Least Squares Model of Interest Rates (OLS), and are shown in **Exhibit P-4**.

<sup>38</sup> The Western Region is composed of Montana, Idaho, Wyoming, Colorado, New Mexico, Arizona, Utah, Nevada, Washington, Oregon, California, Alaska, Hawaii .

<sup>39</sup> Please refer to Section I.2 regarding explanation as to why these results are applied and how the results are applicable to the study.

With the exception of the African American ownership variable, the demographic variable is statistically insignificant at the 5 percent level of significance (**Exhibit P-3**). In the African American ownership case, the variable is statistically significant and positive at this level in both the restrictive and full models—indicating that, on average, African American-owned businesses that have had approved loans pay a higher interest rate after holding constant the variables listed in **Exhibit P-2**. The estimated 95 percent confidence interval is 1.5 percent to 7 percent. The implication of this is that African American-owned businesses pay approximately 30 percent to 150 percent (average interest rate charged on approved loan is about 4.5 percent) more in interest than non-African American-owned firms.

EXHIBIT P-2  
FULL-MODEL VARIABLES  
SURVEY OF SMALL BUSINESS FINANCE  
2003

Variable	Variable Definition
cf_educ=6	Weighted education level of owners: college degree
cf_educ=7	Weighted education level of owners: post graduate college degree
u1=1	Within the past three years the firm has declared bankruptcy
u2>1	Within the past three years the firm has had one or more delinquent obligations of 60 or more days.
u3=1	Within the past three years the firm has had judgments rendered against them.
a0_DB_credrk=3 or 4	"Average risk:" Dun and Bradstreet score of 26 to 75 (0 most risky)
a0_DB_credrk<=2	"High risk:" Dun and Bradstreet score of 0 to 25 (0 most risky)
Profit	Firm's income after all expenses and taxes (\$1,000).
a0_urban=1	Firm located in a metropolitan statistical area
r12	Total assets (\$1,000)
s8	Total liabilities (\$1,000)
cf_fage	Age of the firm in years
b3=4, 6 or 8	Firm is incorporated
mrl6=1 or mrl24=1	Most recent requested loan was for a new line of credit
mrl6=2 or mrl24=2	Most recent requested loan was for a capital lease
mrl6=3 or mrl24=3	Most recent requested loan was for a mortgage for business purposes
mrl6=5 or mrl24=5	Most recent requested loan was for equipment

Source: Survey of Small Business Finance.

EXHIBIT P-3  
ESTIMATED PROBIT MODEL OF LOAN DENIAL PROBABILITY  
SURVEY OF SMALL BUSINESS FINANCE 2003

Demographic Group	Restricted		Full Model <sup>2</sup>		Sample Size
	Model <sup>1</sup>	T-Statistic	T-Statistic	T-Statistic	
Nonminority Ownership	<b>-0.993</b>	<b>-27.58</b>	<b>-0.794</b>	<b>-4.3</b>	1085
Women Ownership	0.097	0.76	-0.004	-0.03	1085
Nonminority Women Ownership	<b>-0.973</b>	<b>-4.6</b>	<b>-0.833</b>	<b>-3.76</b>	1085
African American Ownership	<b>1.645</b>	<b>-17.5</b>	<b>1.376</b>	<b>-4.25</b>	1085
Asian Ownership	0.29	-0.99	0.225	-0.86	1085
Hispanic Ownership	0.205	-0.78	0.048	-0.17	1085

Source: Survey of Small Business Finance.

<sup>1</sup> In the restricted model, only the demographic variable is specified.

<sup>2</sup> In the full model, the demographic variables and those listed in [Exhibit J-2](#) are specified

EXHIBIT P-4  
ESTIMATED OLS REGRESSION LOAN INTEREST-RATE MODEL  
SURVEY OF SMALL BUSINESS FINANCE 2003

Demographic Group	Restricted		Full Model <sup>2</sup>		Sample Size
	Model <sup>1</sup>	T-Statistic	T-Statistic	T-Statistic	
Nonminority Ownership	-1.32	-1.34	-1.18	-1.38	963
Women Ownership	-0.05	-0.13	-0.35	-0.9	963
Nonminority Male Ownership	-0.41	-1.04	-0.12	-0.34	963
Nonminority Women Ownership	0.06	-0.16	-0.21	-0.55	963
African American Ownership	<b>4.73</b>	<b>-3.4</b>	<b>4.28</b>	<b>-3.29</b>	963
Asian American Ownership	-0.73	-0.88	-0.6	-0.71	963
Hispanic American Ownership	1.66	-1.63	1.86	-1.83	963

Source: Survey of Small Business Finance.

<sup>1</sup> In the restricted model, only the demographic variable is specified.

<sup>2</sup> In the full model, the demographic variables and those listed in [Exhibit P-2](#) are specified

## P.5 CONCLUSIONS

There is well-established economic literature on discrimination in small business lending. This research has been used as support for M/WBE programs in several circuit court cases. Data from the more recent 2003 SSBF indicates that African American-owned firms continue to suffer from greater loan denials and are charged higher interest rates on business loans after controlling for firm size, creditworthiness, and other important factors in the lending decision.

## APPENDIX Q

U.S. CENSUS DISPARITIES, MEASURES OF PRIVATE SECTOR DISPARITIES

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## APPENDIX Q: U.S. CENSUS, MEASURES OF PRIVATE SECTOR DISPARITIES

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The following presents measures of private sector disparities by North American Industry Classification System (NAICS) codes at the two-digit level and by State of Colorado and Denver-Aurora-Boulder Combined Statistical Area (CSA) marketplaces.

The following NAICS codes were analyzed and thus presented the following section:

- ◆ **NAICS Code 00**, All Sectors
- ◆ **NAICS Code 23**, Construction
- ◆ **NAICS Code 42**, Wholesale Trade
- ◆ **NAICS Code 44-45**, Retail Trade
- ◆ **NAICS Code 54**, Professional, Scientific, and Technical Services
- ◆ **NAICS Code 56**, Administrative and Support and Waste Management and Remediation Services
- ◆ **NAICS Code 72**, Accommodation and Food Services
- ◆ **NAICS Code 81**, Other Services (Except Public Administration)

Based on the analysis of data from the U.S. Census, 2007 Survey of Business Owners there remains a significant gap between the market share of M/WBEs and their share of the Colorado and Denver-Aurora-Boulder business population, where data was available.

## ALL SECTORS, NAICS CODE 00

EXHIBIT Q-1  
MEASURES OF PRIVATE SECTOR DISPARITIES  
WITHIN THE STATE OF COLORADO MARKETPLACE, ALL SECTORS

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All firms	547,770	\$482,485,956	126,267	\$462,837,015	2,020,879	\$84,343,383
African American	9,174	\$1,020,331	777	\$799,511	6,058	\$178,789
Native American	4,619	\$698,178	640	\$579,848	3,434	\$123,684
Asian American <sup>1</sup>	15,115	\$3,496,042	3,918	\$3,009,758	27,679	\$644,195
Hispanic American	33,762	\$6,618,417	4,530	\$5,633,951	37,629	\$1,037,860
Nonminority Female <sup>2</sup>	245,457	\$43,034,883	42,341	\$35,817,512	266,906	\$7,317,624
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	1.67%	0.21%	0.62%	0.17%	0.30%	0.21%
Native American	0.84%	0.14%	0.51%	0.13%	0.17%	0.15%
Asian American <sup>1</sup>	2.76%	0.72%	3.10%	0.65%	1.37%	0.76%
Hispanic American	6.16%	1.37%	3.59%	1.22%	1.86%	1.23%
Nonminority Female <sup>2</sup>	44.81%	8.92%	33.53%	7.74%	13.21%	8.68%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		12.63		28.07	48.71	34.45
Native American		17.16		24.72	33.53	28.93
Asian American <sup>1</sup>		26.26		20.96	44.14	24.61
Hispanic American		22.26		33.93	51.90	34.30
Nonminority Female <sup>2</sup>		19.90		23.08	39.39	25.87

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

EXHIBIT Q-2  
MEASURES OF PRIVATE SECTOR DISPARITIES WITHIN THE DENVER/AURORA/BOULDER MARKETPLACE  
ALL SECTORS

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All firms	332,741	\$350,433,872	74,211	\$338,054,518	1,336,321	\$61,372,677
African American	7,084	\$920,807	643	\$736,886	5,176	\$157,334
Native American	2,861	\$432,648	359	\$357,881	2,082	\$74,557
Asian American <sup>1</sup>	11,350	\$2,668,557	2,850	\$2,281,997	18,065	\$458,729
Hispanic American	21,993	\$5,094,896	2,675	\$4,424,788	25,627	\$730,627
Nonminority Female <sup>2</sup>	85,162	\$24,178,496	16,148	\$20,233,983	140,317	\$4,216,123
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	2.13%	0.26%	0.87%	0.22%	0.39%	0.26%
Native American	0.86%	0.12%	0.48%	0.11%	0.16%	0.12%
Asian American <sup>1</sup>	3.41%	0.76%	3.84%	0.68%	1.35%	0.75%
Hispanic American	6.61%	1.45%	3.60%	1.31%	1.92%	1.19%
Nonminority Female <sup>2</sup>	25.59%	6.90%	21.76%	5.99%	10.50%	6.87%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		12.34		25.16	44.70	29.59
Native American		14.36		21.88	32.21	25.11
Asian American <sup>1</sup>		22.32		17.58	35.20	19.46
Hispanic American		22.00		36.31	53.20	33.03
Nonminority Female <sup>2</sup>		26.96		27.51	48.26	31.57

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

**CONSTRUCTION, NAICS CODE 23**

EXHIBIT Q-3  
MEASURES OF PRIVATE SECTOR DISPARITIES WITHIN THE STATE OF COLORADO MARKETPLACE  
CONSTRUCTION SECTOR

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All firms	73,161	\$46,451,867	19,747	\$43,131,888	174,505	\$7,885,650
African American	470	\$80,862	S	S	S	S
Native American	785	\$221,664	195	\$182,579	1,099	\$44,343
Asian American <sup>1</sup>	532	\$89,880	118	\$64,274	485	\$20,699
Hispanic American	7,215	\$1,279,553	1,094	\$954,533	7,405	\$272,112
Nonminority Female <sup>2</sup>	20,127	\$6,347,670	5,339	\$5,425,155	31,031	\$1,199,432
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	0.64%	0.17%	S	S	S	S
Native American	1.07%	0.48%	0.99%	0.42%	0.63%	0.56%
Asian American <sup>1</sup>	0.73%	0.19%	0.60%	0.15%	0.28%	0.26%
Hispanic American	9.86%	2.75%	5.54%	2.21%	4.24%	3.45%
Nonminority Female <sup>2</sup>	27.51%	13.67%	27.04%	12.58%	17.78%	15.21%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		27.10		S	S	S
Native American		44.47		42.87	112.00	56.94
Asian American <sup>1</sup>		26.61		24.94	105.88	43.93
Hispanic American		27.93		39.95	122.97	62.29
Nonminority Female <sup>2</sup>		49.67		46.52	116.91	56.26

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.



EXHIBIT Q-4  
MEASURES OF PRIVATE SECTOR DISPARITIES  
WITHIN THE DENVER-AURORA-BOULDER MARKETPLACE, CONSTRUCTION

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All firms	38,302	\$29,560,884	9,912	\$27,857,080	108,061	\$5,008,931
African American	S	S	S	S	S	S
Native American	S	S	S	S	S	S
Asian American <sup>1</sup>	329	\$65,728	59	\$46,333	383	\$15,036
Hispanic American	4,466	\$748,446	617	\$531,703	4,558	\$166,307
Nonminority Female <sup>2</sup>	7,445	\$2,657,866	1,655	\$2,331,275	12,613	\$537,638
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	S	S	S	S	S	S
Native American	S	S	S	S	S	S
Asian American <sup>1</sup>	0.86%	0.22%	0.60%	0.17%	0.35%	0.30%
Hispanic American	11.66%	2.53%	6.22%	1.91%	4.22%	3.32%
Nonminority Female <sup>2</sup>	19.44%	8.99%	16.69%	8.37%	11.67%	10.73%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		S		S	S	S
Native American		S		S	S	S
Asian American <sup>1</sup>		25.89		27.94	59.54	50.43
Hispanic American		21.71		30.66	67.76	53.34
Nonminority Female <sup>2</sup>		46.26		50.13	69.91	64.29

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.

**WHOLESALE TRADE, NAICS CODE 42**

EXHIBIT Q-5  
MEASURES OF PRIVATE SECTOR DISPARITIES  
WITHIN THE STATE OF COLORADO MARKETPLACE, WHOLESALE TRADE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All firms	13,191	\$97,299,838	6,174	\$96,881,537	107,674	\$6,327,212
African American	96	S	13	S	S	S
Native American	77	\$175,339	12	\$173,531	163	\$6,747
Asian American <sup>1</sup>	268	\$434,832	95	\$415,681	839	\$27,067
Hispanic American	504	\$375,756	148	\$362,282	817	\$29,596
Nonminority Female <sup>2</sup>	4,525	\$7,749,435	1,710	\$7,635,571	11,499	\$457,496
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	0.73%	S	0.21%	S	S	S
Native American	0.58%	0.18%	0.19%	0.18%	0.15%	0.11%
Asian American <sup>1</sup>	2.03%	0.45%	1.54%	0.43%	0.78%	0.43%
Hispanic American	3.82%	0.39%	2.40%	0.37%	0.76%	0.47%
Nonminority Female <sup>2</sup>	34.30%	7.96%	27.70%	7.88%	10.68%	7.23%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		S		S	S	S
Native American		30.87		92.16	77.89	54.86
Asian American <sup>1</sup>		22.00		27.88	50.64	27.80
Hispanic American		10.11		15.60	31.65	19.51
Nonminority Female <sup>2</sup>		23.22		28.46	38.56	26.11

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.

EXHIBIT Q-6  
MEASURES OF PRIVATE SECTOR DISPARITIES  
WITHIN THE DENVER-AURORA-BOULDER MARKETPLACE, WHOLESALE TRADE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All firms	8,943	\$79,592,713	4,537	\$79,315,328	81,091	\$4,858,168
African American	95	S	13	S	S	S
Native American	60	\$148,177	6	\$146,450	122	\$5,526
Asian American <sup>1</sup>	184	\$366,169	63	\$352,133	425	\$21,042
Hispanic American	385	\$333,807	123	\$322,071	691	\$24,591
Nonminority Female <sup>2</sup>	1,836	\$4,909,504	837	\$4,850,699	7,465	\$305,017
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	1.06%	S	0.29%	S	S	S
Native American	0.67%	0.19%	0.13%	0.18%	0.15%	0.11%
Asian American <sup>1</sup>	2.06%	0.46%	1.39%	0.44%	0.52%	0.43%
Hispanic American	4.31%	0.42%	2.71%	0.41%	0.85%	0.51%
Nonminority Female <sup>2</sup>	20.53%	6.17%	18.44%	6.12%	9.21%	6.28%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		S		S	S	S
Native American		27.75		139.62	113.76	86.01
Asian American <sup>1</sup>		22.36		31.97	37.74	31.19
Hispanic American		9.74		14.98	31.43	18.67
Nonminority Female <sup>2</sup>		30.04		33.17	49.92	34.05

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.

## RETAIL TRADE, NAICS CODE 44-45

EXHIBIT Q-7  
MEASURES OF PRIVATE SECTOR DISPARITIES  
WITHIN THE STATE OF COLORADO MARKETPLACE, RETAIL TRADE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All firms	51,231	\$67,032,355	13,063	\$65,431,696	255,941	\$6,403,327
African American	925	\$109,071	93	\$73,891	408	\$7,127
Native American	386	\$44,337	44	\$34,128	226	\$5,156
Asian American <sup>1</sup>	1,934	\$931,161	751	\$820,690	3,031	\$46,438
Hispanic American	2,738	\$2,412,725	364	\$2,341,000	2,998	\$96,868
Nonminority Female <sup>2</sup>	29,728	\$6,834,428	5,297	\$6,066,536	30,982	\$700,650
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	1.81%	0.16%	0.71%	0.11%	0.16%	0.11%
Native American	0.75%	0.07%	0.34%	0.05%	0.09%	0.08%
Asian American <sup>1</sup>	3.78%	1.39%	5.75%	1.25%	1.18%	0.73%
Hispanic American	5.34%	3.60%	2.79%	3.58%	1.17%	1.51%
Nonminority Female <sup>2</sup>	58.03%	10.20%	40.55%	9.27%	12.11%	10.94%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		9.01		15.86	22.39	15.63
Native American		8.78		15.49	26.22	23.91
Asian American <sup>1</sup>		36.80		21.82	20.60	12.61
Hispanic American		67.35		128.40	42.04	54.29
Nonminority Female <sup>2</sup>		17.57		22.86	29.85	26.98

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

EXHIBIT Q-8  
MEASURES OF PRIVATE SECTOR DISPARITIES  
WITHIN THE DENVER-AURORA-BOULDER MARKETPLACE, RETAIL TRADE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All firms	28,519	39,648,972	6,895	38,656,103	151,241	3,814,115
African American	633	100,067	86	68,532	353	5,635
Native American	190	22,509	21	15,851	86	2,483
Asian American <sup>1</sup>	1,517	743,612	565	651,391	2,055	33,318
Hispanic American	1,750	2,156,316	202	2,100,191	2,025	71,344
Nonminority Female <sup>2</sup>	6,981	3,203,260	1,522	2,804,844	12,634	312,902
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	2.22%	0.25%	1.25%	0.18%	0.23%	0.15%
Native American	0.67%	0.06%	0.30%	0.04%	0.06%	0.07%
Asian American <sup>1</sup>	5.32%	1.88%	8.19%	1.69%	1.36%	0.87%
Hispanic American	6.14%	5.44%	2.93%	5.43%	1.34%	1.87%
Nonminority Female <sup>2</sup>	24.48%	8.08%	22.07%	7.26%	8.35%	8.20%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		11.37		14.21	18.71	11.85
Native American		8.52		13.46	18.67	21.37
Asian American <sup>1</sup>		35.26		20.56	16.58	10.66
Hispanic American		88.63		185.45	45.70	63.85
Nonminority Female <sup>2</sup>		33.00		32.87	37.85	37.17

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

**PROFESSIONAL, TECHNICAL & SCIENTIFIC SERVICES, NAICS CODE 54**

## EXHIBIT Q-9

MEASURES OF PRIVATE SECTOR DISPARITIES WITHIN THE STATE OF COLORADO MARKETPLACE,  
PROFESSIONAL, TECHNICAL, & SCIENTIFIC SERVICES

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All Firms	93,162	\$32,089,914	21,503	\$29,081,071	161,352	\$10,763,829
African American	1,222	\$128,064	175	\$100,483	650	\$40,923
Native American	620	\$78,319	125	\$61,504	711	\$25,487
Asian American <sup>1</sup>	2,026	\$459,076	441	\$400,881	4,760	\$198,250
Hispanic American	3,612	\$358,133	474	\$246,483	1,798	\$87,832
Nonminority Female <sup>2</sup>	41,424	\$3,792,473	7,094	\$2,644,041	20,865	\$896,413
<b>PERCENTAGE OF MARKETPLACE</b>						
All Firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	1.31%	0.40%	0.81%	0.35%	0.40%	0.38%
Native American	0.67%	0.24%	0.58%	0.21%	0.44%	0.24%
Asian American <sup>1</sup>	2.17%	1.43%	2.05%	1.38%	2.95%	1.84%
Hispanic American	3.88%	1.12%	2.20%	0.85%	1.11%	0.82%
Nonminority Female <sup>2</sup>	44.46%	11.82%	32.99%	9.09%	12.93%	8.33%
<b>DISPARITY RATIOS</b>						
All Firms		100.00		100.00	100.00	100.00
African American		30.42		42.46	49.50	46.72
Native American		36.67		36.38	75.80	40.73
Asian American <sup>1</sup>		65.78		67.21	143.84	89.81
Hispanic American		28.79		38.45	50.55	37.02
Nonminority Female <sup>2</sup>		26.58		27.56	39.20	25.24

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

**EXHIBIT Q-10**  
**MEASURES OF PRIVATE SECTOR DISPARITIES**  
**WITHIN THE DENVER-AURORA-BOULDER MARKETPLACE, PROFESSIONAL, TECHNICAL, & SCIENTIFIC SERVICES**

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All Firms	64,163	\$25,353,332	14,090	\$23,131,577	117,670	\$8,622,295
African American	1,066	\$115,932	142	\$90,641	493	\$36,559
Native American	464	\$53,953	103	\$41,335	471	\$16,305
Asian American <sup>1</sup>	1,689	\$383,262	363	\$330,601	2,589	\$142,366
Hispanic American	2,542	\$256,425	284	\$174,778	1,208	\$66,538
Nonminority Female <sup>2</sup>	16,302	\$2,396,756	3,131	\$1,662,893	11,837	\$589,443
<b>PERCENTAGE OF MARKETPLACE</b>						
All Firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	1.66%	0.46%	1.01%	0.39%	0.42%	0.42%
Native American	0.72%	0.21%	0.73%	0.18%	0.40%	0.19%
Asian American <sup>1</sup>	2.63%	1.51%	2.58%	1.43%	2.20%	1.65%
Hispanic American	3.96%	1.01%	2.02%	0.76%	1.03%	0.77%
Nonminority Female <sup>2</sup>	25.41%	9.45%	22.22%	7.19%	10.06%	6.84%
<b>DISPARITY RATIOS</b>						
All Firms		100.00		100.00	100.00	100.00
African American		27.52		38.88	41.57	42.07
Native American		29.43		24.44	54.76	25.87
Asian American <sup>1</sup>		57.43		55.48	85.40	64.09
Hispanic American		25.53		37.49	50.93	38.29
Nonminority Female <sup>2</sup>		37.21		32.35	45.26	30.76

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

**ACCOMMODATIONS & FOOD SERVICES, NAICS CODE 72**

## EXHIBIT Q-11

## MEASURES OF PRIVATE SECTOR DISPARITIES

## WITHIN THE STATE OF COLORADO MARKETPLACE, ACCOMMODATIONS &amp; FOOD SERVICES

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All firms	14,042	\$11,971,158	9,107	\$11,753,387	239,440	\$3,487,938
African American	222	\$58,128	43	\$53,246	1,049	\$12,648
Native American	S	S	S	S	S	S
Asian American <sup>1</sup>	1,501	\$600,525	1,202	\$581,151	11,092	\$140,342
Hispanic American	1,121	\$561,610	713	\$543,335	12,294	\$144,630
Nonminority Female <sup>2</sup>	6,197	\$2,195,330	3,341	\$2,096,124	50,916	\$618,925
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	1.58%	0.49%	0.47%	0.45%	0.44%	0.36%
Native American	S	S	S	S	S	S
Asian American <sup>1</sup>	10.69%	5.02%	13.20%	4.94%	4.63%	4.02%
Hispanic American	7.98%	4.69%	7.83%	4.62%	5.13%	4.15%
Nonminority Female <sup>2</sup>	44.13%	18.34%	36.69%	17.83%	21.26%	17.74%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		30.71		95.95	92.79	76.80
Native American		S		S	S	S
Asian American <sup>1</sup>		46.93		37.46	35.10	30.49
Hispanic American		58.77		59.05	65.58	52.96
Nonminority Female <sup>2</sup>		41.55		48.61	57.96	48.37

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.



**EXHIBIT Q-12**  
**MEASURES OF PRIVATE SECTOR DISPARITIES**  
**WITHIN THE DENVER-AURORA-BOULDER MARKETPLACE, ACCOMMODATIONS & FOOD SERVICES**

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All Firms	7,131	\$6,890,895	4,809	\$6,780,793	133,427	\$1,937,518
African American	110	\$44,565	32	\$41,109	797	\$9,435
Native American	D	D	D	D	D	D
Asian American <sup>1</sup>	1,041	\$367,277	813	\$353,075	6,777	\$85,518
Hispanic American	535	\$406,687	362	\$398,408	8,450	\$97,571
Nonminority Female <sup>2</sup>	1,883	\$972,746	1,292	\$940,366	22,250	\$254,842
<b>PERCENTAGE OF MARKETPLACE</b>						
All Firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	1.54%	0.65%	0.67%	0.61%	0.60%	0.49%
Native American	D	D	D	D	D	D
Asian American <sup>1</sup>	14.60%	5.33%	16.91%	5.21%	5.08%	4.41%
Hispanic American	7.50%	5.90%	7.53%	5.88%	6.33%	5.04%
Nonminority Female <sup>2</sup>	26.40%	14.12%	26.86%	13.87%	16.68%	13.15%
<b>DISPARITY RATIOS</b>						
All Firms		100.00		100.00	100.00	100.00
African American		41.93		91.11	89.77	73.18
Native American		D		D	D	D
Asian American <sup>1</sup>		36.51		30.80	30.04	26.11
Hispanic American		78.66		78.05	84.13	66.90
Nonminority Female <sup>2</sup>		53.47		51.63	62.09	48.97

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

D denotes U.S. Census withheld findings to avoid disclosing data for individual companies.

**OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION), NAICS CODE 81**

EXHIBIT Q-13  
MEASURES OF PRIVATE SECTOR DISPARITIES  
WITHIN THE STATE OF COLORADO MARKETPLACE, OTHER SERVICES

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All firms	14,042	\$11,971,158	9,107	\$11,753,387	239,440	\$3,487,938
African American	222	\$58,128	43	\$53,246	1,049	\$12,648
Native American	S	S	S	S	S	S
Asian American <sup>1</sup>	1,501	\$600,525	1,202	\$581,151	11,092	\$140,342
Hispanic American	1,121	\$561,610	713	\$543,335	12,294	\$144,630
Nonminority Female <sup>2</sup>	6,197	\$2,195,330	3,341	\$2,096,124	50,916	\$618,925
<b>PERCENTAGE OF MARKETPLACE</b>						
All firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	1.58%	0.49%	0.47%	0.45%	0.44%	0.36%
Native American	S	S	S	S	S	S
Asian American <sup>1</sup>	10.69%	5.02%	13.20%	4.94%	4.63%	4.02%
Hispanic American	7.98%	4.69%	7.83%	4.62%	5.13%	4.15%
Nonminority Female <sup>2</sup>	44.13%	18.34%	36.69%	17.83%	21.26%	17.74%
<b>DISPARITY RATIOS</b>						
All firms		100.00		100.00	100.00	100.00
African American		30.71		95.95	92.79	76.80
Native American		S		S	S	S
Asian American <sup>1</sup>		46.93		37.46	35.10	30.49
Hispanic American		58.77		59.05	65.58	52.96
Nonminority Female <sup>2</sup>		41.55		48.61	57.96	48.37

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

S denotes that findings were withheld because estimates did not meet U.S. Census publication standards.

**EXHIBIT Q-14**  
**MEASURES OF PRIVATE SECTOR DISPARITIES**  
**WITHIN THE DENVER-AURORA-BOULDER MARKETPLACE, OTHER SERVICES**

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS (#)	ALL FIRMS SALES (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)	EMPLOYEES (#)	ANNUAL PAYROLL (\$1,000)
All Firms	30,894	\$3,212,513	4,264	\$2,424,227	30,359	\$769,744
African American	1,073	\$37,203	29	\$11,609	162	\$3,418
Native American	596	\$12,657	35	\$3,902	69	\$1,110
Asian American <sup>1</sup>	3,103	\$161,409	388	\$79,274	1,395	\$22,133
Hispanic American	2,526	\$147,469	211	\$84,666	956	\$29,325
Nonminority Female <sup>2</sup>	8,998	\$755,149	1,195	\$486,493	7,608	\$158,964
<b>PERCENTAGE OF MARKETPLACE</b>						
All Firms	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
African American	3.47%	1.16%	0.68%	0.48%	0.53%	0.44%
Native American	1.93%	0.39%	0.82%	0.16%	0.23%	0.14%
Asian American <sup>1</sup>	10.04%	5.02%	9.10%	3.27%	4.60%	2.88%
Hispanic American	8.18%	4.59%	4.95%	3.49%	3.15%	3.81%
Nonminority Female <sup>2</sup>	29.13%	23.51%	28.01%	20.07%	25.06%	20.65%
<b>DISPARITY RATIOS</b>						
All Firms		100.00		100.00	100.00	100.00
African American		33.34		70.41	78.46	65.29
Native American		20.42		19.61	27.69	17.57
Asian American <sup>1</sup>		50.02		35.94	50.50	31.60
Hispanic American		56.14		70.58	63.64	76.99
Nonminority Female <sup>2</sup>		80.71		71.64	89.45	73.72

Source: MGT of America, Inc. conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2007 Survey of Business Owners data.

<sup>1</sup> Asian American consists of Asian-owned and Native Hawaiian- and Other Pacific Islander-owned firms.

<sup>2</sup> Nonminority Female consists of White Female-owned and White Equally Female-/Male-owned firms.

## APPENDIX R

PUBLIC USE MICRODATA SAMPLE (PUMS) REGRESSION ANALYSIS

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## APPENDIX R: PUMS REGRESSION ANALYSES

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### PART I, RESULTS OF LOGISTIC REGRESSION EXPLANATION OF RESULTS AND VARIABLES LOGISTIC REGRESSION OUTPUT

Below, variable names and operational definitions are provided. When interpreting **Exhibits R-1** to **R-5**, the third column— Exp (B) — is the most informative index with regard to the influence of the independent variables on the likelihood of being self-employed. From the inverse of this value, we can interpret a likelihood value of its effect on self-employment. For example the Exp (B) for an African American is .410 from **Exhibit R-1**, the inverse of this is 2.45. This means that a nonminority male is 2.45 times more likely to be self-employed than an African American. Columns A and B are reported as a matter of convention to give the reader another indicator of both the magnitude of the variable’s effect and the direction of the effect (“-“ suggests the greater the negative B value the more it depresses the likelihood of being self-employed, and vice versa for a positive B value. It is noteworthy that theoretically “race-neutral” variables (e.g., marital status) tend to impact the likelihood of self-employment positively and that the race, ethnicity, and gender variables, in general, tend to have a negative effect on self-employment.

#### VARIABLES

##### **Race, ethnicity, and gender indicator variables:**

African American  
Asian American  
Hispanic American  
Native American  
Gender: Nonminority woman or not

##### **Other indicator variables:**

Marital Status: Married or not  
Age  
Age<sup>2</sup>: age squared. Used to acknowledge the positive, curvilinear relationship between each year of age and self-employment.  
Disability: Individuals self-reported health-related disabilities.  
Tenure: Owns their own home  
Value: Household property value.  
Mortgage: Monthly total mortgage payments.  
Unearn: Unearned income, such as interests and dividends.  
Resdinc: Household income less individuals’ personal income.  
P65: Number of individuals over the age of 65 living in the household.  
P18: Number of children under the age of 18 living in the household.  
Some College: Some college education  
College Graduate: College degree  
More than College: Professional or graduate degree

EXHIBIT R-1  
RESULTS OF LOGISTIC REGRESSION, OVERALL

VARIABLE	B	Sig.	Exp (B)
African American	<b>-0.892</b>	0.017	0.410
Hispanic American	<b>-0.672</b>	0.000	0.511
Asian American	-0.434	0.104	0.648
Native American	0.295	0.430	1.344
Gender (1=Female)	<b>-0.653</b>	0.000	0.521
Marital Status (1=Married)	<b>0.388</b>	0.000	1.474
Age	<b>0.114</b>	0.000	1.121
Age <sup>2</sup>	<b>-0.001</b>	0.009	0.999
Disability (1=Yes)	-0.144	0.478	0.866
Tenure (1=Yes)	<b>0.632</b>	0.000	1.882
Value	0.000	0.171	1.000
Mortgage	<b>0.000</b>	0.000	1.000
Unearn	<b>0.000</b>	0.000	1.000
Resdinc	0.000	0.703	1.000
P65	-0.003	0.979	0.997
P18	-0.062	0.603	0.940
Some College (1=Yes)	-0.087	0.870	0.917
College Graduate (1=Yes)	-0.173	0.777	0.841
More than College (1=Yes)	-0.009	0.938	0.991
<b>Number of Observations</b>	<b>6797</b>		
<b>Chi-squared statistic (df=19)</b>	<b>481.04</b>		
<b>Log Likelihood</b>	<b>-3656</b>		

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and calculations using SPSS.

Note: **BOLD** statistically significant at  $p < .05$ .

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

EXHIBIT R-2  
RESULTS OF LOGISTIC REGRESSION, CONSTRUCTION

VARIABLE	B	Sig.	Exp (B)
African American	-0.159	0.883	0.853
Hispanic American	-0.440	0.168	0.644
Asian American	-0.487	0.656	0.615
Native American	1.238	0.092	3.450
Gender (1=Female)	-0.228	0.404	0.796
Marital Status (1=Married)	<b>0.647</b>	0.007	1.910
Age	<b>0.159</b>	0.017	1.173
Age <sup>2</sup>	-0.001	0.058	0.999
Disability (1=Yes)	-0.877	0.063	0.416
Tenure (1=Yes)	<b>0.998</b>	0.002	2.712
Value	0.000	0.142	1.000
Mortgage	<b>0.000</b>	0.000	1.000
Unearn	<b>0.000</b>	0.012	1.000
Resdinc	0.000	0.096	1.000
P65	-0.015	0.955	0.985
P18	0.096	0.688	1.101
Some College (1=Yes)	0.187	0.776	1.206
College Graduate (1=Yes)	-0.671	0.525	0.511
More than College (1=Yes)	0.296	0.186	1.345
<b>Number of Observations</b>	<b>994</b>		
<b>Chi-squared statistic (df=19)</b>	<b>114.489</b>		
<b>Log Likelihood</b>	<b>-707.957</b>		

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and calculations using SPSS.

Note: **BOLD** statistically significant at  $p < .05$ .

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

EXHIBIT R-3  
RESULTS OF LOGISTIC REGRESSION, PROFESSIONAL SERVICES

VARIABLE	B	Sig.	Exp (B)
African American	<b>-1.436</b>	0.052	0.238
Hispanic American	<b>-1.793</b>	0.001	0.167
Asian American	<b>-2.394</b>	0.024	0.091
Native American	-0.658	0.536	0.518
Gender (1=Female)	<b>-1.191</b>	0.000	0.304
Marital Status (1=Married)	0.040	0.850	1.040
Age	0.121	0.056	1.128
Age <sup>2</sup>	-0.001	0.225	0.999
Disability (1=Yes)	0.449	0.247	1.567
Tenure (1=Yes)	<b>0.772</b>	0.010	2.165
Value	0.000	0.410	1.000
Mortgage	<b>0.000</b>	0.000	1.000
Uearn	<b>0.000</b>	0.001	1.000
Resdinc	0.000	0.833	1.000
P65	-0.087	0.738	0.917
P18	-0.538	0.049	0.584
Some College (1=Yes)	-17.692	0.999	0.000
College Graduate (1=Yes)	-18.157	0.999	0.000
More than College (1=Yes)	<b>-1.028</b>	0.017	0.358
<b>Number of Observations</b>	<b>2359</b>		
<b>Chi-squared statistic (df=19)</b>	<b>192.722</b>		
<b>Log Likelihood</b>	<b>-945.543</b>		

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and calculations using SPSS.

Note: **BOLD** statistically significant at  $p < .05$ .

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.



## EXHIBIT R-4 RESULTS OF LOGISTIC REGRESSION, OTHER SERVICES

VARIABLE	B	Sig.	Exp (B)
African American	-0.658	0.217	0.518
Hispanic American	-0.475	0.070	0.622
Asian American	0.286	0.378	1.331
Native American	0.168	0.765	1.182
Gender (1=Female)	-0.147	0.330	0.863
Marital Status (1=Married)	<b>0.452</b>	0.005	1.572
Age	<b>0.127</b>	0.004	1.135
Age <sup>2</sup>	<b>-0.001</b>	0.044	0.999
Disability (1=Yes)	-0.252	0.425	0.777
Tenure (1=Yes)	<b>0.479</b>	0.048	1.615
Value	0.000	0.603	1.000
Mortgage	<b>0.000</b>	0.000	1.000
Unearn	<b>0.000</b>	0.008	1.000
Resdinc	0.000	0.339	1.000
P65	0.044	0.821	1.045
P18	0.015	0.935	1.015
Some College (1=Yes)	-0.953	0.354	0.386
College Graduate (1=Yes)	0.998	0.211	2.713
More than College (1=Yes)	0.017	0.917	1.017
<b>Number of Observations</b>	<b>2712</b>		
<b>Chi-squared statistic (df=19)</b>	<b>220.467</b>		
<b>Log Likelihood</b>	<b>-1581.14</b>		

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and calculations using SPSS.

Note: **BOLD** statistically significant at  $p < .05$ .

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

EXHIBIT R-5  
RESULTS OF LOGISTIC REGRESSION, GOODS & SUPPLIES

VARIABLE	B	SIG.	EXP (B)
African American	-0.054	0.961	0.948
Hispanic American	-0.022	0.972	0.979
Asian American	0.025	0.977	1.025
Native American	0.930	0.409	2.534
Gender (1=Female)	-0.251	0.530	0.778
Marital Status (1=Married)	0.610	0.153	1.840
Age	0.028	0.797	1.028
Age <sup>2</sup>	0.000	0.958	1.000
Disability (1=Yes)	0.181	0.798	1.199
Tenure (1=Yes)	0.368	0.580	1.445
Value	0.000	0.695	1.000
Mortgage	0.000	0.225	1.000
Unearn	0.000	0.544	1.000
Resdinc	0.000	0.030	1.000
P65	0.011	0.981	1.011
P18	-0.128	0.784	0.880
College Graduate (1=Yes)	-18.392	0.999	0.000
More than College (1=Yes)	-1.608	0.032	0.200
<b>Number of Observations</b>	732		
<b>Chi-squared statistic (df=19)</b>	38.238		
<b>Log Likelihood</b>	-266.359		

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and calculations using SPSS.

Note: **BOLD** statistically significant at  $p < .05$ .

Estimation was conducted using the Binary Logistic command on SPSS. The Binary Logistic command performs binary logistic regressions and reports estimated coefficients and odds ratios that measure the effect on the probability of each one-unit increase in the included variables.

## PART II, RESULTS OF LOGISTIC REGRESSION EXPLANATION OF RESULTS AND VARIABLES LOGISTIC REGRESSION OUTPUT

Below, variable names and operational definitions are provided. When interpreting the linear regression in **Exhibits R-6 to R-10**, the first column— Unstandardized B — is the most informative index with regard to the influence of the independent variables on earnings. Each number in this column represents a percent change in earnings. For example the corresponding number for a nonminority woman is -.229, from **Exhibit R-6**, meaning that a nonminority woman will earn 22.9 percent less than a nonminority male. The other four columns are reported in order to give the reader another indicator of both the magnitude of the variable's effect and the direction of the effect. Std. Error reports the standard deviation in the sampling distribution. Standardized B reports the standard deviation change in the dependent variable from on standard deviation increase in the independent variable. The t and Sig. columns simply report the level and strength of a variable's significance.

### VARIABLES

#### Race, ethnicity, and gender indicator variables:

African American  
Asian American  
Hispanic American  
Native American  
Gender: Nonminority woman or not

#### Other indicator variables:

Marital Status: Married or not  
Age  
Age<sup>2</sup>: age squared. Used to acknowledge the positive, curvilinear relationship between each year of age and self-employment.  
Disability: Individuals self-reported health-related disabilities.  
Tenure: Owns their own home  
Value: Household property value.  
Mortgage: Monthly total mortgage payments.  
Unearn: Unearned income, such as interests and dividends.  
Resdinc: Household income less individuals' personal income.  
P65: Number of individuals over the age of 65 living in the household.  
P18: Number of children under the age of 18 living in the household.  
Some College: Some college education  
College Graduate: College degree  
More than College: Professional or graduate degree

EXHIBIT R-6  
RESULTS OF LOGISTIC REGRESSION, OVERALL

VARIABLE	UNSTANDARDIZED		STANDARDIZED		
	B	STD. ERROR	B	T	SIG.
African American	<b>-0.411</b>	0.042	-0.085	-9.806	0.000
Hispanic American	<b>-0.415</b>	0.023	-0.183	-18.414	0.000
Asian American	<b>-0.245</b>	0.039	-0.057	-6.236	0.000
Native American	<b>-0.288</b>	0.065	-0.038	-4.436	0.000
Nonminority Women (1=Female)	<b>-0.229</b>	0.016	-0.133	-14.558	0.000
Marital Status (1=Married)	<b>0.229</b>	0.015	0.139	15.491	0.000
Disability (1=Yes)	<b>-0.259</b>	0.032	-0.068	-8.036	0.000
Age	<b>0.085</b>	0.003	1.350	24.651	0.000
Age <sup>2</sup>	<b>-0.001</b>	0.000	-1.181	-21.745	0.000
Speaks English Well (1=Yes)	-0.031	0.024	-0.012	-1.286	0.198
Some College (1=Yes)	<b>-0.509</b>	0.056	-0.078	-9.054	0.000
College Graduate (1=Yes)	<b>-0.436</b>	0.070	-0.053	-6.245	0.000
More than College (1=Yes)	<b>-0.342</b>	0.017	-0.169	-19.668	0.000
<b>Constant</b>	<b>8.786</b>	<b>0.072</b>		<b>121.752</b>	<b>0.000</b>

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and calculations using SPSS.

Note: **BOLD** statistically significant at  $p < .05$ .

EXHIBIT R-7  
RESULTS OF LOGISTIC REGRESSION, CONSTRUCTION

VARIABLE	UNSTANDARDIZED		STANDARDIZED		
	B	STD. ERROR	B	T	SIG.
African American	<b>-0.298</b>	0.156	-0.042	-1.910	0.056
Hispanic American	<b>-0.443</b>	0.056	-0.219	-7.954	0.000
Asian American	-0.175	0.162	-0.024	-1.083	0.279
Native American	-0.170	0.176	-0.021	-0.969	0.333
Nonminority Women (1=Female)	<b>-0.106</b>	0.055	-0.044	-1.931	0.054
Marital Status (1=Married)	<b>0.237</b>	0.040	0.138	5.955	0.000
Disability (1=Yes)	-0.083	0.083	-0.022	-0.996	0.320
Age	<b>0.072</b>	0.009	1.112	7.915	0.000
Age <sup>2</sup>	<b>-0.001</b>	0.000	-1.016	-7.268	0.000
Speaks English Well (1=Yes)	0.036	0.066	0.014	0.553	0.580
Some College (1=Yes)	<b>-0.376</b>	0.098	-0.089	-3.848	0.000
College Graduate (1=Yes)	<b>-0.351</b>	0.126	-0.062	-2.784	0.005
More than College (1=Yes)	<b>-0.292</b>	0.041	-0.160	-7.100	0.000
<b>Constant</b>	<b>9.059</b>	<b>0.190</b>	-	<b>47.647</b>	<b>0.000</b>

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and calculations using SPSS.

Note: **BOLD** statistically significant at  $p < .05$ .

EXHIBIT R-8  
RESULTS OF LOGISTIC REGRESSION, PROFESSIONAL SERVICES

VARIABLE	UNSTANDARDIZED		STANDARDIZED		
	B	STD. ERROR	B	T	SIG.
African American	<b>-0.526</b>	0.070	-0.113	-7.469	0.000
Hispanic American	<b>-0.550</b>	0.044	-0.215	-12.617	0.000
Asian American	<b>-0.312</b>	0.063	-0.079	-4.977	0.000
Native American	<b>-0.708</b>	0.126	-0.083	-5.626	0.000
Nonminority Women (1=Female)	<b>-0.381</b>	0.026	-0.242	-14.645	0.000
Marital Status (1=Married)	<b>0.187</b>	0.025	0.115	7.532	0.000
Disability (1=Yes)	<b>-0.265</b>	0.059	-0.065	-4.453	0.000
Age	<b>0.091</b>	0.006	1.442	15.196	0.000
Age <sup>2</sup>	<b>-0.001</b>	0.000	-1.263	-13.369	0.000
Speaks English Well (1=Yes)	<b>-0.083</b>	0.041	-0.032	-2.011	0.044
More than College (1=Yes)	<b>-0.383</b>	0.036	-0.156	-10.506	0.000
<b>Constant</b>	<b>8.900</b>	<b>0.129</b>		<b>68.739</b>	<b>0.000</b>

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and calculations using SPSS.

Note: **BOLD** statistically significant at  $p < .05$ .

EXHIBIT R-9  
RESULTS OF LOGISTIC REGRESSION, OTHER SERVICES

VARIABLE	UNSTANDARDIZED		STANDARDIZED		
	B	STD. ERROR	B	T	SIG.
African American	<b>-0.514</b>	0.067	-0.113	-7.700	0.000
Hispanic American	<b>-0.435</b>	0.038	-0.194	-11.576	0.000
Asian American	<b>-0.329</b>	0.064	-0.081	-5.176	0.000
Native American	-0.148	0.101	-0.021	-1.465	0.143
Nonminority Women (1=Female)	<b>-0.240</b>	0.027	-0.135	-8.758	0.000
Marital Status (1=Married)	<b>0.238</b>	0.025	0.145	9.364	0.000
Disability (1=Yes)	<b>-0.304</b>	0.053	-0.083	-5.767	0.000
Age	<b>0.081</b>	0.006	1.311	14.070	0.000
Age <sup>2</sup>	<b>-0.001</b>	0.000	-1.150	-12.466	0.000
Speaks English Well (1=Yes)	0.026	0.039	0.011	0.665	0.506
Some College (1=Yes)	<b>-0.423</b>	0.087	-0.071	-4.860	0.000
College Graduate (1=Yes)	<b>-0.371</b>	0.125	-0.042	-2.957	0.003
More than College (1=Yes)	<b>-0.287</b>	0.028	-0.146	-10.072	0.000
<b>Constant</b>	<b>8.782</b>	<b>0.120</b>		<b>73.341</b>	<b>0.000</b>

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and calculations using SPSS.

Note: **BOLD** statistically significant at  $p < .05$ .

EXHIBIT R-10  
RESULTS OF LOGISTIC REGRESSION, GOODS & SUPPLIES

VARIABLE	UNSTANDARDIZED		STANDARDIZED		SIG.
	B	STD. ERROR	B	T	
African American	<b>-0.175</b>	0.090	-0.041	-1.945	0.052
Hispanic American	<b>-0.249</b>	0.047	-0.127	-5.302	0.000
Asian American	<b>-0.149</b>	0.089	-0.037	-1.685	0.092
Native American	-0.140	0.138	-0.021	-1.014	0.311
Nonminority Women (1=Female)	<b>-0.266</b>	0.036	-0.163	-7.327	0.000
Marital Status (1=Married)	<b>0.222</b>	0.033	0.148	6.714	0.000
Disability (1=Yes)	<b>-0.199</b>	0.069	-0.060	-2.890	0.004
Age	<b>0.093</b>	0.008	1.630	11.896	0.000
Age <sup>2</sup>	<b>-0.001</b>	0.000	-1.453	-10.715	0.000
Speaks English Well (1=Yes)	-0.082	0.052	-0.036	-1.564	0.118
College Graduate (1=Yes)	<b>-0.338</b>	0.146	-0.048	-2.322	0.020
More than College (1=Yes)	<b>-0.223</b>	0.036	-0.128	-6.121	0.000
<b>Constant</b>	<b>8.536</b>	<b>0.160</b>		<b>53.513</b>	<b>0.000</b>

Source: The Public Use Microdata Samples (PUMS) data from 2010 American Community Survey and calculations using SPSS.

Note: **BOLD** statistically significant at  $p < .05$ .



## APPENDIX S

### SELECTED POLICIES OF OTHER M/W/DBE PROGRAMS

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## APPENDIX S: SELECTED POLICIES OF OTHER M/W/DBE PROGRAMS

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This chapter provides an overview of the program design and practices of federal, state and local government minority, women business enterprise (M/W/DBE) programs. The chapter covers M/W/DBE program design, small business size standards, and policies and practices that agencies used to stimulate M/W/DBE utilization.

Most state and local government agencies have some policy promoting local small business development. 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 business. Some S/MWBE programs are nominal and some seem to have substantial resources devoted to S/MWBE program design and implementation. In general, the demand by some courts and some legislation for race-neutral business development policies has increased the resources devoted to race-neutral S/MWBE programs.

This chapter provides a menu of policies. Some policies that have worked in some localities have not been effective in others. Some policies have been discontinued for budget reasons. In many instances, it is difficult to determine whether a particular policy is directly responsible for the success of a program. Where possible sections begin with policies of public utilities.

The structure of the chapter is:

- ◆ Small Business Aspirational Goals
- ◆ Small Business Prime Contracting Programs
- ◆ Small Business Program for Subcontracts
- ◆ S/MWBE Inclusion in Financial and Professional Services
- ◆ Economic Development Programs
- ◆ HUBZones
- ◆ MWBE Project Goal Setting
- ◆ Combined Race-Neutral and Race-Conscious Programs
- ◆ Disadvantaged Business Enterprise (DBE) Programs
- ◆ Two Tier Certification Management and Technical Assistance Programs
- ◆ Management and Technical Assistance
- ◆ Mentor-Protégé Programs

- ◆ Financial Assistance
- ◆ Bonding
- ◆ Insurance
- ◆ Outreach
- ◆ S/MWBE Web Site
- ◆ Evaluation of Race-Neutral Alternatives
- ◆ Performance Measures
- ◆ MWBE Program Data Management

## S.1 SMALL BUSINESS ASPIRATIONAL GOALS

Commitment from the top leadership is a core element of most summaries of policies in other S/MWBE programs.<sup>1</sup> One starting point for such commitment is setting overall aspirational goals separate from project goals. Some agencies use fairly straightforward methods to calculate aspirational goals and other agencies use more involved methodologies.

**Federal Government.** The federal government has a 23 percent small business goal. The federal government achieved approximately 22 percent small business utilization in FY 2009. Some other small business aspirational goals include:

- ◆ New Jersey—25 percent goal (up from 15 percent)
- ◆ Connecticut—25 percent SBE goal
- ◆ California—25 percent SBE goal

## S.2 SMALL BUSINESS PRIME CONTRACTING PROGRAMS

### S.2.1 BIDDER ROTATION

Some political jurisdictions use bidder rotation schemes to limit habit purchases from majority firms and to ensure that S/MWBEs have an opportunity to bid along with majority firms. A number of agencies, including the City of Indianapolis, Indiana; Fairfax County, Virginia; the Port Authority of New York and New Jersey; and Miami-Dade County, Florida, use bid rotation to encourage S/MWBE utilization, particularly in architecture and engineering. Some examples of bidder rotation from these agencies include:

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<sup>1</sup> See, e.g., National Women's Business Council, *1999 NWBC Best Practices Guide: Contracting with Women* (July 1999); R. Auskalis, C. Ketchum and C. Carter, *Purchasing From Minority Business Enterprise: Best Practices*, Center For Strategic Supply Research 1995).

**Miami-Dade County, Florida.** Miami-Dade County uses small purchase orders for the Community Business Enterprise program and rotates on that basis. In addition, Miami-Dade County utilizes an Equitable Distribution Program, whereby a pool of qualified architecture and engineering professionals are rotated awards of county miscellaneous architecture and engineering services as prime contractors and subcontractors.

**DeKalb County, Georgia.** DeKalb County has used a form of bidder rotation called a bidder box system to promote S/MWBE utilization. This system selects a group of bidders from the list of county registered vendors to participate in open market procurements. Under the bidder rotation system, the buyer identifies the commodity or service by entering an item box number. Using this item box, the computer selects five to six firms. The lowest responsible bidder is awarded the contract. S/MWBEs were afforded an increased number of bid opportunities than would ordinarily be the case with a sequential selection process.

### S.2.2 SMALL BUSINESS SET-ASIDES

**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.<sup>2</sup> North Carolina law permits the waiving of bonds and licensing requirements for these small contracts let to SBEs.<sup>3</sup> From FY 2004-08, MWBEs won \$29.4 million (20.3 percent) in prime contracts under the North Carolina program.<sup>4</sup>

Other small business set-asides include:

- ◆ Under its Small Business Set Aside Program, the State of Illinois sets aside all procurements under \$50,000 to small business. All state procurements are considered for the set-aside program. Illinois awarded \$81 million through the set-aside program in FY 2008, 17 percent of which went to firms owned by women and minorities.<sup>5</sup>
- ◆ The City of Tampa, Florida, SBE program is a set-aside program for firms with less than 25 employees and less than \$2 million in revenue.<sup>6</sup>
- ◆ The City of San Diego, California, set aside all construction contracts up to \$250,000.
- ◆ Hillsborough County, Florida, set aside construction contracts up to \$200,000.
- ◆ The Sacramento Municipal Utility District (SMUD) sets aside contracts of \$75,000 and below may be made available to SBEs only. For service contracts SMUD may award sheltered market multi-year contracts up to \$225,000.

<sup>2</sup> NCGS § 136-28.10(a).

<sup>3</sup> NCGS § 136-28.10(b).

<sup>4</sup> Equant, *Measuring Business Opportunity—A Disparity Study of NCDOT's State and Federal Programs*, 2009, at 138.

<sup>5</sup> State of Illinois Small Business Set-Aside Program—Fiscal Year 2008 Report.

<sup>6</sup> Small Business Enterprise (SBE) Program Executive Order No. 2002-48 (December 18, 2002).

- ♦ The East Bay Municipal Utility District (Oakland, CA) sets aside at least 25 percent of all annual contract awards of \$70,000 or less to SBEs.

### S.2.3 SBE BID PREFERENCES

A number of agencies have 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 along similar lines as MWBE bid preferences.

**Colorado Department of Transportation.** Prime consultants receive up to five evaluation points if the consultant is either a small business or will use a small business as a subconsultant.

**Port of Portland Bid Preferences for Small Business.** The Port of Portland found that a bid preference of 5 percent had no impact on contract outcomes, but a bid preference of 10 percent did impact contract outcomes.

**Sacramento Municipal Utility District (SMUD).** All SBEs who bid on open solicitations qualify for a 5 percent bid preference. The 5 percent is based on the lowest responsible bid (capped at \$250,000). SBEs also receive an additional 10 points in RFP evaluations.

**East Bay Municipal Utility District (Oakland, CA).** A 5 percent bid preference (not to exceed \$50,000 per year of the annual contract), to SBEs per contract year on supplies contracts, on general services contracts where price is the determining factor, and on the lump sum bid amount on construction contracts.

### S.2.4 RACE-NEUTRAL JOINT VENTURES

**Atlanta, Georgia.** The City of Atlanta requires establishment of joint ventures on large projects of over \$10 million.<sup>7</sup> 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.

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<sup>7</sup> City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

### S.2.5 CONSTRUCTION MANAGEMENT, REQUEST FOR PROPOSALS, AND DESIGN-BUILD

One method of debundling in construction is through 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 of 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 MWBE participation in prime contractor requirements and selection. One of the nonfinancial criteria can be the proposer's approach and past history with MWBE subcontractor utilization as well as women and minority workforce participation.

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.<sup>8</sup>

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.<sup>9</sup>

### S.2.6 STATE CONTRACTS

The use of state contracts can impede S/MWBE utilization, even when S/MWBEs are the low bidder. Purchase off of state contracts is particularly an issue with car purchases, a procurement where there can be a significant number of S/MWBE vendors. Fulton County, Georgia, addressed this problem by removing car purchases from the category of purchases from state contracts.

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<sup>8</sup> Federal Transit Administration, *Lessons Learned #45* (May 2002). [www.fta.dot.gov/library/program/11/man/1145.html](http://www.fta.dot.gov/library/program/11/man/1145.html).

<sup>9</sup> D. Wilson, *Colorado Department of Transportation Statewide Transportation Disparity Study*, 2009, at 3-20.

### S.2.7 CONTRACT SIZING

The United States' Office of Management and Budget (OMB) Contract Bundling Report advocates limiting the use of contract bundling to those instances where there are considerable and measurable benefits such as decreased time in acquisition, at least 10 percent in cost savings, or improved contract terms and conditions.<sup>10</sup>

### S.2.8 PURCHASING CARDS

A number of agencies promote the utilization of MWBEs on purchasing cards. The Commonwealth of Virginia and the City of Hampton, Virginia, for example, require the purchasing card vendor to report on MWBE utilization by agency staff. A number of universities, including the University of Wisconsin at Madison target MWBE vendors for purchasing card transactions for travel.

### S.2.9 OTHER SBE PRIME CONTRACTORS ASSISTANCE

**North Carolina Department of Transportation (NCDOT) Fully Operated Rental Agreements.** Under these arrangements, a firm may bid an hourly rate for using certain equipment and the necessary staff. In these field-let contracts, engineers select the firm with the appropriate equipment and the lowest bid rate. If that firm is not available, the engineers select the next lowest hourly rate. This rental agreement technique is used primarily to supplement NCDOT equipment in the event of NCDOT equipment failure or peak demand for NCDOT services. The rental agreement technique is attractive to small contractors because the typical small firm has much better knowledge of its own hourly costs than it does of the costs to complete an entire project.

**Los Angeles Unified School District, California.** With 763 SBE certified firms, the Los Angeles School District achieved 39 percent SBE utilization (\$321 million) and 19 percent MBE utilization in FY 2003-04.<sup>11</sup>

**Florida Department of Transportation (Florida DOT) Business Development Initiative.** The Florida DOT has just undertaken a stepped-up small business initiative with the following principle components:

- ◆ Reserving certain construction, maintenance, and professional services contracts for small businesses.
- ◆ Providing bid preference points to small businesses, and to firms offering subcontracts to small businesses on professional services contracts.
- ◆ Waiving performance and bid bond requirements for contracts under \$250,000.

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<sup>10</sup> Office of Management and Budget, "Contract Bundling—A Strategy for Increasing Federal Contracting Opportunities for Small Business" (October 2002).

<sup>11</sup> Los Angeles Unified School District, Facilities Services Division, *Small Business Program, Fourth Quarter and Fiscal Year-End Report: 2003-2004*.

- ◆ Using a modified pre-qualification process for certain construction and maintenance projects.

### S.3 SMALL BUSINESS PROGRAM FOR SUBCONTRACTS

#### S.3.1 SMALL BUSINESS PROJECT GOALS

**Charlotte.** The City of Charlotte has a comprehensive SBE program including SBE set asides and business assistance.<sup>12</sup> 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 provisions for bidders, but has rejected bids for bidder noncompliance with the SBE program. Charlotte achieved 28.9 percent MWBE subcontractor utilization in construction and 33.1 percent MWBE subcontractor utilization in A&E through small business subcontracting goals.<sup>13</sup>

Other SBE goal programs include:

- ◆ Oakland – 50 percent local SBE goal
- ◆ San Antonio 50 percent SBE goal
- ◆ Sacramento County–25 percent SBE goal

#### S.3.2 MANDATORY SUBCONTRACTING

As part of their SBE subcontracting program some agencies impose mandatory subcontracting clauses which would promote SBE utilization and be consistent with industry practice

**City of Columbia.** The City of Columbia Subcontractor Outreach Program established in 2003 applies to City contracts of \$200,000 or more. A prime must subcontract a minimum percentage of its bid. The minimums are set out in **Exhibit S-1** below:

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<sup>12</sup> A description of the Charlotte SBE program can be found at [www.charmeck.org/Departments/Economic+Development/Small+Business/Home.htm](http://www.charmeck.org/Departments/Economic+Development/Small+Business/Home.htm).

<sup>13</sup> MGT, *The City of Charlotte Update Disparity Study*, 2011, Exhibit 7-1.



EXHIBIT S-1  
MINIMUM SUBCONTRACTING REQUIREMENTS FOR  
COLUMBIA SUBCONTRACTOR OUTREACH PROGRAM

PROJECTS	MINIMUM SUBCONTRACTING
Parks	20%
Pipelines (water & sewer)	20%
Pump Stations	20%
Street Improvements	20%
Traffic Signals/Street Lighting	20%
Buildings Project by Project	Not to exceed 49%
Miscellaneous projects	20%

Source: City of Columbia, Subcontracting Outreach Program (March 2003).

Bidders must make affirmative efforts in outreach to Disadvantaged Business Enterprises (DBEs), Disabled Veteran Business Enterprises (DVBEs) and Other Business Enterprises (OBEs) (defined as a business that does not qualify as either a DBE or a DVBE). A bidder will be deemed non-responsive for failure to meet the subcontractor goal, failure to document their outreach efforts, or failure to meet 80 out of 100 points for good faith efforts. Points are granted on a pass/fail basis, i.e., either zero or full points.

**San Diego.** As part of its Subcontractor Outreach Program (SCOPE) San Diego requires mandatory outreach, mandatory use of subcontractors, and mandatory submission of an outreach document. Whether a contract has mandatory subcontracting is determined by the engineer on the project.

**Contra Costa.** The Contra Costa County (California) Outreach Program sets mandatory subcontracting minimums on a contract by contract basis.<sup>14</sup> The Contra Costa Outreach Program requires that women and minority owned firms be considered by contractors as possible sources of supply and subcontracting opportunities.

### S.3.3 PAYMENTS FOR USING SUBCONTRACTORS.

**Colorado Department of Transportation (Colorado DOT).** The Colorado DOT Emerging Small Business (ESB) Program<sup>15</sup> provides the following incentives for primes to use S/MWBEs:

Payments of up to \$5,000 to a prime contractor who hires an S/MWBE subcontractor that has never held a contract or subcontract on a Colorado DOT project.

Payment of up to \$7,500 to a prime contractor or consultant who trains one or more S/MWBEs as a subcontractor on a Colorado DOT project.

<sup>14</sup> Contra Costa County, Outreach Program, Ordinance Section 3-2 et seq.

<sup>15</sup> The Colorado ESB program was established by statute, Colorado Rev Stat Sec 43-1-106.

### S.3.4 SUBCONTRACTOR DISCLOSURE AND SUBSTITUTION

**State of Oregon.** Under Oregon law, bidders are required to disclose first-tier subcontractors that will be furnishing labor for the project and have a contract value greater than or equal to 5 percent of the bid or \$15,000 (whichever is greater), or \$350,000 regardless of the percentage of the total project.<sup>16</sup> First-tier subcontractor disclosure does not apply to contracts below \$100,000, or contracts exempt from competitive bidding requirements.<sup>17</sup> Bidders are not required to disclose the race or gender of the first-tier subcontractors.

Bidders are allowed to substitute subcontractors.<sup>18</sup> The subcontractor substitution statute provides standards sufficient for cause regarding subcontractor substitution, including subcontractor bankruptcy, poor performance, inability to meet bonding requirement, licensing deficiencies, ineligibility to work based upon applicable statutes, and for “good cause” as defined by the Construction Contractors Board.<sup>19</sup> The statute provides a process by which subcontractors can issue complaints about substitutions. Violation of subcontractor substitution rules may result in civil penalties.<sup>20</sup>

## S.4 S/MWBE INCLUSION IN FINANCIAL AND PROFESSIONAL SERVICES

**Brokerage and Investment Management Services.** The State of Maryland in its new Use of Minority Enterprises law require several publicly funded entities—the State Treasurer, the Maryland Automobile Insurance Fund (MAIF), the Injured Workers’ Insurance Fund (IWFI), and the State Retirement and Pensions System (SRPS)—to utilize MWBES for investment management and brokerage services for a percentage of their \$40 billion in assets.

**Port Authority of New York and New Jersey.** The Port Authority has encouraged the use of S/MWBEs in finance through its financial advisory call-in program which targets small firms to serve as a pool of advisors for the Port Authority Chief Financial Officer. The financial advisors address debt issuance, financial advisory services, real estate transactions, and green initiatives. There are three to four firms in each of these categories in the financial advisory call-in program.

The Port Authority of New York and New Jersey’s Specialty Insurance Program sets aside five sets of insurance policies to small brokers, and the Port’s Financial Advisors Call In program pre-qualifies small firms for task orders in financial advisory services, real estate transactions, debt issuance, and green initiatives.

**State of New York Task Force.** Some of the proposals for MWBE inclusion in financial and professional services from the State of New York Task Force include:

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<sup>16</sup> ORS § 279C.370(1)(a)(A),(B).

<sup>17</sup> ORS § 279C.370(1)(c),(d).

<sup>18</sup> ORS § 279C.370(5), ORS § 279C.585.

<sup>19</sup> ORS § 279C.585.

<sup>20</sup> ORS § 279C.590.

- ◆ Remove barriers to entry from the RFP process that state authorities use to initiate a competitive procurement for financial services;
- ◆ Encourage joint ventures and partnering relationships between MWBE financial services firms and majority financial services firms;
- ◆ Include a Diversity Questionnaire in every RFP process to better ascertain the diversity policies and practices of financial services firms competing for public authority contracts;
- ◆ Increase access to state contracting opportunities by shortening the RFP cycle which can run as long as five years, to a shorter cycle;
- ◆ Unbundle services to create opportunities for qualified smaller firms to compete for discrete blocks of a larger project;
- ◆ Conduct regular performance evaluations of financial services firms by authorities;
- ◆ Track fees paid to financial services firms by each state public authority to assess whether work is being equitably allocated; and,
- ◆ Enlist the services of professional organizations that serve women and/or minority financial services professionals to provide notice of RFP opportunities with state authorities.”<sup>21</sup>

Following the issuance of the Task Force report M.R. Beal, a minority-owned investment firm, became senior manager on Dormitory Authority of the State of New York’s \$1.3 billion Personal Income Tax (PIT) bond issuance.<sup>22</sup> Overall MWBE underwriters increased their participation in the State of New York debt issuance from 4 percent to twenty percent from 2007 to 2009.

## S.5 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.<sup>23</sup> HUBZone programs can serve as a vehicle for encouraging MWBE contract utilization. Nationally, there are 5,357 female and minority HUBZone firms, representing 56.2 percent of total HUBZone firms.<sup>24</sup>

**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

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<sup>21</sup> See Gov. Paterson MWBE Task Force Adopts Guidelines to Boost Opportunity for Minority and Women-owned Financial Services Firms. [www.dasny.org/dasny/news/2009/11232009.php](http://www.dasny.org/dasny/news/2009/11232009.php). See also Executive Order No. 10 Task Force. [www.dasny.org/finance/mwbe\\_taskforce/E\\_O\\_10\\_report/index.php](http://www.dasny.org/finance/mwbe_taskforce/E_O_10_report/index.php).

<sup>22</sup> DASNY Makes Largest Assignment to MWBE Firm In State History. <http://www.dasny.org/dasny/news/2010/06012010.php>

<sup>23</sup> 13 C.F.R. 126.200 (1999).

<sup>24</sup> Based on the SBA pro-net database located at <http://pro-net.sba.gov/pro-net/search.html>.

perform 25 percent of their work in economically distressed areas or for which 25 percent of their employees are economically disadvantaged individuals.<sup>25</sup>

**Miami-Dade.** Miami-Dade has a Community Workforce Program that requires all Capital Construction Projects contractors to hire 10 percent of their workforce from Designated Target Areas (which include Empowerment Zones, Community Development block grant Eligible Block Groups, Enterprise Zones, and Target Urban Areas) in which the Capital Project is located.<sup>26</sup>

**California.** The State of California provides a 5 percent preference for a business work site located in state enterprise zones and an additional 1 to 4 percent preference (not to exceed \$50,000 on goods and services contracts in excess of \$100,000) for hiring from within the enterprise zone.<sup>27</sup>

**Minnesota.** The State of Minnesota's bid preferences are limited to small businesses operating in high unemployment areas.

**State of Ohio.** Ohio has a venture capital tax credit of 30 percent for investments of up to \$150,000 in MBEs located in economically disadvantaged counties.

It is worth noting that some agencies have implanted HUBZone type program and then terminated them, including New Jersey in the 1980s and Seattle's BOOST program in 2001.

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<sup>25</sup> 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>.

<sup>26</sup> Miami Ordinance 03-237.

<sup>27</sup> Cal Code Sec 4530 *et seq.*

## S.6 MWBE PROJECT GOAL SETTING

**North Carolina DOT.** The NCDOT regulations emphasize that goals should be set on projects “determined appropriate by the Department [of Transportation].”<sup>28</sup> Individual goals are set based on a project’s geographic location, characteristics of the project, the percentage of that type of work that is typically performed by MWBEs, the areas in which MWBEs are known to provide services, and the goals set by the North Carolina General Assembly.<sup>29</sup> The NCDOT MWBE regulations specify (although they do not limit to) particular areas for MWBE goals: clearing and grubbing, hauling and trucking, storm drainage, concrete and masonry construction, guardrail, landscaping, erosion control, reinforcing steel, utility construction, and pavement marking.

The NCDOT goal setting process begins with an engineering estimate of the project to determine what items might reasonably be subcontracted out. Next estimates of the percentage of work that could be potentially performed by DBEs and MWBEs are developed.<sup>30</sup> These estimates are confidential and made available only to the Estimator (and staff), the Provisions Engineer in the Proposals and Contracts Section (and staff), and members of the DBE/MWBE Committee at the DBE/MWBE Committee meetings.

Next NCDOT looks at whether there are MWBEs available based on the NCDOT DBE/MWBE directory and the location of the project. The NCDOT Directory is a searchable database that classifies firms by location, prime contractor/subcontractor status and six-digit work type.<sup>31</sup> The Goal Setting Committee is assisted in this process by EEO Compliance staff in the Office of Civil Rights. .

Prime contractors then submit documentation of good faith efforts to achieve the individual project goal. A statement of how they will make efforts to achieve the goal satisfies the good faith effort requirements.

The NCDOT Goal Setting Committee (in collaboration with the EEO Compliance staff) seeks to set goals relative to where there is interest, availability and capacity, beyond mere looking at the certification lists. NCDOT relies on the EEO Compliance staff to provide input on whether existing businesses are fully occupied. However, if EEO Compliance says MWBEs are not fully occupied, but prime contractors submit evidence that MWBEs are fully occupied (for example, with invoices), then NCDOT accepts those explanations.

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<sup>28</sup> 19A NCAC 02D.1108(a).

<sup>29</sup> 19A NCAC 02D.1108(a).

<sup>30</sup> NCDOT, Division of Highways, Roadway Design and Design Services Unit, *Policy and Procedure Manual*, Chapter 10, at 4.

<sup>31</sup> <http://apps.dot.state.nc.us/constructionunit/directory/>.

As part of goal setting NCDOT regulations provide that:

- ◆ A documented excessive subcontractor bid constitutes a basis for not subcontracting with an MWBE.
- ◆ A documented record of poor experience constitutes a basis for not subcontracting with an MWBE.<sup>32</sup>

In addition, a review of NCDOT DBE and MWBE goals has been a regular topic at the Associated General Contractors (AGC)-DOT Joint Cooperative Committee meetings.<sup>33</sup>

## S.7 COMBINED RACE NEUTRAL AND RACE CONSCIOUS PROGRAMS

A number of agencies (Tampa, FL; Hillsborough County, FL; Jacksonville, FL; Port Authority of New York and New Jersey and Connecticut) combine race neutral and race conscious program features.

**Saint Paul.** The City of Saint Paul Vendor Outreach program requires that contractors document their solicitation of bids from SBEs, MBEs and WBEs, in addition to listing subcontracting opportunities, attending pre-bid conferences and seeking assistance from MWBE organizations.<sup>34</sup> St Paul achieved 10.4 percent SBE spending (out of \$113.2 million in total spending). In the SBE program, 62.5 percent of SBE spending went to WBEs, 21.2 percent to nonminority males and 16.3 percent to MBEs.<sup>35</sup>

**Jacksonville.** The City of Jacksonville recently implemented a hybrid program by establishing a declining schedule of race conscious targets.<sup>36</sup> In the first program year Jacksonville proposes to meet 70 percent of its MWBE goal with race conscious means, the second year, 50 percent, and the third year 25 percent. At the end of the three year period the program is to be evaluated.

**Connecticut.** The State of Connecticut reserves 25% of its SBE contracts for MWBEs.

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<sup>32</sup> The last two elements are adopted by the North Carolina DOT. 19A NCAC 02D.1110(7).

<sup>33</sup> AGC-DOT Joint Cooperative Committee Meeting Minutes, February 2001 through August 2003.

<sup>34</sup> City of St. Paul, Vendor Outreach Program, Ordinance 84.08, .09

<sup>35</sup> City of St. Paul, *Vendor Outreach Program Detailed Report*, FY 2004, at 6.

<sup>36</sup> City of Jacksonville, Executive Order No. 04-02.

## S.8 DBE PROGRAMS

Following the federal model, some agencies have added DBE programs.<sup>37</sup> SBE programs focus on the disadvantage of the business, HUBZone programs focus on the disadvantage of the business location, and DBE programs focus on the disadvantage of the individual operating the business.

**State of North Carolina.** The State of North Carolina changed the definition of minority used in the state minority construction program to include socially and economically disadvantaged individuals, as defined in the federal rules.<sup>38</sup> Socially disadvantaged individuals are those who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their individual qualities.<sup>39</sup> Economically disadvantaged individuals are those socially disadvantaged individuals whose ability to compete in the free enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same business area that are not socially disadvantaged.<sup>40</sup> This rule permits firms certified under the federal 8(a), DBE, and small disadvantaged business enterprise (S/DBE) programs to be certified as a minority firm in North Carolina. This rule also implies that firms owned by majority males are eligible for the program as there are firms owned by majority males that qualify for the 8(a), DBE, and S/DBE programs by making an individual showing of their social and economic disadvantage.

## S.9 TWO TIER CERTIFICATION

**State of Oregon.** The State of Oregon has a two-tier system for small business certification. Under the 2009 definitions of emerging small business tiers a Tier One firm employs fewer than 20 full-time equivalent employees and has average annual gross receipts for the last three years that do not exceed \$1,633,110 (for construction), or \$653,244 (for non-construction). A Tier Two firm employs fewer than 30 full-time equivalent employees and has average annual gross receipts for the last three years that do not exceed \$3,266,219 (for construction) or \$1,088,744 (for non-construction).<sup>41</sup> An ESB cannot be a subsidiary or a franchise. In 2006, small business program participation was extended from seven to 12 years.<sup>42</sup>

**State of New Jersey.** For the State of New Jersey there are separate size standards for small businesses and emerging small businesses. For large projects, the State of New Jersey carves out portions of the contract for both tiers of small business. Thus, a single solicitation requires that the prime spend a certain percentage of the contract with small firms and another percentage with emerging small firms. Along related lines, the federal government sets aside contracts for

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<sup>37</sup> DBE programs and Airport Concession Disadvantaged Enterprise (ACDBE) programs are required to be developed and implemented as a part of the federal funding process.

<sup>38</sup> NC GS § 143-128.2(g).

<sup>39</sup> 15 USC 637(a)(5).

<sup>40</sup> 15 USC 637(a)(6)(A).

<sup>41</sup> OAR 445-050-0115. The ESB size standards are adjusted annually to reflect changes in the Consumer price Index.

<sup>42</sup> OAR 445-050-0135.

bidding only amongst small firms, and other contracts may be set aside for bidding only by emerging small firms.

**Federal Government.** The federal government has the additional categories:

- ◆ “Emerging Small Business,” defined as being 50 percent of the SBA size standards, and
- ◆ “Very Small Business,” defined as fewer than 15 employees and less than \$1million in revenue.

## S.10 MANAGEMENT AND TECHNICAL ASSISTANCE

A number of agencies hire an outside management and technical assistance provider to provide needed technical services related to business development and performance. Such a contract can be structured to include providing incentives to produce results, such as the number of S/MWBEs being registered as qualified vendors with the city, the number of MWBEs graduating from subcontract work to prime contracting, and rewarding firms that utilize MWBEs in their private sector business activities.

**Port Authority.** The Port Authority of New York and New Jersey has a three-year fee-for-service contract with the Regional Alliance for Small Contractors capped at \$275,000.<sup>43</sup> Previously, the contract was a flat grant, but it was changed to a fee-for-service arrangement to reward creative uses of financial resources.

**Austin.** The City of Austin has a Development Assistance Services (DAS) Program. The program targeted African American contractors due to the city’s underachievement of the 2.6 percent African American construction participation goal. Training and assistance is provided by Business Resource Consultants, a for-profit firm that serves as the program manager and overseer of the day-to-day operations of the delivery of program services. A team of professional firms specializing in construction management, business and contract law provides consulting services to DAS clientele. Local trade associations and construction networks partner, collaborate and provide oversight and advocacy for the program. The City of Austin Department of Small and Minority Business Resources serves as the Contract Administrator.

DAS is funded by City of Austin General Fund Budget, along with in kind services and contributions from professionals in construction, engineering, architecture, business law and marketing and volunteer services from major construction companies, trade associations, and the general public.

DAS developed seven prime contractors from 1998 to 2004, generated \$14.5 million in prime contract awards, \$16.2 million in subcontract awards, created 131 new jobs (full- and part-time), maintained 50 jobs and served over 350 small, minority, and women business enterprises on a

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<sup>43</sup> The Regional Alliance was started in 1989. For general background on the founding of the Regional Alliance see Timothy Bates, "Case Studies of City Minority Business Assistance Programs," report for the U.S. MBDA, September 1993.



monthly basis through the delivery of interactive group training sessions, one-on-one technical assistance, and weekly “Bid Briefs.”

**City of Phoenix, Arizona.** The First Point Information Center (Center) is designed to provide coordinated assistance to Phoenix area businesses through the Phoenix Small Business Assistance Program (SBAP). The Center is located within CED and professionals provide intake, referral, and follow-up services to small business owners. Specifically, the Center provides information regarding city licensing and tax requirements, the certification process for women- and minority-owned businesses, ombudsman services for all City of Phoenix offices, assistance in securing business with the city, referrals to other community support programs, and assistance with the city’s Enterprise Community. In addition to the above services, the Center provides a hotline to assist callers with various business needs. During one calendar year, over 5,000 small businesses phoned or visited the Center for assistance.

SBAP also provides small businesses with several forms of technical assistance. First, the program contracts with professionals to counsel in general business administration and marketing to assist businesses in developing business plans, human resource plans, and business risk assessment plans. The business counselors also provide assistance in preparing financial reports and any other necessary business reports.

The program provides finance counselors who offer detailed financial assistance to support businesses’ external financing requirements, as well as bond packaging assistance. Bond packaging assistance involves preparing detailed information to support a construction company’s performance payment, and other business-related bonding requirements. The final form of technical assistance provided is a business needs assessment. This assessment evaluates the adequacy of a company’s accounting system, management capabilities, and marketing plan.

SBAP has a consulting program that was developed through a joint partnership with Maricopa Community College’s Small Business Development Center. Business consultants are available by appointment to assist with business planning, marketing strategies, financial management, inventory management, and other business-related issues. During one calendar year, consultants met with approximately 300 businesses.

## S.11 MENTOR-PROTÉGÉ PROGRAMS

**Indiana Construction Roundtable (ICR).** ICR started a mentor-protégé program modeled on the Stempel plan from the Port of Portland. Protégés must have two years of business experience and a business plan. There are two mentors per protégé (one lead and one advisor) who meet monthly. Subcontracting is allowed, recognizing that this may cause a conflict of interest. A point system tracks completion of the program. Mentor-protégé arrangements are designed to last between one and three years, followed by an exit strategy with ICR guidance.

**Port Authority.** The Port Authority started a mentor-protégé program in March 2002 and hired a program manager in September 2002. Protégés use mentors to prepare estimates and bids, and mentors may help successfully complete a project awarded to a protégé. No credit is given by the Port Authority to the mentor towards S/MWBE goals for participation in the mentor-protégé program.

At the time of this review, there were seven major firms and several small firms that are matched. However, the Port Authority projects program expansion to include 10 mentors and 20 protégés. The criteria for participation as a protégé is: past work experience with the Port Authority; a “good corporate citizen,” as indicated by Dun & Bradstreet reports; a written application; and size standards less than \$2 million in revenue. The program operates only in construction at this point. Seven firms recently graduated from the three year program. Ten large firms have acted as mentors.

**Texas DOT.** Texas DOT (TxDOT) developed a mentoring program called LINC (Learning, Information, Networking and Collaboration) in which the TxDOT’s Business Opportunity Program Section serves as the mentor to selected S/MWBE firms. The focus of the program is to prepare the LINC Protégé firms to bid and perform on TxDOT contracts. The Business Opportunity Program section introduces the protégés to key TxDOT staff and to prime contractors. LINC mentors, TxDOT staff, business providers, bonding agents, and trainers meet with LINC protégés in scheduled meetings and work individually with the LINC protégés. The selected LINC protégés sign an agreement committing to the time and effort needed for a successful mentor-protégé relationship. The duration of the LINC mentorship arrangement is one year.

**Florida Business Round Table.** An interesting variant of mentor-protégé program is the Business Roundtable. The Florida Black Business Investment Fund (BBIF) Roundtable Technical and Financial Assistance Program helps build management capacity within firms through an interactive management group that allows for firms to benefit from consulting with qualified advisors and to interface with their peers. The BBIF Roundtable is funded by governmental and quasi-governmental entities.

The Roundtable is a management development tool that utilizes the results of a gap assessment and recommendations from the plan established with the business to develop the management capacity of business owners and the growth capacity of their businesses. In the Roundtable, business owners meet once a month and function as resources to one another. They develop creative solutions by collaborating on common obstacles. The Roundtable is an interactive management development tool, not a training course. In Roundtable sessions, principals present the real issues that they are dealing with in their businesses and work with paid consultant advisors and their peers to develop action plans to resolve those issues.

An additional sub-group of the program is the Construction Roundtable. Construction specialists provide technical and operations guidance to construction firms. Members of the construction industry participate in Roundtable sessions, as mentors, with clients. The purpose of this group is to expose Roundtable participants to business techniques, business opportunities and professional relationships in the construction industry

Business challenges are then monitored on a month-to-month basis by advisors; accountability that is encouraged by developing work plans; and tracking and sharing progress toward established goals. Financial ratios are used as baseline measures of business performance. Firms are graduated from the Roundtable when their ratio performance has met pre-determined standards and the firms have become “bankable.”

**Illinois DOT.** The Illinois DOT provides separate mentor-protégé programs for construction and engineering services. Illinois DOT offers a 5 percent reduction on a project's DBE goals as an incentive for primes to mentor DBE protégés.

**California DOT.** Associated Council of Engineering Companies of California (ACEC) and the California Department of Transportation created CALMENTOR, a mentor-protégé program for the architectural and engineering.<sup>44</sup>

After reviewing a number of mentor-protégé programs one study found that project-specific mentor-protégé agreements should be preferred because: (1) S/MWBEs “earn while they learn,” (2) the agreements provide specific assistance, and (3) the agreements require less assistance from attorneys than all-encompassing agreements stretching over several years.<sup>45</sup>

## S.12 FINANCIAL ASSISTANCE

**Maryland.** The Maryland Small Business Development Finance Authority (MSBDFA) offers financing for S/MWBEs through the following programs:

- ◆ The Contract Financing Program, which provides loan guarantees and direct working capital and equipment loans to socially or economically disadvantaged businesses that have been awarded public contracts.
- ◆ The Equity Participation Investment Program, which provides direct loans, equity investments, and loan guarantees to socially or economically disadvantaged-owned businesses in franchising, in technology-based industries, and for business acquisition.
- ◆ The Long-Term Guaranty Program, which provides loan guarantees and interest rate subsidies.

### S.12.1 COLLATERAL ENHANCEMENT

**Phoenix.** Other agencies offer collateral enhancement. For example, since 1992, the City of Phoenix Expansion Assistance and Development Program (EXPAND) program has allowed businesses to secure financing from traditional lending institutions with collateral offered by EXPAND. EXPAND is not a substitute for conventional loans. The city does not loan funds directly to businesses; rather, it places a collateral reserve account at a bank. The business is then required to secure financing from a lending institution, which may be conditioned on receipt of additional collateral supplied by EXPAND. EXPAND maintains a collateral reserve account, and offers businesses collateral enhancement, which is generally 25 percent of the loan amount (up to \$150,000). EXPAND funds may be used for new construction, to purchase existing buildings (including land), to remodel an existing building, revolving lines of credit, for working capital, equipment and machinery, and leasehold improvements.

<sup>44</sup> <http://www.dot.ca.gov/dist11/calmentor/files/Calmentor%20Program.pdf>.

<sup>45</sup> CTC & Associates, *Disadvantaged Business Enterprise Programs: A Survey of State Practice in Operating Mentor/Protégé Programs and Increasing DBE Participation*, October 2010.

In order to be eligible for the program, a business must be located within the City of Phoenix, owned by a citizen or lawful permanent resident of the United States, have a net worth of less than \$7.5 million, and profits (after federal income tax) of less than \$2.5 million (averaged over the last two-year period). It also must have at least two years of operating history and be a for-profit retail, manufacturing, wholesale, or service company. Priority is given to businesses in the city's redevelopment areas and for economic development projects.

#### S.12.2 LINKED DEPOSIT

Another example of lending assistance programs is linked deposit programs. Agencies use linked deposit programs to subsidize lower rates for business and housing loans by accepting a lower rate on their deposits with participating financial institutions.

**New York.** A number of local agencies participate in the New York State Linked Deposit program. The program uses the leverage of public agency deposits to encourage participating banks to loan money to small, female, and minority firms at favorable rates. The benefit to lenders is that they have a new loan product resulting from public agency deposits at a reduced rate. The Linked Deposit program makes loans of up to \$10 million to certified S/MWBEs that have been awarded Port Authority of New York contracts. The program provides two-year financing at reduced rates to small and minority businesses. Businesses in economic development zones, highly distressed areas, defense, and certified S/MWBEs are eligible for a 3 percent interest rate reduction. Manufacturing businesses must have fewer than 500 employees, and service businesses must have fewer than 100 employees and not be dominant in their field of operation. The program started in 1993.

### S.12.3 LOAN MOBILIZATION

**Orlando Airport.** The Greater Orlando Airport Authority has a Designated Mobilization Program (DMP), a loan mobilization program. The Authority makes available certain retainers and/or designated mobilization payments to Local Developing Businesses (LDB), professional services, construction, and procurement firms of up to 5 percent of contract price. This percentage may be increased to 10 percent, subject to the approval of the Executive Director. The LDB program is race- and gender-neutral.

**City of Chicago, Illinois.** In 2000, the City of Chicago revised its MWBE ordinance to allow the city to make advance payments of 10 percent of the total contract value, up to a maximum of \$200,000.

### S.12.4 PROMPT PAYMENT

MWBE vendors still often report problems with prompt payment, particularly payments from prime contractors to subcontractors. Certain subcontractors that work on an early phase in 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.<sup>46</sup>
- ◆ **Two-Party Check Program.** To improve access to financing, the Port Authority 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 frequently used according to staff interviews.

### S.13 BONDING

Some examples of bonding programs from other agencies include:

**North Carolina DOT.** The North Carolina DOT, through its supportive services contract, has funded a DBE Pilot Bonding Assistance Program since 2000. The bonding program is open to any DBE that holds or is in the process of obtaining a NCDOT contract. The program is for bid, payment, and performance bonds of up to \$1 million. The program is administered through the U.S. DOT Office of Small and Disadvantaged Business Utilization, the Minority Business Resource Center, and participating sureties.

**Colorado DOT.** Colorado DOT reimburses up to 5 percent of the SBE subcontractor's contract award (limited to \$5,000) to a prime contractor for costs incurred if the prime waived its

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<sup>46</sup> 49 CFR, Part 26.29(b).

bonding requirements for an SBE and the SBE subcontractor failed to perform. Colorado DOT also pays up to \$5,000 for the bonding costs of bonds for SBE prime and subcontractors.<sup>47</sup>

**Maryland.** The State of Maryland, through its Surety Bonding Program, assists small contractors in bonding with government and public utility contracts that require bid, performance, and payment bonds. MSBDFA has the authority to directly issue bid, performance, or payment bonds up to \$750,000. MSBDFA can also guarantee up to 90 percent of a surety's losses on bid, performance, or payment bonds up to \$900,000. This assistance is available to firms that have been denied bonds, but have not defaulted on loans or financial assistance from MSBDFA.

### S.14 INSURANCE

A number of agencies use wrap-up insurance on construction projects to lower insurance costs for contractors.

**Port Authority.** The Port Authority of New York and New Jersey uses a Contractor Insurance Program (CIP), a form of wrap-up insurance under which the Port Authority provides various insurance coverages to approved onsite contractors and subcontractors for construction contracts. In particular, the Port Authority buys and pays the premiums on public liability insurance (\$25 million per occurrence), builders' risk insurance, and workers' compensation and employers' liability insurance. In general, the CIP can reduce an owner's project costs by an average of 1 to 2 percent compared to traditional contractor procured insurance programs. The Port Authority CIP does help alleviate barriers from insurance costs to MWBE participation on Port Authority construction projects.

**Columbia.** In Columbia, the Richland School District implemented a CIP program at several school sites.

**San Diego.** The City of San Diego Minor Construction Program also provides access to low cost insurance on small projects.

**Port of Portland.** The Port of Portland has made noteworthy efforts to address barriers to small firms from insurance requirements. A Port Process Management sub group met on insurance barriers and issued a white paper in August of 2003. The sub group identified insurance barriers in the areas of insurance in excess of associated risk, complex language, difficulties in small firms obtaining blanket insurance certificates, and additional costs for on-call contractors. The sub group identified low risk consultant areas that did not require insurance, simplified insurance language, altered some blanket insurance coverage requirements, clarified what could be met with primary and excess insurance, proposed simplifying the Port indemnity, and proposed sending appropriate insurance requirements in sample contracts attached to RFPs and Requests for Quotations (RFQs). The Port also looked at a cooperative insurance program for small business although there was not much success with this initiative.

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<sup>47</sup> <http://www.coloradodot.info/business/emerging-small-business-program>.

## S.15 OUTREACH

Most agencies have extensive outreach, including match-making with procurement officials, workshops and seminars, featuring S/MWBEs in agency newsletters, and providing procurement forecasts. The Federal government classifies businesses for outreach purposes into three categories:

- ◆ Category A: Firms that are new to government contracting. These firms should be directed to the Procurement Technical Assistance Center (PTAC), the Small Business Development Center (SBDC), and the Minority Business Development Center (MBDC). In this manner the agency avoids duplicating PTAC, SBDC, or MBDC services.
- ◆ Category B: Firms that are familiar with government contracting in general but not with the particular agency. These firms are handled via an enhanced Web site that answers routine questions and quarterly group seminars.
- ◆ Category C: Firms that already have government contracts and are looking for more specific assistance. Some agencies allow for new businesses to have 15-minute presentations of corporate capabilities to program managers. The agency also provides unsuccessful bidders with feedback and briefs S/MWBEs on quality assurance standards.

**Bexar County, Texas Small, Minority, and Women Business Owners Conference.** Bexar County in conjunction with the City of San Antonio has sponsored annual Small, Minority, and Women Business Owners conferences since 2001. The conferences have been co-sponsored by the Central and South Texas Minority Business Council in conjunction with a number of major corporations, including Dell, Toyota, and AT&T. Typically conference workshops have addressed the following:

- ◆ Doing business with federal, state, and local agencies, and the private sector.
- ◆ Access to capital.
- ◆ Human resources.
- ◆ Franchising.
- ◆ Management.
- ◆ Veterans.
- ◆ Responding to bids and RFPs.

Registered attendees grew from 1,200 in 2001 to 2,400 in 2006; estimated total attendance grew from 1,800 in 2001 to 5,000 in 2006. The number of exhibitors grew from 75 in 2001 to 180 in 2006.<sup>48</sup> Virtually all the major local agencies, loan providers, business development providers, and chambers of commerce participate in the conference along with a number of major corporations. The conference budget for 2007 was \$250,000.

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<sup>48</sup> Small, Minority, and Women Business Owners (S/M/WBO) Conference, Frequently Asked Questions, at 6.



### S.16 S/MWBE WEB SITE

A survey of agencies has found the following information on their MWBE Web sites: bid opportunities; vendor application and information on the loan programs; directory of certified firms; uniform certification application; MWBE program description; SBE program description; comprehensive contracting guides; MWBE ordinance; how to do business information; bid tabulations; status of certification applications; links to management and technical assistance providers; newsletters; data on SBE and MWBE utilization; annual MWBE program reports; direct links to online purchasing manuals; capacity, bonding, qualifications, and experience data on certified firms; and 90-day forecasts of business opportunities.

**Regional Alliance.** The Regional Alliance of Small Contractors Opportunities Clearinghouse in New York provides a Web-based forum for small contractors to interact with large construction firms and public development agencies.

### S.17 EVALUATION OF RACE-NEUTRAL ALTERNATIVES

**Port of Portland, Oregon.** The Port has evaluated the effectiveness of its race-neutral efforts. The Port produced an analysis of 67 firms that had graduated from its mentor-protégé program. Of the 67 mentor-protégé program graduates studied in the Port data from 2001 to 2006, seven were out of business and 23 had Port experience. Most firms had between five and 40 employees and one had greater than \$1 million in revenue. One firm was greater than \$50 million in revenue, another greater than \$15 million, and three others were above \$5 million in revenue. The data was incomplete on all firms.

### S.18 PERFORMANCE MEASURES

**Florida Department of Transportation.** The Evaluation Plan for the Florida DOT Small Business Initiative has the following performance measures:

1. What specific action(s) were identified that the Florida DOT could implement or continue to help small businesses increase their capacity to bid as a prime?
2. Which of the identified strategies resulted in new businesses becoming interested in a long-term partnership with the Florida DOT as a prime?
3. What are the success stories?
4. How many businesses that were identified have the desire and ability to grow from a subcontractor to a prime?
5. How many businesses are bidding on reserved contracts compared to those that are not reserved?
6. How many businesses that have never bid as primes are now bidding on reserved contracts as primes?
7. How many businesses that were subcontractors or subconsultants have been awarded contracts as a prime?



8. How many businesses that were awarded a reserved contract bid on contracts that were not reserved?
9. How many businesses were able to take advantage of the waiver of the bonding requirements? What is the size of the businesses that took advantage of the waiver?
10. How many contracts resulted in a default? What was the dispute?
11. How many “problem” contracts adversely affected the end product? What was the issue, (such as product, time, or cost)?
12. How many protests were filed? What was the protest issue?

### S.19 MWBE PROGRAM DATA MANAGEMENT

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

**Separate Reporting of MWBE Prime Contractor and Subcontractor Utilization.** Orange County, FL; Charlotte, NC; Port Authority and New York and New Jersey.

**Tracking MWBE and Non-MWBE Subcontractor Utilization.** City of Charlotte, NC.

**Tracking MWBE Utilization in the SBE Program.** Charlotte, NC; Port Authority and New York and New Jersey, LA Unified School District, Phoenix, AZ.

**Oregon DOT.** The Oregon Department of Transportation has a very complete reporting system for DBEs in construction, with 105 tables, and includes coverage of DBE utilization at the subcontract and prime contract levels, bidders, small business utilization, prompt payment, commercially useful function review, complaints against prime contractors, on-the-job training, and labor compliance. The system is updated daily.

## APPENDIX T

STATISTICAL SIGNIFICANCE OF DIFFERENCES IN RESPONSES OF MBES AND WBES TO SELECTED SURVEY QUESTIONS

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## APPENDIX T: STATISTICAL SIGNIFICANCE OF DIFFERENCES IN RESPONSES OF MBES AND WBES TO SELECTED SURVEY QUESTIONS

EXHIBIT T-1  
STATISTICAL SIGNIFICANCE OF DIFFERENCES IN RESPONSES OF MBES AND WBES

ISSUE	MBE	WBE
Prequalification		
Bid Bond		*
Performance bond	*	*
Payment Bond	**	*
Financing	***	*
Bid Specifications		
Limited Time To Prepare Bids	***	**
Contract Too Large		
Selection process		
Competing with Large Companies	***	**
Unfair Treatment	***	
Double Standards of Performance	***	
Unfair Denial of Award	***	
Unfair Treatment		
Informal Network Excludes	***	***
Drop firms after GFE satisfied	***	*

*	significant at .1 level
**	significant at the .05 level
***	Significant at the .01 level

## APPENDIX U

AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, SELECT SERVICES AND GOODS  
PROCURED BY CITY AND COUNTY OF DENVER GENERAL SERVICES PURCHASING DIVISION

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**APPENDIX U: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, SELECT SERVICES AND GOODS PROCURED BY CITY AND COUNTY OF DENVER GENERAL SERVICES PURCHASING DIVISION**

EXHIBIT U-1  
 AVAILABILITY ESTIMATES OF FIRMS  
 SELECT SERVICES AND GOODS/FURNITURE, FIXTURES, AND EQUIPMENT PROCURED BY G.S.P.D, STATE OF COLORADO

BUSINESS OWNERSHIP CLASSIFICATION	BUILDING MANAGEMENT & MAINTENANCE	COMMUNICATION EQUIPMENT & SERVICES	GENERAL BUSINESS SERVICES	MAINTENANCE & REPAIR SERVICES INCLUDING LANDSCAPING	PARKING SERVICES	SECURITY SERVICES	WASTE MANAGEMENT SERVICES	GENERAL SERVICES TOTAL
	%	%	%	%	%	%	%	%
African American	1.40%	0.00%	0.14%	0.79%	0.00%	2.63%	2.74%	0.80%
Asian American	0.53%	0.00%	0.00%	1.77%	0.00%	0.00%	1.37%	0.65%
Hispanic American	6.83%	1.72%	0.83%	3.14%	0.00%	2.63%	4.11%	3.30%
Native American	0.70%	1.72%	0.00%	0.20%	0.00%	0.00%	0.00%	0.30%
<b>Total MBE Firms</b>	<b>9.46%</b>	<b>3.45%</b>	<b>0.96%</b>	<b>5.89%</b>	<b>0.00%</b>	<b>5.26%</b>	<b>8.22%</b>	<b>5.05%</b>
Nonminority Female	8.76%	6.90%	3.03%	7.66%	3.85%	10.53%	13.70%	6.50%
<b>Total M/WBE Firms</b>	<b>18.21%</b>	<b>10.34%</b>	<b>3.99%</b>	<b>13.56%</b>	<b>3.85%</b>	<b>15.79%</b>	<b>21.92%</b>	<b>11.54%</b>
Total Non-M/WBE Firms	81.79%	89.66%	96.01%	86.44%	96.15%	84.21%	78.08%	88.46%
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

APPENDIX U: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS,  
SELECT SERVICES AND GOODS PROCURED BY CITY AND COUNTY OF DENVER GENERAL SERVICES PURCHASING DIVISION

EXHIBIT U-1 (CONT.)  
AVAILABILITY ESTIMATES OF FIRMS  
SELECT SERVICES AND GOODS/FURNITURE, FIXTURES, AND EQUIPMENT PROCURED BY G.S.P.D, STATE OF COLORADO

BUSINESS OWNERSHIP CLASSIFICATION	COMPUTER & SOFTWARE	ELECTRICAL & INDUSTRIAL EQUIPMENT, PARTS, & SUPPLIES	OFFICE EQUIPMENT	FURNITURE, FIXTURES, & EQUIPMENT TOTAL	GENERAL SERVICES & FURNITURE, FIXTURES, & EQUIPMENT TOTAL
	%	%	%	%	%
African American	0.29%	0.00%	0.29%	0.18%	0.58%
Asian American	0.57%	0.51%	0.57%	0.55%	0.61%
Hispanic American	1.43%	1.53%	1.43%	1.47%	2.65%
Native American	0.29%	0.51%	0.29%	0.37%	0.32%
<b>Total MBE Firms</b>	<b>2.58%</b>	<b>2.55%</b>	<b>2.58%</b>	<b>2.57%</b>	<b>4.17%</b>
Nonminority Female	6.88%	3.57%	6.88%	5.69%	6.21%
<b>Total M/WBE Firms</b>	<b>9.46%</b>	<b>6.12%</b>	<b>9.46%</b>	<b>8.26%</b>	<b>10.38%</b>
Total Non-M/WBE Firms	90.54%	93.88%	90.54%	91.74%	89.62%
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Source: MGT developed a Master Availability Database based on custom census availability estimates.

APPENDIX U: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS,  
SELECT SERVICES AND GOODS PROCURED BY CITY AND COUNTY OF DENVER GENERAL SERVICES PURCHASING DIVISION

EXHIBIT U-2  
AVAILABILITY ESTIMATES OF FIRMS  
SELECT SERVICES AND GOODS/FURNITURE, FIXTURES, AND EQUIPMENT PROCURED BY G.S.P.D, DENVER-AURORA-BOULDER, CSA

BUSINESS OWNERSHIP CLASSIFICATION	BUILDING MANAGEMENT & MAINTENANCE	COMMUNICATION EQUIPMENT & SERVICES	GENERAL BUSINESS SERVICES	MAINTENANCE & REPAIR SERVICES INCLUDING LANDSCAPING	PARKING SERVICES	SECURITY SERVICES	WASTE MANAGEMENT SERVICES	GENERAL SERVICES TOTAL
	%	%	%	%	%	%	%	%
African American	1.46%	0.00%	0.14%	0.82%	0.00%	3.13%	1.96%	0.78%
Asian American	0.37%	0.00%	0.00%	1.44%	0.00%	0.00%	1.96%	0.52%
Hispanic American	6.95%	1.72%	0.70%	3.08%	0.00%	0.00%	3.92%	3.19%
Native American	0.55%	1.72%	0.00%	0.21%	0.00%	0.00%	0.00%	0.26%
<b>Total MBE Firms</b>	<b>9.32%</b>	<b>3.45%</b>	<b>0.84%</b>	<b>5.54%</b>	<b>0.00%</b>	<b>3.13%</b>	<b>7.84%</b>	<b>4.76%</b>
Nonminority Female	7.50%	6.90%	2.95%	7.39%	4.00%	12.50%	17.65%	6.06%
<b>Total M/WBE Firms</b>	<b>16.82%</b>	<b>10.34%</b>	<b>3.79%</b>	<b>12.94%</b>	<b>4.00%</b>	<b>15.63%</b>	<b>25.49%</b>	<b>10.82%</b>
Total Non-M/WBE Firms	83.18%	89.66%	96.21%	87.06%	96.00%	84.38%	74.51%	89.18%
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

APPENDIX U: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS,  
SELECT SERVICES AND GOODS PROCURED BY CITY AND COUNTY OF DENVER GENERAL SERVICES PURCHASING DIVISION

EXHIBIT U-2 (CONT.)  
AVAILABILITY ESTIMATES OF FIRMS  
SELECT SERVICES AND GOODS/FURNITURE, FIXTURES, AND EQUIPMENT PROCURED BY G.S.P.D, DENVER-AURORA-BOULDER, CSA

BUSINESS OWNERSHIP CLASSIFICATION	COMPUTER & SOFTWARE	ELECTRICAL & INDUSTRIAL EQUIPMENT, PARTS, & SUPPLIES	OFFICE EQUIPMENT	FURNITURE, FIXTURES, & EQUIPMENT TOTAL	GENERAL SERVICES & FURNITURE, FIXTURES, & EQUIPMENT TOTAL
	%	%	%	%	%
African American	0.30%	0.00%	0.30%	0.19%	0.58%
Asian American	0.61%	0.54%	0.61%	0.58%	0.54%
Hispanic American	1.52%	1.34%	1.52%	1.45%	2.58%
Native American	0.30%	0.54%	0.30%	0.39%	0.31%
<b>Total MBE Firms</b>	<b>2.73%</b>	<b>2.42%</b>	<b>2.73%</b>	<b>2.62%</b>	<b>4.01%</b>
Nonminority Female	7.27%	3.49%	7.27%	5.91%	6.01%
<b>Total M/WBE Firms</b>	<b>10.00%</b>	<b>5.91%</b>	<b>10.00%</b>	<b>8.53%</b>	<b>10.02%</b>
Total Non-M/WBE Firms	90.00%	94.09%	90.00%	91.47%	89.98%
<b>TOTAL</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Source: MGT developed a Master Availability Database based on custom census availability estimates.



APPENDIX U: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS,  
SELECT SERVICES AND GOODS PROCURED BY CITY AND COUNTY OF DENVER GENERAL SERVICES PURCHASING DIVISION

EXHIBIT U-3  
AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, WEIGHTED  
SELECT SERVICES AND GOODS/FURNITURE, FIXTURES, AND EQUIPMENT PROCURED BY G.S.P.D, STATE OF COLORADO

BUSINESS OWNERSHIP CLASSIFICATION	BUILDING MANAGEMENT & MAINTENANCE	COMMUNICATION EQUIPMENT & SERVICES	GENERAL BUSINESS SERVICES	MAINTENANCE & REPAIR SERVICES INCLUDING LANDSCAPING	PARKING SERVICES	SECURITY SERVICES	WASTE MANAGEMENT SERVICES	TOTAL SELECTED SERVICES AVAILABLE	DISPARATE IMPACT	DISPARATE IMPACT OF UTILIZATION	
	% Available	% Available	% Available	% Available	% Available	% Available	% Available	% Available			
African American	0.06%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.58	*	Underutilization
Asian American	0.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	85.02		Underutilization
Hispanic American	1.38%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	60.27	*	Underutilization
Native American	0.49%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.10	*	Underutilization
Nonminority Female	4.26%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	12.90	*	Underutilization
<b>Total M/WBE Firms</b>	<b>6.75%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>28.67</b>	*	Underutilization
Total Non-M/WBE Firms	93.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	111.17		Overutilization

APPENDIX U: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS,  
SELECT SERVICES AND GOODS PROCURED BY CITY AND COUNTY OF DENVER GENERAL SERVICES PURCHASING DIVISION

EXHIBIT U-3 (CONT.)  
AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, WEIGHTED  
SELECT SERVICES AND GOODS/FURNITURE, FIXTURES, AND EQUIPMENT PROCURED BY G.S.P.D, STATE OF COLORADO

BUSINESS OWNERSHIP CLASSIFICATION	COMPUTER & SOFTWARE	ELECTRICAL & INDUSTRIAL EQUIPMENT, PARTS, & SUPPLIES	OFFICE EQUIPMENT	TOTAL SELECTED FF&E	DISPARATE IMPACT	DISPARATE IMPACT OF UTILIZATION	
	% Available	% Available	% Available	% Available			
African American	0.05%	0.00%	0.02%	0.07%	2.04	*	Underutilization
Asian American	0.11%	0.38%	0.04%	0.53%	17.54	*	Underutilization
Hispanic American	0.27%	1.14%	0.09%	1.51%	21.80	*	Underutilization
Native American	0.05%	0.38%	0.02%	0.45%	1.99	*	Underutilization
Nonminority Female	1.30%	2.66%	0.45%	4.41%	28.30	*	Underutilization
<b>Total M/WBE Firms</b>	<b>1.79%</b>	<b>4.56%</b>	<b>0.62%</b>	<b>6.97%</b>	<b>24.10</b>	*	<b>Underutilization</b>
Total Non-M/WBE Firms	17.16%	69.98%	5.89%	93.03%	105.69		Overutilization

Source: MGT conducted availability (weighted) estimates based on utilization and custom census availability estimates.

APPENDIX U: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS,  
SELECT SERVICES AND GOODS PROCURED BY CITY AND COUNTY OF DENVER GENERAL SERVICES PURCHASING DIVISION

EXHIBIT U-4  
AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, WEIGHTED  
SELECT SERVICES AND GOODS/FURNITURE, FIXTURES, AND EQUIPMENT PROCURED BY G.S.P.D, DENVER-AURORA-BOULDER, CSA

BUSINESS OWNERSHIP CLASSIFICATION	BUILDING MANAGEMENT & MAINTENANCE	COMMUNICATION EQUIPMENT & SERVICES	GENERAL BUSINESS SERVICES	MAINTENANCE & REPAIR SERVICES INCLUDING LANDSCAPING	PARKING SERVICES	SECURITY SERVICES	WASTE MANAGEMENT SERVICES	TOTAL SELECTED SERVICES AVAILABLE	DISPARATE IMPACT	DISPARATE IMPACT OF UTILIZATION
	% Available	% Available	% Available	% Available	% Available	% Available	% Available	% Available		
African American	0.46%	0.00%	0.00%	0.26%	0.00%	0.13%	0.01%	<b>0.86%</b>	<b>19.61</b>	* <b>Underutilization</b>
Asian American	0.11%	0.00%	0.00%	0.46%	0.00%	0.00%	0.01%	<b>0.58%</b>	<b>85.34</b>	<b>Underutilization</b>
Hispanic American	2.18%	0.40%	0.02%	0.98%	0.00%	0.00%	0.02%	<b>3.60%</b>	<b>59.71</b>	* <b>Underutilization</b>
Native American	0.17%	0.40%	0.00%	0.07%	0.00%	0.00%	0.00%	<b>0.64%</b>	<b>2.25</b>	* <b>Underutilization</b>
Nonminority Female	2.35%	1.62%	0.07%	2.34%	0.25%	0.52%	0.10%	<b>7.26%</b>	<b>11.40</b>	* <b>Underutilization</b>
<b>Total M/WBE Firms</b>	<b>5.28%</b>	<b>2.42%</b>	<b>0.09%</b>	<b>4.10%</b>	<b>0.25%</b>	<b>0.65%</b>	<b>0.15%</b>	<b>12.94%</b>	<b>28.25</b>	* <b>Underutilization</b>
Total Non-M/WBE Firms	26.09%	21.00%	2.40%	27.60%	6.01%	3.52%	0.43%	<b>87.06%</b>	<b>110.67</b>	<b>Overutilization</b>

Source: MGT conducted availability (weighted) estimates based on utilization and custom census availability estimates.

Percent of dollars (the utilization analysis) can be found in [Chapter 4.0](#) of this report.

Percent of available firms is taken from the availability analysis presented in this report.

Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.

\* indicate a substantial level of disparity, which is a disparity index below 80.00.

APPENDIX U: AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS,  
SELECT SERVICES AND GOODS PROCURED BY CITY AND COUNTY OF DENVER GENERAL SERVICES PURCHASING DIVISION

EXHIBIT U-4 (CONT.)  
AVAILABILITY ESTIMATES AND DISPARITY ANALYSIS OF FIRMS, WEIGHTED  
SELECT SERVICES AND GOODS/FURNITURE, FIXTURES, AND EQUIPMENT PROCURED BY G.S.P.D, STATE OF COLORADO

BUSINESS OWNERSHIP CLASSIFICATION	COMPUTER & SOFTWARE	ELECTRICAL & INDUSTRIAL EQUIPMENT, PARTS, & SUPPLIES	OFFICE EQUIPMENT	TOTAL SELECTED FF&E	DISPARATE IMPACT	DISPARATE IMPACT OF UTILIZATION
	% Available	% Available	% Available	% Available		
African American	0.05%	0.00%	0.01%	0.06%	2.61	* Underutilization
Asian American	0.10%	0.43%	0.03%	0.55%	18.07	* Underutilization
Hispanic American	0.24%	1.07%	0.07%	1.38%	24.82	* Underutilization
Native American	0.05%	0.43%	0.01%	0.49%	1.99	* Underutilization
Nonminority Female	1.17%	2.78%	0.31%	4.26%	31.24	* Underutilization
<b>Total M/WBE Firms</b>	<b>1.61%</b>	<b>4.71%</b>	<b>0.43%</b>	<b>6.75%</b>	<b>26.46</b>	<b>* Underutilization</b>
Total Non-M/WBE Firms	14.45%	74.93%	3.88%	93.25%	105.32	Overutilization

Source: MGT conducted availability (weighted) estimates based on utilization and custom census availability estimates.

Percent of dollars (the utilization analysis) can be found in **Chapter 4.0** of this report.

Percent of available firms is taken from the availability analysis presented in this report.

Disparate index is the ratio of the percent of dollars to percent of available firms multiplied by 100.

\* indicate a substantial level of disparity, which is a disparity index below 80.00.

**APPENDIX V**

CITY OF DENVER PROPOSED M/WBE ASPIRATIONAL GOALS

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## APPENDIX V: CITY OF DENVER PROPOSED M/WBE ASPIRATIONAL GOALS

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### EXECUTIVE SUMMARY

MGT of America, Inc. (MGT), proposes that the annual M/WBE aspiration goals be as presented in **Exhibit V-1** based on the availability and utilization data developed in the 2013 Denver Disparity Study.

EXHIBIT V-1  
PROPOSED M/WBE ASPIRATIONAL GOALS  
CITY AND COUNTY OF DENVER 2011

PROGRAM	ANNUAL GOAL
M/WBE Construction	24%
M/WBE Professional Design Services	33%
Selected General Services	8%
Selected Furniture, Fixtures & Equipment	5%

### PROPOSED M/WBE ASPIRATIONAL GOALS

#### EXISTING M/WBE GOALS

The current Denver aspiration M/WBE goals are presented in Exhibit V-2 below.

EXHIBIT V-2  
M/WBE ASPIRATIONAL GOALS  
CITY AND COUNTY OF DENVER 2011

PROGRAM	ANNUAL GOAL
M/WBE Construction	22%
M/WBE Professional Design Services	15%

Source: Office of the Auditor, DSBO Performance Audit, April 2011, p. 9.

STEP ONE – DETERMINING THE BASE FIGURE

The calculation of the proposed M/WBE goals was based on a similar goal setting process as that established in 49 CFR 26, the U.S Department of Transportation (DOT) Disadvantaged Business Enterprise (DBE) regulations.

1. **M/WBE Availability.** The 2013 Disparity Study used custom census based on Dun & Bradstreet to estimate availability. Estimated M/WBE availability is show in **Exhibit V-3** below:

EXHIBIT V-3  
M/WBE AVAILABILITY  
CITY AND COUNTY OF DENVER 2012

PROGRAM	M/WBE AVAILABILITY
M/WBE Construction	36.05%
M/WBE Professional Design Services	39.58%
Selected General Services	11.54%
Selected Furniture, Fixtures & Equipment	8.26%

Source: 2013 Denver Disparity Study, Exhibits 5-1 & 5-2

STEP TWO – ADJUSTING THE BASE FIGURE

2. **M/WBE Utilization.** The baseline availability estimates were then adjusted for measures of existing M/WBE utilization. In this goal calculation the average percentage M/WBE utilization of the study period is used to adjust the goal calculation. Current M/WBE utilization is presented in **Exhibit V-4** below

EXHIBIT V-4  
M/WBE UTILIZATION  
BY PROCUREMENT CATEGORY  
CITY AND COUNTY OF DENVER 2005-2010

PROGRAM	M/WBE UTILIZATION
M/WBE Construction	13.75%
M/WBE Professional Design Services	28.03%
Selected General Services	3.66%
Selected Furniture, Fixtures & Equipment	1.79%

Source: 2013 Denver Disparity Study, Exhibits 4-9, 4-27 & 4-29

3. **Proposed M/WBE Aspirational Goals.** Using a weighted average of MWBE utilization and availability results in aspirational goals contained in **Exhibit V-5** below. The weights were 50 percent for availability and 50 percent for utilization. The results were rounded.

EXHIBIT V-5  
PROPOSED M/WBE ASPIRATIONAL GOALS  
CITY AND COUNTY OF DENVER 2011

PROGRAM	ANNUAL GOAL
M/WBE Construction	24%
M/WBE Professional Design Services	33%
Selected General Services	8%
Selected Furniture, Fixtures & Equipment	5%

4. **'But For' Discrimination.** The 2013 the City Disparity Study provided evidence of lower rates of entry into and earnings from self-employment for women and minorities.<sup>1</sup> These disparities could be quantified to raise female and minority business availability by a percent of the difference between the self-employment rates of nonminority males and other groups. No upward adjustment to the proposed M/WBE goals was made for this analysis.

<sup>1</sup> MGT, *City and County of Denver for the Minority/Women Owned Disadvantaged Disparity Study* (2013), Section 6.7.



APPLICATION OF THE PROPOSED ASPIRATIONAL GOALS

Aspirational goals are essentially a benchmark. The main objective is to achieve M/WBE utilization through race neutral means first. Identical project goals based on the aspirational goals should not be placed on every project. For example, there should not be a 24 percent M/WBE goal placed on every construction project. As noted in Chapter 3 above, Denver has not applied aspirational goals as rigid quotas in the past.

Some general guidelines for the use of M/WBE aspirational goals can be gleaned from the U.S. DOT DBE regulations, as summarized in **Exhibit V-6** below.

EXHIBIT V-6  
NARROWLY TAILORED M/WBE PROGRAM FEATURES

NARROWLY TAILORED GOAL-SETTING FEATURES	DBE REGULATIONS
Denver should not use quotas.	49 CFR 26(43)(a)
Denver should use race- or gender-conscious set-asides only in cases where other methods are inadequate to address the disparity.	49 CFR 26(43)(b)
Denver should meet the maximum amount of its M/WBE goals through race-neutral means.	49 CFR 26(51)(a)
Denver should use M/WBE contract goals only where race-neutral means are not sufficient.	49 CFR 26(51)(d)
Denver should use M/WBE goals only where there are subcontracting possibilities.	49 CFR 26(51)(e)(1)
If Denver estimates that it can meet the entire M/WBE goal with race-neutral means, then Denver should not use contract goals.	49 CFR 26(51)(f)(1)
If it is determined that Denver is exceeding its goal, then Denver should reduce the use of M/WBE contract goals.	49 CFR 26(51)(f)(2)
If Denver exceeds goals with race-neutral means for two years, then Denver should not set contract goals the next year.	49 CFR 26(51)(f)(3)
If Denver exceeds M/WBE goals with contract goals for two years, then Denver should reduce use of contract goals the next year.	49 CFR 26(51)(f)(4)
If Denver uses M/WBE goals, then Denver should award only to firms that made good faith efforts.	49 CFR 26(53)(a)
Denver should give bidders an opportunity to cure defects in good faith efforts.	49 CFR 26(53)(d)

## APPENDIX W

### STATISTICALLY SIGNIFICANCE METHODOLOG

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## APPENDIX W: STATISTICAL SIGNIFICANCE METHODOLOGY

In addition to the disparity index, we conducted standard deviation tests to ascertain the significance of the difference between the availability and utilization. With Standard Deviation analyses, the reviewer can determine whether the disparities are substantial or statistically significant, which lends further statistical support to a finding of discrimination.

Standard Deviation analysis measures the probability that a result is a random deviation from a predicted result: greater the number of standard deviations, the lower the probability the result is a random one. The accepted standard used by the Court is two standard deviations.

That is, if there is a result of fewer than two standard deviations, then one can assume that the results are non-significant, or that no disparity exists. The t-statistic is based on the following formula:

$$t = \frac{u - a}{\sqrt{\frac{a * (1 - a) * \sum c_i^2}{(\sum c_i)^2}}}$$

Where:  $t$  = the t-statistic;

$u$  = the ratio of M/W/DBE contract and subcontract dollars to total contract and subcontract dollars;

$a$  = the ratio of M/W/DBE firms to all firms;

$c_i$  = the dollar award or payment amount for contract or subcontract.

In connection with the use of statistical significance in the disparity study context the National Cooperative Highway Research Program (NCHRP) Report 644<sup>1</sup> report note that:

- ♦ “. . . for statistical disparities to be taken as legally dispositive in the discrimination context, they should be (a) statistically significant and (b) “substantively” significant. Substantive significance is taken to mean, for example, a DBE utilization measure that is less than or equal to 80% of the corresponding DBE availability measure.” NCHRP Report 644, at 49.
- ♦ “In discrimination cases, the courts have usually required p-values of 5% or less to establish statistical significance in a two-sided case.” NCHRP Report 644, at 50.

The use of t-test for disparity ratios was approved by the Fourth Circuit in *H.B. Rowe v. Tippett*, 615 F.3d 233, 243 (4th Cir 2010).

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<sup>1</sup> National Academy of Sciences, NCHRP Report 644 *Guidelines for Conducting a Disparity and Availability Study for the Federal DBE Program*.