LOH
06/25/09
Item #52

2009-06-25-0601

AN ORDINANCE

ACCEPTING THE REGIONAL BUSINESS DISPARITY CAUSATION ANALYSIS STUDY FINDINGS AND RECOMMENDATIONS FOR PURPOSES OF POLICY DEVELOPMENT.

* * * * *

WHEREAS, in October 2005, the City of San Antonio ("COSA") contracted with Franklin Lee, from the law firm of Tydings & Rosenberg, LLP (formerly with Shapiro Sher Guinot & Sandler) in Baltimore, Maryland to represent COSA in the development of the Regional Business Disparity Causation Analysis Study Request for Proposal (RFP) and selection process for a consultant; and

WHEREAS, Mr. Lee has provided pivotal advice and guidance to COSA and is a nationally recognized expert on disparity studies serving federal, state and local entities; and

WHEREAS, Mr. Lee has represented COSA throughout the course of the Disparity Study effort from its inception and he continues to guide the City through the study review and policy deliberation process; and

WHEREAS, on November 30, 2006, COSA, as the lead partner of the San Antonio Regional Disparity Study Consortium (Consortium), approved a contract with MGT of America ("MGT") to conduct the Regional Business Disparity Causation Analysis Study (the "Disparity Study"); and

WHEREAS, the necessity for conducting a disparity study emanated from the U.S. Supreme Court case *Richmond v. J.A. Croson Co.* (1989), which mandated a strong basis in evidence to establish a compelling governmental interest for remedial procurement programs; and

WHEREAS, the Disparity Study examines (in part) what, if any, barriers exist which may have resulted in disparities in the utilization of available small, minority and women-owned businesses ("S/M/WBEs"), and also examines and summarizes related findings from other similar studies that encompass each of the Disparity Study Consortium member's relevant marketplaces; and

WHEREAS, the Disparity Study Consortium currently consists of the City of San Antonio (COSA), San Antonio Water System (SAWS), CPS Energy (CPS), Edwards Aquifer Authority (EAA), San Antonio Housing Authority (SAHA), Port Authority of San Antonio (Port), Brooks Development Authority (BDA), University Health System (UHS) and Alamo Regional Mobility Authority (ARMA); and

WHEREAS, each member entity of the Consortium identified an individual staff member from its organization to serve as its representative for a Consortium Workgroup that met regularly with the Disparity Study consultants to discuss on-going progress and to facilitate the exchange of requested data and information; and

WHEREAS, in addition, a Consortium Oversight Committee of representative officials from the region, co-chaired by City Councilwomen Delicia Herrera and Sheila McNeil, was formed to provide for additional review and guidance; and

WHEREAS, for COSA's relevant marketplace, the Disparity Study analyzes the utilization of available S/M/WBEs to engage in local government contracting opportunities and also evaluates COSA's current policy, while identifying opportunities to improve COSA's small business program; and

WHEREAS, in order to consider the establishment or continuation of a small, minority or women-owned business program, U.S. Supreme Court opinions mandate that local governments examine availability and utilization data in their relevant marketplaces and determine the likely causes of any disparities in market outcomes; and

WHEREAS, the Disparity Study's workplan required MGT team members to fully analyze availability, utilization and disparity with regard to S/M/WBE participation, which is an approach that has been tested in over 125 jurisdictions and has proven reliable to meet the Disparity Study's objectives; and

WHEREAS, the workplan consisted of, but was not limited to, the following major tasks: conducting legal review; establishing data parameters and finalizing a workplan; reviewing policies, procedures and programs; conducting market area and utilization analyses; determining the availability of qualified firms; analyzing the utilization and availability data for disparity and statistical significance; conducting a telephone survey; collecting and analyzing anecdotal information; conducting a statistically valid regression analysis; conducting disparity analyses of the relevant private market; providing information on best practices in S/M/WBE business development; identifying narrowly-tailored race and gender-based, as well as race- and gender-neutral, remedies; and preparing the final report for the Disparity Study; and

WHEREAS, upon completion, the Oversight Committee received and reviewed the final Disparity Study report for the City of San Antonio and released the Disparity Study to the public and to COSA on April 7, 2009; and

WHEREAS, the release of the Study on that date also began a public comment period regarding the Disparity Study's findings and recommendations and, after evaluating initial community and stakeholder feedback, COSA elected on April 21, 2009 to extend the public comment period through the date of May 7, 2009; and

WHEREAS, to facilitate and ensure public participation in this deliberative process, COSA provided for easy public access to the Disparity Study report by distributing it at public libraries, link centers, as well as online; and

WHEREAS, staff engaged in initiating and coordinating over 30 public outreach meetings, including a Public Hearing, with small and large business trade organizations, various news media and Chambers of Commerce in advance of the City's decision regarding acceptance of the Disparity Study; and

WHEREAS, the Public Hearing was hosted by the Small Business Advocacy Committee (SBAC) on April 17, 2009, as part of the policy deliberation phase of this effort; and

WHEREAS, on April 22, 2009, the Oversight Committee accepted the Disparity Study and approved reliance upon the Disparity Study's findings and recommendations as a basis for formulation of public policy; and

WHEREAS, the following day, the City Council's Economic and Community Development Committee ("ECDC") reviewed the Study's timeline regarding public input prior to consideration of the Study findings by the full Council; and

WHEREAS, SBAC members convened again on May 19, 2009 for MGT's presentation regarding the Disparity Study, combined with stakeholder questions and comments received during the public comment period; and

WHEREAS, on that date, the SBAC members also accepted the Disparity Study and approved a recommendation that COSA rely upon the Disparity Study's findings and recommendations, as well as the public comments, to form its public policy; and

WHEREAS, although the Disparity Study is an important resource in the development of a S/M/WBE program, it will not be the sole source of data used to develop policy options and COSA staff will continue to gather input from the local business community prior to a full development of City policy; **NOW THEREFORE:**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. The City Council accepts the Regional Business Disparity Causation Analysis Study and findings and recommendations for purposes of policy development, a copy of which will be filed with this ordinance upon approval.

SECTION 2. City Council further directs staff to develop policy options for its consideration based upon the factual predicate from the Disparity Study and related public comment and evidence.

SECTION 3. This ordinance shall be effective immediately upon passed by at least eight affirmative votes. In the event of less than eight affirmative votes, then this ordinance shall be effective on the tenth (10th) day after passage.

PASSED AND APPROVED this 25th day of June, 2009.

M A Y O R
JULIÁN CASTRO

ATTEST:
City Clerk

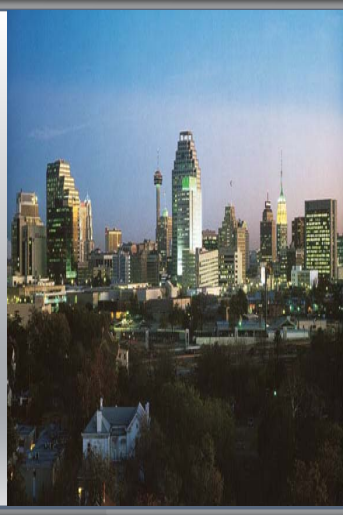
APPROVED AS TO FORM: _____
for City Attorney

Agenda Item:	**52**
Date:	06/25/2009
Time:	02:01:25 PM
Vote Type:	Motion to Approve
Description:	Public Hearing and consideration of an Ordinance accepting the Regional Business Disparity Causation Analysis Study findings and recommendations for purposes of policy development. [A.J. Rodriguez, Deputy City Manager / Interim Director, Economic Development]
Result:	Passed

Voter	Group	Not Present	Yea	Nay	Abstain	Motion	Second
Julian Castro	Mayor		x				
Mary Alice P. Cisneros	District 1		x			x	
Ivy R. Taylor	District 2		x				
Jennifer V. Ramos	District 3		x				
Philip A. Cortez	District 4		x				
David Medina Jr.	District 5		x				
Ray Lopez	District 6		x				
Justin Rodriguez	District 7		x				
W. Reed Williams	District 8		x				
Elisa Chan	District 9		x				x
John G. Clamp	District 10	x					

San Antonio Regional Business Disparity Causation Analysis Study

City of San Antonio, Texas



San Antonio Regional Consortium

Alamo Regional Mobility Authority
Brooks Development Authority
CPS Energy
Edwards Aquifer Authority
Port Authority of San Antonio
San Antonio Housing Authority
San Antonio Water System
University Health System

Submitted to:

City of San Antonio, Texas

April 6, 2009

MGT OF AMERICA, INC.

San Antonio Regional Business Disparity Causation Analysis Study

FINAL REPORT

Submitted by:

2123 Centre Pointe Boulevard
Tallahassee, Florida 32308-4930
(850) 386-3191

April 6, 2009

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E.0 EXECUTIVE SUMMARY

E.0 EXECUTIVE SUMMARY

In November 2006, MGT of America, Inc. (MGT), was retained to conduct a minority and women business enterprise disparity study for the City of San Antonio (COSA) to determine whether there was a compelling interest to establish narrowly-tailored minority- and women-owned business enterprise (M/WBE) program for COSA.[1] The study consisted of fact-finding to examine the extent to which race- and gender-conscious and neutral remedial COSA efforts had effectively eliminated ongoing effects of any past discrimination affecting COSA's relevant marketplace; to analyze COSA procurement trends and practices for the study period September 2004 to December 2007 and to evaluate various options for future program development.

E.1 Findings for M/WBE Utilization and Availability

FINDING E-1: Historical M/WBE Prime Utilization

A 1987 study found that less than 2 percent of COSA contracts were awarded to S/M/WBEs. **Exhibit E-1** shows M/WBE utilization in the 1992 San Antonio Consortium disparity study.

EXHIBIT E-1
M/WBE PRIME UTILIZATION
CITY OF SAN ANTONIO
FY1986-87; 1989-90

	1986-87		1989-90	
	Dollars	**Percent**	**Dollars**	**Percent**
Construction	$5,497,528	7.73	$11,927,681	5.24
Services	$5,117,365	31.39	$5,537,560	17.07
Purchasing	$17,205,518	41.5	$17,722,683	25.71

Source: NERA, *The Utilization of Minority and Woman-Owned Business Enterprises in Bexar County*, 1992

FINDING E-2: M/WBE Prime Utilization, Availability and Disparity

The dollar value of M/WBE prime utilization by COSA over the study period is shown in **Exhibit E-2**:

- M/WBEs won prime construction contracts for $123.4 million (25.95 percent of the total). There was substantial disparity for all M/WBE groups, except Hispanic owned firms for which the disparity was not substantial.

- M/WBEs won architecture and engineering contracts for $29.2 million (48.08 percent of the total). There was substantial disparity for firms owned by African Americans, Hispanic Americans and Asian Americans.

[1] MGT was hired by the City of San Antonio to conduct the study for a consortium of San Antonio agencies that includes the City.

- M/WBEs won professional services contracts for $40.3 million (12.2 percent of the total). There was substantial disparity for all M/WBE groups, except in the case of Native American for which there were no available firms.

- M/WBEs won other services contracts for $5.0 million (29.8 percent of the total). There was substantial disparity for firms owned by African American, Asian Americans and Native Americans.

- M/WBEs won goods contracts for $81.1 million (23.18 percent of the total). There was substantial disparity for firms owned by Hispanic Americans and Native Americans. Disparity for firms owned by nonminority females was not substantial.

EXHIBIT E-2
M/WBE PRIME UTILIZATION, AVAILABILITY AND DISPARITY
CITY OF SAN ANTONIO
SEPTEMBER 2004 THROUGH DECEMBER 2007

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Contract Dollars	$3,275	$106,698,047	$932,942	$21,215	$15,748,815	$123,404,295
Construction Utilization Percent	0.01%	22.44%	0.20%	0.01%	3.31%	25.95%
Construction Availabilty Percent	0.48%	25.04%	0.32%	0.16%	10.37%	36.37%
Construction Disparity	**Yes***	**Yes**	**Yes***	**Yes***	**Yes***	**N/A**
Architecture/ Engineering Contract Dollars	$5,350	$5,011,896	$1,353,667	$0.00	$22,859,992	$29,230,905
Architecture/ Engineering Utilization Percent	0.01%	8.24%	2.23%	0.00%	37.60%	48.08%
Architecture/ Engineering Availabilty Percent	1.16%	18.02%	3.49%	0.00%	12.21%	34.88%
Architecture/ Engineering Disparity	**Yes***	**Yes***	**Yes***	**N/A**	**No**	**N/A**
Professional Services Contract Dollars	$3,615,804	$33,848,203	$152,687	$0.00	$2,761,624	$40,378,320
Professional Services Utilization Percent	1.09%	10.24%	0.05%	0.00%	0.84%	12.22%
Professional Services Availabilty Percent	3.50%	15.73%	0.35%	0.00%	8.87%	28.45%
Professional Services Disparity	**Yes***	**Yes***	**Yes***	**N/A**	**Yes***	**N/A**
Other Services Contract Dollars	$99,539	$2,825,211	$2,100	$257	$2,075,000	$5,002,109
Other Services Utilization Percent	0.59%	16.88%	0.01%	0.00%	12.40%	29.88%
Other Services Availability Percent	0.88%	13.70%	0.44%	0.18%	5.79%	20.99%
Other Services Disparity	**Yes***	**No**	**Yes***	**Yes***	**No**	**N/A**
Goods and Services Contract Dollars	$19,272,363	$33,115,563	$5,482,812	$45,966	$23,100,105	$81,016,811
Goods and Services Utilization Percent	5.51%	9.48%	1.57%	0.01%	6.61%	23.18%
Goods and Services Availability Percent	1.29%	17.68%	0.12%	0.29%	8.02%	27.40%
Goods and Services Disparity	**No**	**Yes***	**No**	**Yes***	**Yes**	**N/A**

Source: Utilization findings are taken from the exhibit previously shown in **Chapter 3.0 and Chapter 4.0**. Availability is based on bidder/vendors.
N/A: not applicable.
*substantial disparity

FINDING E-3: M/WBE Subcontractor Utilization and Availability

The 1994 COSA disparity study found that M/WBE subcontractors won $12.2 million in subcontracts, 14.73 percent of the total, from 1989 to 1990. The dollar value of M/WBE construction subcontractors over the study period is shown in **Exhibit E-3** below:

- One-hundred and four M/WBEs won 335 construction subcontracts for $43.9 million (24.50 percent of the total).
- There was substantial disparity in the underutilization of available African American, Asian American and Native American construction subcontractors.

EXHIBIT E-3
M/WBE SUBCONTRACTOR UTILIZATION, AVAILABILITY AND DISPARITY
CITY OF SAN ANTONIO
SEPTEMBER 2004 THROUGH DECEMBER 2007

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	M/WBE
Construction Subcontractor Utilization - Dollars	$1,551,193	$16,926,658	$1,339,107	$747,012	$23,392,646	$43,956,618
Construction Subcontractor Utilization - Percent	0.86%	9.43%	0.75%	0.42%	13.04%	24.50%
Subcontractor Availability - Percent	3.46%	7.31%	1.46%	0.66%	8.38%	21.28%
Disparity	Yes	No	Yes	Yes	No	N/A

Source: Subcontractor bidders; Utilization and disparity findings are taken from the exhibit previously shown in **Chapters 3.0** and **4.0**.

FINDING E-4: M/WBE Underutilization in Private Sector Commercial Construction

M/WBE utilization in private sector commercial construction in the San Antonio Metropolitan Statistical Area (MSA) was quite low, as measured by data from building permits and Reed Construction Data. M/WBE utilization was low in absolute terms (close to 1 percent), in comparison to M/WBE subcontractor utilization on COSA projects (about 24.5 percent), and in comparison to M/WBE subcontractor availability, which was almost 52 percent in the 2002 Survey of Business Owners from the U.S. Census Bureau. This construction data is supported by other evidence of statistically significant private sector disparities.

E.2 Summary of Selected Commendations and Recommendations

Commendations

- Co-sponsoring the annual Small, Minority, and Women Business Owners Conference
- Small Business program and other race- and gender-neutral efforts such as
  - Commercial Anti-Discrimination Policy

  - Business development assistance partnership, including the Procurement Technical Assistance Center

- Seeking S/M/WBE utilization in investment banking and other nontraditional areas of professional services

- Seeking S/M/WBE inclusion for economic development projects

- Participation in the regional certification body.

- Implementing the B2G data management system

Recommendations

- Follow, where possible, the U.S. Department of Transportation Disadvantaged Business Enterprise (DBE) approach to M/WBE program design.

- Insure that S/M/WBE program implantation is narrowly tailored with respective to use of race neutral alternatives and project goal setting.

- Set aspirational S/M/WBE goals and seek achievement of these goals as much as possible through race and gender-neutral means, in particular, stronger small business initiatives.

- Consider the use of two-tiered size standards to define small businesses and very small businesses.

- Establish a broader set of performance measures for S/M/WBE program evaluation.

1.0 INTRODUCTION

1.0 INTRODUCTION

On November 30, 2006, the City of San Antonio as representative of the Regional Disparity Study Consortium (Study Consortium) contracted MGT of America, Inc. (MGT), to conduct a Regional Business Disparity Causation Analyses Study for the Study Consortium. The Study Consortium consists of the City of San Antonio (COSA) a home rule city, municipal corporation and political subdivision of the State of Texas; Bexar County (County)[1], a political subdivision of the State of Texas; San Antonio Water System (SAWS) a City of San Antonio municipally-owned water and wastewater utility and municipal agency; Edwards Aquifer Authority (EAA), a special conservation and reclamation district; San Antonio Housing Authority (SAHA), a political subdivision of the State of Texas; the Port Authority of San Antonio (Port), a special district and a political subdivision of the State of Texas; Brooks Development Authority (BDA), a special district and political subdivision of the State of Texas; CPS Energy (CPS), a City of San Antonio municipally-owned electric and gas utility and municipal agency; University Health System (UHS), a political subdivision of the State of Texas; and the Alamo Regional Mobility Authority (ARMA).[2] The purpose of the disparity study was to:

- Examine what, if any, barriers may have resulted in disparities in the utilization of available minority-owned, woman-owned, and small business enterprises (M/W/SBEs) and examine and summarize related findings from other similar studies that encompass each of the Study Consortium member's relevant marketplaces.

- Identify from the most accurate sources the availability of M/W/SBEs that are ready, willing, and able to do business with each of the Study Consortium members in the relevant market areas.

- Analyze the contracting and procurement data of each of the Study Consortium members to determine their respective utilization, as well as each of the Study Consortium member's utilization as a whole, of M/W/SBEs

- Determine the extent to which any identified disparities in the utilization of available M/W/SBEs by each of the Study Consortium members might be impacted by discrimination.

- Recommend programs to remedy the effects of any discrimination identified, and to reduce or eliminate any other marketplace barriers that adversely affect the contract participation of such M/W/SBEs.

Governmental entities like the members of the Study Consortium have authorized disparity studies in response to the *City of Richmond v. J. A. Croson Co.*[3] (*Croson*) decision to determine whether there is a compelling interest for remedial procurement programs. Recommendations resulting from such studies are used to narrowly tailor any

[1] By letter dated February 27, 2009, Bexar County formally withdrew from the Study Consortium and the Study effort.
[2] CPS Energy and the Alamo Regional Mobility Authority (ARMA) are participating in this study solely for the purpose to obtain availability and vendor data.
[3] *City of Richmond v. J. A. Croson, Co*., 488 U.S. 469 (1989).

resulting programs to specifically address findings of underutilization attributable to unfair business practices.
The results of the Study Consortium's study are found in this report. Throughout the chapters that follow, MGT presents its findings, analyses and recommendations. This chapter summarizes the objectives for the study, the technical approach used to accomplish the objectives, the major tasks undertaken and an overview of the organization of the report.

1.1 Technical Approach

In conducting the study and preparing recommendations, MGT followed a carefully designed work plan that allowed MGT study team members to fully analyze availability, utilization, and disparity with regard to MBE, WBE and SBE participation. MGT's approach has been tested in over 125 jurisdictions and proven reliable to meet the study's objectives. The work plan consisted of, but was not limited to, the following major tasks:

- Conducting a legal review.
- Establishing data parameters and finalizing a work plan.
- Reviewing policies, procedures and programs.
- Conducting market area and utilization analyses.
- Determining the availability of qualified firms.
- Analyzing the utilization and availability data for disparity and statistical significance.
- Conducting a telephone survey.
- Collecting and analyzing anecdotal information.
- Conducting a statistically valid regression analysis.
- Conducting disparity analyses of the relevant private market.
- Providing information on best practices in small and M/WBE business development.
- Identifying narrowly tailored race- and gender-based and race- and gender-neutral remedies.
- Preparing the final report for this study.

1.2 Report Organization

In addition to this introductory chapter, this report contains the following sections which provide MGT's findings as to the presence, or absence, of disparity in COSA's procurement and contracting practices. The study for the COSA reviewed COSA contract and procurement data from the period of September 1, 2004, through December 31, 2007. This report presents the findings:

- **Chapter 2.0** presents an overview of controlling legal precedents that impact remedial procurement programs.
- **Chapter 3.0** presents the methodology used to determine the COSA's relevant market area and statistical analysis of vendor utilization by the COSA as well as the availability of firms for procurement activities.
- **Chapter 4.0** provides a discussion of the levels of disparity for prime contractors and subcontractors and a review of the multivariate analysis for the COSA.
- **Chapter 5.0** presents an analysis of anecdotal data collected from the telephone survey, personal interviews, focus groups and public hearings.
- **Chapter 6.0** presents 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 COSA.
- **Chapter 7.0** presents a statistical analysis of disparity in small business credit markets.
- **Chapter 8.0** presents an overview of the program design and practices of small, minority, and women business enterprise (M/W/SBE) programs for federal, state, and local government.
- **Chapter 9.0** provides a summary of the findings presented in this report with conclusions, commendations and recommendations.[4]

MGT recommends reading the report in its entirety to understand the basis for the recommendations presented in **Chapter 9.0**.

[4] **Chapter 9.0** is designed to provide a summary of the overall report, conclusions drawn from the study and MGT's recommendations. **Chapter 9.0** serves as an Executive Summary for the Study.

2.0 LEGAL REVIEW

2.0 LEGAL REVIEW

2.1 Introduction

This chapter provides legal background for the study. The material that follows does not constitute legal advice to the San Antonio Consortium 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 decision in *City of Richmond v. J.A. Croson Company*[1] and later cases have established and applied the constitutional standards for an affirmative action program. This chapter identifies and analyzes those decisions, summarizing how courts evaluate the constitutionality of race-specific and gender-specific programs. Decisions of the Fifth Circuit, which includes the San Antonio area, 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.

[1] 488 U.S. 469 (1989).

    - Race-neutral alternatives must be considered first.

- A lesser standard, intermediate judicial scrutiny, applies to programs that establish remedial 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. 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."[2]

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."[3] 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.[4]

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 Circuit struck down the Richmond Plan and the Supreme Court affirmed this decision.[5] 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

[2] Id. at 479-80.
[3] Id. at 480.
[4] Id.
[5] Id. at 511.

achieve its objectives. This standard requires a firm evidentiary basis for concluding that the underutilization of minorities is a product of past discrimination.[6]

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."[7] 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."[8]

Several federal courts have applied intermediate scrutiny to WBE programs and yet have found the programs to be unconstitutional.[9] Nevertheless, in *Coral Construction v. King County*, the Ninth Circuit upheld a WBE program under the intermediate scrutiny standard.[10] Even using intermediate scrutiny, the court in *Coral Construction* noted that some degree of discrimination must be demonstrated in a particular industry before a gender-specific remedy may be instituted in that industry. As the court stated, "The mere recitation of a benign, compensatory purpose will not automatically shield a gender-specific program from constitutional scrutiny."[11] Indeed, one court has questioned the concept that it might be easier to establish a WBE program than it is to establish an MBE program.[12]

More recently, the Tenth Circuit, on the second appeal in *Concrete Works of Colorado v. City and County of Denver* (*Concrete Works IV*),[13] 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. Unlike *Coral Construction*, however, *Concrete Works IV* offered no independent guidance on the level of evidence required to support a WBE program.

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[6] Id. at 493.
[7] *Mississippi University 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).
[8] *Mississippi University for Women, supra,* at 724 (quoting *Wengler v. Druggists Mutual Insurance Company,* 446 U.S. 142, 150 (1980)); see also *Virginia, supra,* at 533, *Nguyn, supra,* at 60.
[9] See, e.g., *AUC v. Baltimore*, 83 F.Supp.2d 613 (D. Md. 2000); *Engineering Contractors Association of South Florida, Inc. v. Dade County*, 122 F.3d 895 (11th Cir. 1997); *Builders Association of Greater Chicago v. County of Cook*, 256 F.3d 642 (7th Cir. 2001). The Fifth Circuit did not address the application of intermediate scrutiny to WBE participation in *Scott v. City of Jackson*, 199 F.3d 206, 215 n.9 (5th Cir. 1999).
[10] *Coral Construction v. King County*, 941 F.2d 910 (9th Cir. 1991), cert. denied, 502 U.S. 1033 (1992).
[11] Id. at 932.
[12] *Builders Association of Greater Chicago*, 256 F.3d at 644. See also *Western State Paving v. Washington DOT,* 407 F.3d 983, 991, n.6 (9th Cir. 2005) (rejecting need for separate analysis of WBE program under intermediate scrutiny).
[13] 321 F.3d 950 (10th Cir. 2003).

2.2.3 An Overview of the Applicable Case Law

Croson did not find a compelling justification for a complete MBE program, and more recent decisions of the Fifth Circuit have not had to address the question squarely. *Croson* found the city of Richmond's evidence to be inadequate as a matter of law. Nevertheless, more recent 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 an 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:

> *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 decisionmaker for the use of race in that particular context.*[14]

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,*[15] the Supreme Court did decide that federal DBE programs should be examined by the same strict scrutiny standard that *Croson* 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.[16] The national DBE cases have somewhat more relevance in assessing whether particular features of a local program are narrowly tailored, as discussed in Section 2.6 below.[17]

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[14] *Grutter v. Bollinger*, 539 U.S. 306, 327 (2003).

[15] *Adarand Constructors, Inc. v. Peña*, 515 U.S. 200 (1995).

[16] 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. Minnesota Department of Transportation,* 345 F.3d 963 (8th Cir. 2003).

[17] Recently the Ninth Circuit ruled in *Western States Paving v. Washington DOT* that specific evidence of discrimination was necessary at a state level in order for the implementation of race-conscious goals to be narrowly tailored. *Western State Paving v. Washington DOT,* 407 F.3d 983 (9th Cir. 2005). In *Northern Contracting v. Illinois DOT*, the district court, while not striking down the program, also required the Illinois DOT to develop local evidence of discrimination sufficient to justify the imposition of race-conscious goals. In this sense, for these cases narrow tailoring still requires factual predicate information to support race-conscious

Thus, the majority of this review will be based on decisions of the federal circuit courts applying *Croson* 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. Further, 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.[18]

Ultimately, only two circuit court decisions since *Croson* have passed definitively on thorough, strictly local disparity studies: *Engineering Contractors Association of South Florida, Inc*.,[19] and *Concrete Works IV*.[20] In *Engineering Contractors*, the Eleventh Circuit ultimately upheld the district court finding that Dade County's disparity studies were not adequate to support an M/WBE program, at least in the face of rebuttal evidence.[21] By contrast, 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*,[22] 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 mark a split in approach among the circuits that will need to be reconciled.

2.3 To Withstand Strict Scrutiny, an MBE Program Must Be Based on Thorough Evidence Showing a Compelling Governmental Interest

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.[23] More recently, in *Petit v. Chicago*, 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."[24]

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program elements in a DBE program. *Northern Contracting v. Illinois DOT*, No. 00 4515 (ND IL 2004).

[18] *Contractors Association of Eastern Pennsylvania v. City of Philadelphia*, 91 F.3d 586, 605 (3rd Cir. 1996).

[19] 122 F.3d 895.

[20] 321 F.3d 950.

[21] Compare *Cone Corporation 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.

[22] *Concrete Works v. City and County of Denver*, Scalia, J. dissenting, 124 S.Ct. 556, 557-60 (2003).

[23] *Hunter v. Regents of University of California,* 190 F.3d 1061 (9th Cir. 1999).

[24] *Petit v. Chicago,* 352 F.3d 1111 (7th Cir. 2003).

The recent holding that other compelling interests may support affirmative action does not yet appear to have any application to public contracting.[25] The Fifth Circuit in *Scott v. City of Jackson* did not consider any other compelling interests for the DBE program outside of remedying discrimination.[26]

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.[27] Second, "the governmental actor enacting the set-aside program must have somehow perpetuated the discrimination to be remedied by the program,"[28] either actively or at least passively with "the infusion of tax dollars into a discriminatory industry."[29]

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 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.[30] Some cases required both pre-enactment and post-enactment evidence.[31]

The Supreme Court case of *Shaw v. Hunt*[32] raised anew the issue of post-enactment evidence in defending local public sector affirmative action programs. *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.[33] Following the *Shaw* decision, two districts courts rejected the use of post-enactment evidence in the evaluation of the compelling interest for local minority business programs.[34]

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[25] *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).
[26] *Scott v. City of Jackson*, 199 F.3d 206 (5th Cir. 1999).
[27] *Croson*, 488 U.S. at 492, 509-10.
[28] *Coral Construction*, 941 F.2d at 918.
[29] Id. at 922.
[30] See, e.g., *Engineering Contractors v. Dade County*, 122 F.3d 895 (11th Cir. 1997); *Contractors Association v. Philadelphia*, 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).
[31] See, e.g., *Coral Construction v. King County*, 941 F.2d 910, 920 (9th Cir. 1991).
[32] *Shaw v. Hunt*, 517 U.S. 899 (1996).
[33] Id. at 910.
[34] *AUC v. Baltimore,* 83 F.Supp.2d 613, 620-22 (D.Md. 2000); *West Tenn. ABC v. Memphis City Schools*, 64 F.Supp.2d 714, 718-21 (W.D. Tenn. 1999). See also *Rothe v. US DOD*, 262 F.3d 1306 (Fed Cir 2001) (district court improperly relied on post-authorization evidence). Nevertheless, post-enactment evidence may be relevant

2.3.2 Staleness of Data and Time Period of Study

A few cases have addressed the issue of how much and how current data must be to satisfy strict scruinty and how much data must be reviewed to satisfy strict scrutiny. There is no clear guidance from the district courts about how many years should be studied, although there have been cautionary language in cases about relying on small samples of data.[35] With regard to the age of data the recent federal appeals court decision of *Rothe* ruled that relying on disparity studies that presented data as recent as 2003 was not stale with regard to reenacting a federal program in 2006. Whereas agencies should rely on the most current available data, other circuit courts had "relied on studies containing data more than five years old when conducting compelling interest analyses."[36]

2.3.3 Agency Evidence

An agency contemplating an M/WBE program should have evidence expressly and specifically linked to the agency itself. The Fifth Circuit criticized the city of Jackson for commissioning a disparity study but not adopting the findings of the study.[37] A district court in New Jersey struck down a set-aside involving New Jersey casino licenses that was based on the factual predicate study for the State of New Jersey M/WBE program, which did not cover the casino industry.[38]

2.3.4 Racial Classifications Subject to Strict Scrutiny

In *Scott v. Jackson* 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.[39] 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.[40]

2.3.5 Outreach Programs and Strict Scrutiny

There has been some difference amongst the circuit courts as to whether strict scrutiny applies to outreach programs. In *Safeco v. City of White House*, the Sixth Circuit stated that "[o]utreach efforts may or may not require strict scrutiny"[41] However, the Eleventh Circuit in *Virdi v. DeKalb County School District* in the course of discussing a school district MWBE program stated that, "strict scrutiny applies to all racial classifications, not just those creating

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to assessment the narrow tailoring prong of strict scrutiny.

[35] See, e.g., *AGC v. Columbus*, 936 F.Supp 1363, 1393 (SD Ohio 1996) (rev'd on other grounds).

[36] Rothe, at 25 (citing district court discussion of staleness in *Western States Paving and Sherbrooke Turf*).

[37] *Scott v. City of Jackson*, 199 F.3d 206, 218 (5th Cir. 1999).

[38] *Assn for Fairness in Business v. New Jersey,* 82 F.Supp. 2d 353, 361 (D NJ 2000).

[39] *Scott v. City of Jackson*, 199 F.3d 206, 216-17 (5th 1999).

[40] Id. at 215 (quoting *Bras v. California Public Utilities Commission,* 59 F.3d 869, 875 (9th Cir. 1995)).

[41] *Safeco Ins. Co. of America v. City of White House, 191 F.3d 675, 692 (6th Cir. 1999)* (citing *Allen v. Alabama State Bd. Of Education*, 164 F.3d 1347 (11th Cir.1999).

binding racial preferences."[42] The Fifth Circuit also made clear in *Scott v. Jackson* that both goals and quoatas grant a preference based on race.[43]

Nevertheless, in a ruling on summary judgment in *HCA v. Houston Metro* the Fifth Circuit did appear to draw a distinction between an "outreach program… [for which] all that is required of the contractors is that they contact DBEs and give them an opportunity to bid as subcontractors on the project," and a "coercive quota."[44] The Fifth Circuit vacated the district courts ruling that was based on the interpretation of Houston Metro's program as a coercive quota disguised as a goals program (albeit supported by a disparity study criticized by the district court), rather than an outreach program. The implication being that there is a difference in material fact between an outreach program supported by a disparity study and a coercive quota based on the same disparity study. Both an outreach program and a coercive quota are subject to strict scrutiny and require a factual predicate, but they do differ with regard to narrow tailoring.

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."[45] 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.[46]

To meet this more precise requirement, courts have accepted the use of a disparity index.[47] 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.[48] The Fifth Circuit noted that "other courts considering equal protection challenges to minority-participation programs have looked to disparity indices, or to computation of disparity percentages, in determining whether *Croson's* evidentiary burden is satisfied."[49] At the same time, the Fifth Circuit denied that it was attempting to "craft a precise mathematical formula to assess the quantum of evidence that rises to the *Croson* 'strong basis in evidence' benchmark."[50]

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[42] *Virdi v. DeKalb County School District,* 135 Fed. Appx. 262, 267 (11thCir 2005).
[43] *Scott v. Jackson*, 199 F. 3d 206, 215 (5th Cir 1999).
[44] *Houston Contractors Assn v. Houston Metro,* 1999 U.S. App. LEXIS 15100 (5th Cir 1999).
[45] *Croson*, 488 U.S. at 501, quoting *Hazelwood School Division v. United States*, 433 U.S. 299, 307-308 (1977).
[46] Id. at 501.
[47] See, e.g., *Engineering Contractors Association of South Florida, Inc.,* 122 F.3d at 914; *Concrete Works IV,* 321 F.3d at 964-69.
[48] *Croson*, 488 U.S. at 503-504.
[49] *Scott v. City of Jackson*, 199 F.3d 206, 218 (5th Cir. 1999).
[50] Id. at 218, fn. 11.

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 contractors actually engaged by the locality or the locality's prime contractors, an inference of discriminatory exclusion could arise."[51]

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.[52] 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.

In *Scott v. City of Jackson* the Fifth Circuit criticized the city of Jackson for relying on a study that "was restricted to the letting of prime contracts by the City under the City's program; [and which] did not include an analysis of the availability and utilization of qualified minority subcontractors, the relevant statistical pool, in the City's construction projects."[53]

Different forms of data used to measure availability give rise to particular controversies. Census data have the benefit of being accessible, comprehensive, and objective in measuring availability. In *Contractors Association of Eastern Pennsylvania, Inc.,* the Third Circuit, while noting some of the limitations of census data, acknowledged that such data could be of some value in disparity studies. In that case, the city of Philadelphia's consultant calculated a disparity using data showing the total amount of contract dollars awarded by the city, the amount that went to MBEs, and the number of African American construction firms. The consultant combined these data with data from the Census Bureau on the number of construction firms in the Philadelphia Standard Metropolitan Statistical Area.[54] Despite the district court's reservations about mixing data sources, the Third Circuit appeared to have been prepared to accept such data had it ruled on the showing of a compelling interest.

At least one commentator has suggested using bidder data to measure M/WBE availability,[55] but *Croson* does not require the use of bidder data to determine availability. In *Concrete Works,* in the context of plaintiffs' complaint that the city of Denver had not used such information, 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.[56]

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[51] *Croson*, 488 U.S. at 509 (emphasis added).
[52] Id., 488 U.S. at 498.
[53] *Scott v. City of Jackson*, 199 F.3d 206, 218 (5th Cir. 1999).
[54] *Contractors Association of Eastern Pennsylvania, Inc.*, 91 F.3d at 604.
[55] 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).
[56] *Concrete Works II*, 36 F.3d at 89-90; *Concrete Works IV*, 321 F.3d at 983-84.

2.4.2 Racial Classifications

In determining availability, choosing the appropriate racial groups to consider becomes an important threshold interest.[57] 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.[58] 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."[59] To evaluate availability properly, data must be gathered for each racial group in the marketplace. The Federal Circuit has also required that evidence as to the inclusion of particular groups be kept reasonably current.[60]

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 has not yet established how the relevant market area should be defined, but some circuit courts have done so, including the Tenth Circuit in *Concrete Works II*, the first appeal in the city of Denver litigation.[61] 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."[62] 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."[63]

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.[64] Accordingly, data from the Denver MSA were "adequately particularized for strict scrutiny purposes."[65]

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[57] Racial groups, as the term is used herein, include both racial and ethnic categories.
[58] Id., 488 U.S. at 506.
[59] Id.
[60] *Rothe Development Corporation v. United States Department of Defense*, 262 F.3d 1306, 1323 (Fed. Cir. 2001).
[61] *Concrete Works IV*, 36 F.3d at 1520.
[62] Id.
[63] Id.
[64] Id.
[65] Id.

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."[66] The Court, however, did not define the test for determining whether a firm is qualified.

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.[67] In short, proper comparisons ensure the required integrity and specificity of the statistical analysis. For instance, the Fifth Circuit has specifically ruled that the government must examine prime contractors and subcontractors separately when the M/WBE program is aimed primarily at one or the other.[68]

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. Courts have approved including businesses in the availability pool that may not be on the government's certification list. 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."[69] In *Contractors Association of Eastern Pennsylvania, Inc.*, the Third Circuit explained, "In the absence of some reason to believe otherwise, one can normally assume that participants in a market with the ability to undertake gainful work will be 'willing' to undertake it."[70] The court went on to note:

> *Past discrimination in a marketplace may provide reason to believe the minorities who would otherwise be willing are discouraged from trying to secure the work. . . . [I]f there has been discrimination in City contracting, it is to be expected that African American firms may be discouraged from applying, and the low numbers [of African American firms seeking to prequalify for City-funded contracts] may tend to corroborate the existence of discrimination rather than belie it.*[71]

Even so, the strongest possible disparity study would also present information about the willingness of M/WBEs to perform the required services.

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[66] *Croson*, 488 U.S. at 501, quoting *Hazelwood School Dist*rict *v. United States*, 433 U.S. 299, 308, n.13 (1977).
[67] See *Hazelwood School Dist*rict, 433 U.S. at 308; *Contractors Association*, 91 F.3d at 603.
[68] *W.H. Scott Construction Co. v. City of Jackson*, 199 F.3d 206, 218 (5th Cir. 1999).
[69] *Concrete Works II*, 36 F.3d at 1529.
[70] *Contractors Association of Eastern Pennsylvania, Inc.*, 91 F.3d at 603.
[71] Id. at 603-04.

2.4.6 Ability/Capacity

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.

The Eleventh Circuit accepted a series of arguments that firm size has a strong impact on "ability" to enter contracts, that M/WBE firms tend to be smaller, and that this smaller size, not discrimination, explains the resulting disparity.[72] This emphasis of factoring in business capacity was reinforced in a recent case, *Rothe Development Corp v. Department of Defense*, in front of the Federal Circuit involving the Federal 1207 small, disadvantaged business (SDB) program. The *Rothe* decision criticized elements of factual predicate studies used to support the 1207 program that did not factor the size and capacity of firms in evaluating disparity.[73]

By contrast, the Tenth Circuit in *Concrete Works II* and *IV* recognized the shortcomings of this treatment of firm size.[74] In *Concrete Works IV* the court noted that the small size of such firms can itself be a result of discrimination.[75] The Tenth Circuit acknowledged the city of Denver's argument that a small construction firm's precise capacity can be highly elastic.[76] Under this view, the relevance of firm size may be somewhat diminished. Further, the Eleventh Circuit was dealing with a statute which itself limited remedies to M/WBEs that were smaller firms by definition.[77]

2.4.7 Statistical Evidence of Discrimination in Disparity Studies

While courts have indicated that anecdotal evidence may suffice without statistical evidence, no case without statistical evidence has been given serious consideration by any circuit court. In practical effect, courts require statistical evidence. Further, the statistical evidence needs to be held to appropriate professional standards.[78]

The Eighth Circuit has stated that "numbers must be *statistically significant* before one can properly conclude that any apparent racial disparity results from some factor other than random chance."[79] The Eleventh Circuit has addressed the role of statistical significance in assessing levels of disparity in public contracting. Generally, disparity indices of 80 percent or higher—indicating close to full participation—are not considered significant.[80] The court referenced the Equal Employment Opportunity Commission's disparate impact guidelines, which establish the 80 percent test as the threshold for determining a prima facie case of discrimination.[81] According to the Eleventh Circuit, no circuit that has explicitly endorsed using disparity indices has held that an index of 80 percent or greater is probative of

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[72] *Engineering Contractors of South Florida, Inc.* at 917-18, 924.
[73] *Rothe Development Corp v. Department of Defense*, 2008-1017 (Fed Cir 2008), at 34.
[74] *Concrete Works II*, 36 F.3d at 1528-29; *Concrete Works IV*, 321 F.3d at 980-92.
[75] *Concrete Works IV*, 321 F.3d at 980-84.
[76] Id. at 981
[77] *Engineering Contractors Association of South Florida, Inc*., 122 F.3d at 917.
[78] *Contractors Association of Eastern Pennsylvania, Inc.*, 91 F.3d at 599-601.
[79] *Kohlbeck v. Omaha*, 447 F.3d 552, 557 (8th Cir. 2006) (quoting *Aiken v. Memphis*, 37 F.3d 1155 (6th Cir. 1994)).
[80] *Engineering Contractors Association of South Florida, Inc*., 122 F.3d at 914.
[81] Id. at 914 (citing 29 C.F.R. § 1607.4D concerning the disparate impact guidelines and threshold used in employment cases).

discrimination, but they have held that indices below 80 percent indicate "significant disparities."[82]

In support of the use of standard deviation analyses to test the statistical significance of disparity indices, the Eleventh Circuit observed that "social scientists consider a finding of two standard deviations significant, meaning there is about one chance in 20 that the explanation for the deviation could be random and the deviation must be accounted for by some other factor than chance."[83] With standard deviation analyses, the reviewer can determine whether the disparities are substantial or statistically significant, lending further statistical support to a finding of discrimination. On the other hand, if such analyses can account for the apparent disparity, the study will have little, if any, weight as evidence of discrimination.

Further, the interpretations of the studies must not assume discrimination has caused the disparities, but must account for alternative explanations of the statistical patterns.[84] The Third and Fifth Circuits have also indicated that statistics about prime contracting disparity have little, if any, weight when the eventual M/WBE program offers its remedies solely to subcontractors.[85]

2.4.8 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."[86] Although *Croson* did not expressly consider the form or level of specificity required for anecdotal evidence, the Ninth Circuit has addressed both issues.

In *Coral Construction*, the Ninth Circuit addressed the use of anecdotal evidence alone to prove discrimination. Although King County's anecdotal evidence was extensive, the court noted the absence in the record of any statistical data in support of the program. Additionally, the court stated, "While anecdotal evidence may suffice to prove individual claims of discrimination, rarely, if ever, can such evidence show a *systemic pattern of discrimination necessary for the adoption of an affirmative action plan*."[87] The court concluded, by contrast, that "the combination of convincing anecdotal and statistical evidence is potent."[88]

Regarding the appropriate form of anecdotal evidence, the Ninth Circuit in *Coral Construction* noted that the record provided by King County was "considerably more

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[82] *Engineering Contractors Association of South Florida, Inc.,* 122 F.3d at 914 (referencing the first appeal in *Contractors Association of Eastern Pennsylvania, Inc.*, 6 F.3d at 1005, crediting disparity index of 4 percent, and *Concrete Works II*, 36 F.3d at 1524, crediting disparity indices ranging from 0 percent to 3.8 percent).
[83] *Engineering Contractors Association of South Florida, Inc*., 122 F.3d at 914 (citing *Peightal v. Metropolitan Dade County*, 26 F.3d 1545, 1556 n.16 (11th Cir. 1994) (quoting *Waisome v. Port Authority*, 948 F.2d 1370, 1376 (2nd Cir. 1991)).
[84] *Engineering Contractors,* at 922.
[85] *Contractors Association of Eastern Pennsylvania, Inc.,* 91 F.3d at 599 (3rd Cir.); *W.H. Scott Construction Company,* 199 F.3d at 218 (5th Cir. 1999).
[86] *Croson*, 488 U.S. at 509.
[87] *Coral Construction*, 941 F.2d at 919 (emphasis added).
[88] Id. See also *Associated General Contractors of California v. Coalition for Economic Equity,* 950 F.2d at 1414.

extensive than that compiled by the Richmond City Council in *Croson*."[89] The King County record contained affidavits of at least 57 minority or female contractors, each of whom complained in varying degrees of specificity about discrimination within the local construction industry. The *Coral Construction* court stated that the M/WBE affidavits "reflected a broad spectrum of the contracting community" and the affidavits "certainly suggested that ongoing discrimination may be occurring in much of the King County business community."[90]

In *Associated General Contractors of California, Inc. v. Coalition for Economic Equity (AGCC II)*, the Ninth Circuit discussed the specificity of anecdotal evidence required by *Croson*.[91] Seeking a preliminary injunction, the contractors contended that the evidence presented by the city of San Francisco lacked the specificity required both by an earlier appeal in that case[92] and by *Croson*. The court held that the city's findings were based on substantially more evidence than the anecdotes in the two prior cases, and were "clearly based upon dozens of specific instances of discrimination that are laid out with particularity in the record, as well as significant statistical disparities in the award of contracts."[93]

The court also ruled that the city was under no burden to identify specific practices or policies that were discriminatory.[94] Reiterating the city's perspective, the court stated that the city "must simply demonstrate the existence of past discrimination with specificity; there is no requirement that the legislative findings specifically detail each and every instance that the legislative body had relied upon in support of its decision that affirmative action is necessary."[95]

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 be verified. 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…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.*[96]

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[89] *Coral Construction*, 941 F.2d at 917.
[90] Id. at 917-18.
[91] *AGCC II*, 950 F.2d at 1414.
[92] *AGCC I*, 813 F.2d 922.
[93] *AGCC II,* 950 F.2d. at 1416. This evidence came from 10 public hearings and "numerous written submissions from the public."
[94] Id. at 1410.
[95] Id. at 1416.
[96] *Concrete Works IV*, 321 F.3d at 989.

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."[97] *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."[98] The government agency's active or passive participation in discriminatory practices in the marketplace may show the compelling interest. 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."[99]

The Tenth Circuit decision in *Adarand* concluded that evidence of private sector discrimination provided a compelling interest for a DBE program.[100] Later cases have reaffirmed that the government has a compelling interest in avoiding the financing of private discrimination with public dollars.[101]

Relying on this language in *Croson,* a number of local agencies have increased their emphasis on evidence of discrimination in the private sector. This strategy has not always succeeded. Evidence of private sector discrimination presented in litigation was found inadequate in the Philadelphia and Dade County cases.[102] The Third Circuit stated, in discussing low MBE participation in a local contractors association in the city of Philadelphia, that "racial discrimination can justify a race-based remedy only if the city has somehow participated in or supported that discrimination."[103] Nevertheless, recently 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.[104] That is, courts mainly seek to ensure that M/WBE programs are based on findings of active or passive discrimination in the government contracting marketplace, and not simply attempts to remedy general societal discrimination.

Courts also seek to find a causal connection between a statistical disparity and actual underlying discrimination. In *Engineering Contractors*, one component of the factual predicate was a study comparing entry rates into the construction business for M/WBEs and non-M/WBEs.[105] The analysis provided statistically significant evidence that minorities and women entered the construction business at rates lower than would be expected, given their

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[97] *Coral Construction*, 941 F.2d at 922 (citing *Croson*, 488 U.S. at 492) (emphasis added).
[98] See *Croson*; see generally I. Ayres and F. Vars, "When Does Private Discrimination Justify Public Affirmative Action?" 98 *Columbia Law Review* 1577 (1998).
[99] *Croson*, 488 U.S. at 492.
[100] *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000).
[101] *Associated General 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 Construction*, 941 F.2d at 916; *AGC v. New Haven*, 791 F.Supp. 941, 947 (D. Conn. 1992).
[102] *Contractors Association of Eastern Pennsylvania, Inc.,* 91 F.3d at 602; *Engineering Contractors Association of South Florida, Inc*., 122 F.3d at 914.
[103] *Contractors Association of Eastern Pennsylvania, Inc.*, 91 F.3d at 602; see also *Webster*, 51 F. Supp. 2d 1354.
[104] *Concrete Works IV,* 321 F.3d at 69.
[105] *Engineering Contractors Association of South Florida, Inc*., 122 F.3d at 921-22.

numerical presence in the population and human and financial capital variables. The study argued that those disparities persisting after the application of appropriate statistical controls were most likely the result of current and past discrimination. Even so, the Eleventh Circuit criticized this study for reliance on general census data and for the lack of particularized evidence of active or passive discrimination by Dade County, holding that the district court was entitled to find that the evidence did not show compelling justification for an M/WBE program.[106]

The Seventh Circuit has perhaps set a higher bar for connecting private discrimination with government action. The trial court in the Cook County case extensively considered evidence that prime contractors simply did not solicit M/WBEs as subcontractors and considered carefully whether this evidence on solicitation served as sufficient evidence of discrimination, or whether instead it was necessary to provide further evidence that there was discrimination in hiring M/WBE subcontractors.[107] The Seventh Circuit held that this evidence was largely irrelevant.[108] Beyond being anecdotal and partial, evidence that contractors failed to solicit M/WBEs on Cook County contracts was not the same as evidence that M/WBEs were denied the opportunity to bid.[109] Furthermore, such activities on the part of contractors did not necessarily implicate the county as even a passive participant in such discrimination as might exist because there was no evidence the county knew about it.[110]

Interestingly, 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.[111] 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 from the outset from competing for public construction contracts."[112] Along related lines, the court also found a regression analysis of census data to be relevant evidence showing barriers to M/WBE formation.[113] A recent district court case upheld the state of North Carolina MWBE program in road construction based largely on similar private sector evidence supplemented by evidence from databases covering private sector commercial construction.[114]

Courts have come to different conclusions about the effects of M/WBE programs on the private sector evidence itself. For instance, is M/WBE participation in public sector projects higher than on private sector projects simply because the M/WBE program increases M/WBE participation in the public sector, or is such a pattern evidence of private sector discrimination? The Seventh Circuit raised the former concern in the Cook County

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[106] Id. at 922.
[107] *Builders Association of Chicago v. Cook County*, 123 F.Supp. 1087 (ND IL 2000).
[108] *Builders Association of Greater Chicago*, 256 F.3d at 645.
[109] Id.
[110] Id.
[111] *Adarand v. Slater*, 228 F.3d at 1169-70 (10th Cir. 2000).
[112] *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/WBE program. *Concrete Works v. City and County of Denver*, 86 F.Supp.2d 1042 (D. Colo. 2000) (*Concrete Works I*).
[113] Id. at 977.
[114] *H.B. Rowe v. North Carolina DOT*, No. 5:03-CV-278-BO(3) (ED NC 2008). The court, however, was very brief in discussing what factors in the study accounted for its ruling.

litigation.[115] *Concrete Works IV*, on the other hand, 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.[116]

Finally, is evidence of a decline in M/WBE utilization following a change in or termination of an M/WBE program relevant and persuasive evidence of discrimination? The Eighth Circuit in *Sherbrooke Turf Inc. v. Minnesota Department of Transportation* and the Tenth Circuit in *Concrete Works IV* did find that such a decline in M/WBE utilization was evidence that prime contractors were not willing to use M/WBEs in the absence of legal requirements.[117] Other lower courts have arrived at similar conclusions.[118]

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 narrow tailoring may be the more critical issue. Many courts have held that even if a compelling interest for the M/WBE program can be found, the program has not been narrowly tailored.[119] Moreover, *Concrete Works IV,*[120] a case that did find a compelling interest for a local M/WBE program, did not consider the issue of narrow tailoring. Instead, the Tenth Circuit held that the plaintiffs had waived any challenge to the original district court ruling [121] that the program was narrowly tailored.

Nevertheless, 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.[122] 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.[123] The more recent rulings provide some guidance as to what program configurations the courts will judge to be narrowly tailored. Following Supreme Court precedent, the circuit courts have identified the following elements of narrow tailoring: the efficacy of alternative remedies, the flexibility and duration of the race-conscious remedy, the relationship of the numerical goals to the relevant labor market, and the impact of the remedy on third parties.[124]

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[115] *Builders Association of Greater Chicago*, 256 F.3d at 645.
[116] *Concrete Works IV*, 321 F.3d at 984-85.
[117] *Concrete Works IV*, 321 F.3d at 985; *Sherbrooke Turf*, 345 F.3d at 973.
[118] See, e.g*., Northern Contracting v. Illinois DOT*, No. 00 4515 (ND IL 2004).
[119] *Contractors Association of Eastern Pennsylvania, Inc.*, 91 F.3d at 605; *Engineering Contractors Association of South Florida, Inc*., 122 F.3d at 926-929; *Verdi v. DeKalb County School District*, 135 Fed. Appx 262 , 2005 WL 38942 (11th Cir. 2005).
[120] *Concrete Works IV*, 321 F.3d at 992-93.
[121] *Concrete Works v. City and County of Denver,* 823 F.Supp. 821 (D. Colo. 1993).
[122] *Adarand v. Slater*, 228 F.3d 1147; *Sherbrooke Turf*, 345 F.3d 963; *Western States Paving v. Washington DOT*, 407 F.3d 983 (9th Cir. 2005).
[123] 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*.
[124] See, e.g., *Sherbrooke Turf*, at 971 (citing *U.S. v. Paradise*, 480 U.S. 149, 171 (1987). *Scott v. Jackson* declined to address narrow tailoring. A district court case in the Fifth Circuit involving an MBE program did find the program failed the narrow tailoring test in part because the remedy was not narrowly tailored to address the form of discrimination identified. *Bilbo Freight v. Morales*, No. H-93-3808 (SD Texas 1994).

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 Eighth Circuit noted that those regulations "place strong emphasis on the use of race-neutral means to increase minority business participation in government contracting."[125] The Tenth Circuit had noted that the DBE regulations provided 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."[126] Those measures included "helping overcome bonding and financing obstacles, providing technical assistance, [and] establishing programs to assist start-up firms."[127]

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."[128]

2.6.2 Flexibility and Duration of the Remedy

The federal courts have also found that "the revised DBE program has substantial flexibility."[129]

> *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.*[130]

DBE and M/WBE programs achieve flexibility by using waivers and variable project goals to avoid merely setting a quota. *Croson* favorably mentioned the contract-by-contract waivers in the federal DOT DBE program.[131] 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. [132]

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

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[125] *Sherbrooke Turf*, at 972 (citing *Adarand*, 515 U.S. at 237-38).
[126] *Adarand v. Slater*, 228 F.3d. at 1179.
[127] Id.
[128] *Sherbrooke Turf*, at 972 (citing *Grutter*, 123 S.Ct. at 2344-45). See also *Coral Construction*, 941 F.2d at 923; *AGCC II*, 950 F.2d at 1417.
[129] *Sherbrooke Turf*, at 972.
[130] Id. at 972 (citing 49 C.F.R. § 26.67(b)).
[131] *Croson*, 488 U.S. at 489. *Coral Construction*, 941 F.2d at 925.
[132] Id.

discriminatory effects it is designed to eliminate."[133] The Eighth Circuit also noted the limits in the DBE program, stating that "the DBE program contains built-in durational limits," in that a state "may terminate its DBE program if it meets its annual overall goal through race-neutral means for two consecutive years."[134] The federal courts have found durational limits in the fact that "TEA-21 is subject to periodic congressional reauthorization. Periodic legislative debate assures all citizens that the deviation from the norm of equal treatment of all racial and ethnic groups is a temporary matter, a measure taken in the service of the goal of equality itself."[135]

Other appellate courts have noted possible mechanisms for limiting program duration: required termination if goals have been met[136] and decertification of MBEs who achieve certain levels of success, or mandatory review of MBE certification at regular, relatively brief periods.[137] 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.[138] 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 *Croson* 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 *Croson* itself, has played a strong part in decisions finding other programs unconstitutional.[139]

By contrast, the Eighth, Ninth, and Tenth Circuits have approved the goal-setting process for the DOT DBE program, as revised in 1999.[140] The approved DOT DBE regulations require that goals be based on one of several methods for measuring DBE availability.[141] The Eighth Circuit noted that the "DOT has tied the goals for DBE participation to the relevant labor markets," insofar as the regulations "require grantee States to set overall goals based upon the likely number of minority contractors that would have received federally assisted highway contracts but for the effects of past discrimination."[142] The Eighth Circuit acknowledged that goal setting was not exact but also stated:

> *The exercise requires the States to focus on establishing realistic goals for DBE participation in the relevant contracting markets. This stands in stark contrast to the program struck down in Croson, which rested upon the completely unrealistic assumption that minorities will choose a particular trade in lockstep proportion to their representation in the local population.*[143]

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[133] Id., 515 U.S. at 238 (internal quotations and citations omitted).
[134] *Sherbrooke Turf*, at 972 (citing 49 C.F.R. § 26.51(f)(3)).
[135] Id. (citing *Grutter*, 123 S.Ct. at 2346).
[136] *Sherbrooke*, 354 F.3d at 972.
[137] *Adarand v. Slater*, 228 F.3d at 1179, 1180.
[138] *Rothe,* 262 F.3d at 1324 (commenting on the possible staleness of information after 7, 12, and 17 years).
[139] See, e.g., *Builders Association of Greater Chicago*, 256 F.3d at 647; *Kohlbeck v. Omaha*, 447 F.3d at 556.
[140] *Adarand v. Slater*, 228 F.3d at 1182; *Sherbrooke Turf*, 345 F.3d at 972. *Western States,* 407 F.3d at 995.
[141] 49 CFR, Section 26, Part 45.
[142] *Sherbrooke Turf*, at 972 (citing 49 C.F.R. § 26.45(c)-(d) (Steps 1 and 2)).
[143] Id at 972 (citing *Croson*, 488 U.S. at 507).

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. The Eighth Circuit courts found these provisions to be narrowly tailored, particularly when implemented according to local disparity studies that carefully calculate the applicable goals.[144]

2.6.4 Burden on Third Parties

Narrow tailoring also requires minimizing the burden of the program on third parties. The Eight 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.*[145]

Waivers and good faith compliance are also tools that serve this purpose of reducing the burden on third parties.[146] The DOT DBE regulations have also sought to reduce the program burden on non-DBEs by avoiding DBE concentration in certain specialty areas.[147] These features have gained the approval of the only circuit court to have discussed them at length as measures of lowering impact on third parties.[148]

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.[149] Federal DBE programs have succeeded in part because regulations covering DBE certification do not provide blanket protection to minorities.[150]

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

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[144] Id. at 973, 974.
[145] See *Grutter*, 123 S.Ct. at 2345-46; *Gratz v. Bollinger*, 539 U.S. 244, 156 L. Ed. 2d 257, 123 S.Ct. 2411, 2429 (2003).
[146] 49 CFR, Section 26, Part 53.
[147] 49 CFR, Section 26, Part 33.
[148] *Adarand v. Slater*, 228 F.3d at 1182.
[149] See, e.g., *Builders Association of Greater Chicago*, 256 F.3d at 647.
[150] *Sherbrooke Turf*, 345 F.3d 963, 972-73.

of the Richmond MBE program was that minority firms were certified from around the United States.[151]

In *Coral Construction*, the Ninth Circuit concluded that the King County MBE program failed this part of the narrow tailoring test because the definition of MBEs eligible to benefit from the program was overbroad. The definition included MBEs that had had no prior contact with King County if the MBE could demonstrate that discrimination occurred "in the particular geographic areas in which it operates."[152] This MBE definition suggested that the program was designed to eradicate discrimination not only in King County but also in the particular area in which a nonlocal MBE conducted business. In essence, King County's program focused on the eradication of society-wide discrimination, which is outside the power of a state or local government. Because "the County's interest is limited to the eradication of discrimination within King County, the only question that the County may ask is whether a business has been discriminated against in King County."[153]

In clarifying an important aspect of the narrow tailoring requirement, the court defined the issue of eligibility for MBE programs as one of participation, not location. For an MBE to reap the benefits of an affirmative action program, the business must have been discriminated against in the jurisdiction that established the program.[154] As a threshold matter, before a business can claim to have suffered discrimination, it must have attempted to do business with the governmental entity.[155] It was found significant that "if the County successfully proves malignant discrimination within the King County business community, an MBE would be presumptively eligible for relief if it had previously sought to do business in the County."[156]

To summarize, according to the Ninth Circuit, the presumptive rule requires that the enacting governmental agency establish that systemic discrimination exists within its jurisdiction and that the MBE is, or has attempted to become, an active participant in the agency's marketplace.[157] Because King County's definition of an MBE permitted participation by those with no prior contact with King County, its program was overbroad. By useful contrast, *Concrete Works II* held that the more extensive but still local designation of the entire Denver MSA constituted the marketplace to which the programs could apply.[158]

2.7 DBE Programs

2.7.1 Factual Predicate for DBE Programs

The Ninth Circuit in *Western States Paving Company v. Washington State Department of Transportation* cited the following evidence Congress considered in finding a factual predicate supporting the federal DBE program:

[151] *Croson*, 488 U.S. at 508.
[152] Id.
[153] Id.
[154] Id.
[155] Id.
[156] Id.
[157] Id.
[158] *Concrete Works II,* 36 F.3d at 1520.

- Minority business ownership percentage does not reflect the percentage of the population.
- MBEs have gross receipts that are, on average, approximately one-third those of firms owned by nonminorities.
- MBEs own 9 percent of all businesses, but receive only 4.1 percent of federal contracting dollars.
- WBEs constitute almost a third of all small businesses, but receive less than 3 percent of federal contracting dollars.
- Majority-owned construction firms receive more than 50 times as many loan dollars per dollar of equity capital as African American-owned firms with the same borrowing characteristics.
- After many state and local governments stopped their M/WBE programs there was a significant drop in M/WBE utilization in the construction industry.
- The U.S. Department of Justice study, *The Compelling Interest for Affirmative Action in Federal Procurement: A Preliminary Survey*, found discrimination by trade unions, financial lenders, prime contractors, business networks, suppliers, and bonding companies and "old boys network."[159]

The Ninth Circuit also concurred with the ruling of the federal circuit in *Rothe Development Corporation v. United States Department of Defense* (as well as the Eighth Circuit in *Sherbrooke Sodding)* that Congress did not need to possess evidence of discrimination in every state to enact the national DBE program.[160]

2.7.2 "As Applied" Challenge in Western States Paving

The Washington DOT DBE program was struck down in *Western States Paving* not because the federal DBE program had no factual predicate and not because the federal DBE program lacked narrow tailored program features. Instead, the Ninth Circuit ruled that the Washington DOT DBE program was not narrowly tailored "as applied."[161] While a state does not have to independently provide a factual predicate for its DBE program, the Ninth Circuit found that "it cannot be said that TEA-21 is a narrowly tailored remedial measure unless its application is limited to those States in which the effects of discrimination are actually present."[162] In effect, while the Washington DOT was not required to produce a separate factual predicate for a DBE program, it was still required to produce a factual predicate (of sorts) to justify race-conscious elements in the local implementation of its DBE program.

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[159] *Western States Paving*, 407 F.3d at 992.
[160] Id. (citing *Rothe Development Corporation v. United States Department of Defense*, 262 F.3d 1306, 1329 (Fed. Cir. 2001)).
[161] The Ninth Circuit distinguished a previous case which did not involve an 'as applied' challenge to the federal DBE program. *Milwaukee County Pavers Association v. Fiedler*, 922 F.2d 419 (7th Cir. 1991). The Seventh Circuit disagreed with the Ninth Circuit's reading of *Milwaukee County Pavers*. See *Northern Contracting,* Case No. 05-3981 (7th Cir. 2007), at fn 4.
[162] *Western States Paving*, 407 F.3d at 998.

While the Washington DOT conceded that it had no studies of discrimination in highway contracting, it argued that there was evidence of discrimination in the fact that DBEs received 9 percent of subcontracting dollars on state-funded projects where there were no DBE goals and 18 percent of federal funded projects where there were DBE goals. But the Ninth Circuit stated that "even in States in which there has never been discrimination, the proportion of work that DBEs receive on contracts that lack affirmative action requirements will be lower than the share that they obtain on contracts that include such measures because minority preferences afford DBEs a competitive advantage."[163]

In contrast, the Eighth Circuit in *Sherbrooke Turf* and the Tenth Circuit in *Adarand v. Slater* found that a decline in DBE utilization following a change in or termination of a DBE program was relevant evidence of discrimination in subcontracting.[164] The Tenth Circuit stated that while this evidence "standing alone is not dispositive, it strongly supports the government's claim that there are significant barriers to minority competition in the public subcontracting."[165]

The Ninth Circuit also dismissed the disparity between the proportion of DBE subcontractors and the proportion of DBE dollars on state-funded contracts, because "DBE firms may be smaller and less experienced than non-DBE firms (especially if they are new businesses started by recent immigrants) or they may be concentrated in certain geographic areas of the State, rendering them unavailable for a disproportionate amount of work."[166] The Ninth Circuit quoted the D.C. Circuit in *O'Donnell* to the effect that:

> *…minority firms may not have bid on . . . construction contracts because they were generally small companies incapable of taking on large projects; or they may have been fully occupied on other projects; or the District's contracts may not have been as lucrative as others available in the Washington metropolitan area; or they may not have had the expertise needed to perform the contracts; or they may have bid but were rejected because others came in with a lower price.*[167]

The Ninth Circuit noted further that "if this small disparity has any probative value, it is insufficient, standing alone, to establish the existence of discrimination against DBEs." The Ninth Circuit contrasted this minor disparity with the Ninth Circuit's decision in *Associated General Contractors of California, Inc. v. Coalition for Economic Equity,* where "discrimination was likely to exist where minority availability for prime contracts was 49.5 percent but minority dollar participation was only 11.1 percent."[168]

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[163] *Western States Paving*, 407 F.3d at 1000.
[164] *Sherbrooke Turf, Inc. v. Minnesota Department of Transportation.*
[165] *Adarand v. Slater,* 228 F.3d at 1174; see also *Concrete Works IV*, 321 F.3d at 985.
[166] *Western States Paving*, at 1001.
[167] Id. (Quoting *O'Donnell Construction Co.*, 963 F.2d at 426).
[168] *Western States Paving*, at 1001 [quoting *Associated General Contractors of California, Inc. v. Coalition for Economic Equity*, 950 F.2d 1401, 1414 (9th Cir. 1991)].

2.8 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.[169] 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."[170] Continuing this policy, the 1958 Small Business Act requires that government agencies award a "fair proportion" of procurement contracts to small business concerns.[171] The regulations are designed to implement this general policy.[172]

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.*[173]

Every acquisition of goods and services anticipated to be between $2,500 and $100,000 is set aside exclusively for small business unless the contracting officer has a reasonable expectation of fewer than two bids by small businesses.[174]

There has been only one constitutional challenge to the long-standing federal SBE programs. In *J.H. Rutter Rex Manufacturing v. United States*,[175] 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.[176] The court held that classifying businesses as small was not a "suspect classification" subject to strict scrutiny. Instead, the court ruled:

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[169] 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.
[170] 10 U.S.C. § 2301 (1976).
[171] 15 USC 631(a).
[172] See 32 C.F.R. §§ 1-701.1 to 1-707.7.
[173] 15 U.S.C. § 637(b)(11).
[174] *Federal Acquisition Regulations* 19.502-2.
[175] 706 F.2d 702 (5th Cir. 1983), cert. denied, 464 U.S. 1008 (1983).
[176] 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).

> *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.*[177]

A large number of state and local governments have maintained small business preference programs for many years.[178] 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 Construction (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.

There has been one state court case in which an SBE program was struck down as unconstitutional. The Cincinnati SBE program called for maximum practical M/WBE participation and required bidders to use good faith effort requirements to contract with M/WBEs up to government-specified M/WBE availability. Failure to satisfy good faith effort requirements triggered an investigation of efforts to provide opportunities for M/WBE subcontractors. In *Cleveland Construction v. Cincinnati,*[179] the state court ruled that the Cincinnati SBE program had race and gender preferences, was subject to strict scrutiny, and had deprived the plaintiff of constitutionally protected property interest without due process of law. The city acknowledged that it had not offered evidence to satisfy strict scrutiny because it felt that it had been operating a race-neutral program.

2.9 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

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[177] *J. H. Rutter Rex Manufacturing,* at 706 F.2d at 730 (emphasis added). See also *Dandridge v. Williams*, 397 U.S. 471 (1970).

[178] 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).

[179] *Cleveland Construction v. Cincinnati*, Case No. A0402638 (Ct Comm Pleas, Hamilton County, Ohio 2005).

overwhelming 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.

3.0 UTILIZATION AND AVAILABILITY ANALYSES

3.0 UTILIZATION AND AVAILABILITY ANALYSES

On November 30, 2006, the City of San Antonio as representative of the Regional Disparity Study Consortium (Study Consortium) contracted MGT of America, Inc. (MGT), to conduct a Regional Business Disparity Causation Analyses Study for the Study Consortium. The Study Consortium consists of the City of San Antonio (COSA) a home rule city, municipal corporation and political subdivision of the State of Texas; Bexar County (County), a political subdivision of the State of Texas; San Antonio Water System (SAWS) a City of San Antonio municipally-owned water and wastewater utility and municipal agency; Edwards Aquifer Authority (EAA), a special conservation and reclamation district; San Antonio Housing Authority (SAHA), a political subdivision of the State of Texas; the Port Authority of San Antonio (Port), a special district and a political subdivision of the State of Texas; Brooks Development Authority (BDA), a special district and political subdivision of the State of Texas; CPS Energy (CPS), a City of San Antonio municipally-owned electric and gas utility and municipal agency; University Health System (UHS), a political subdivision of the State of Texas; and the Alamo Regional Mobility Authority (ARMA).[1]

This chapter presents the results of MGT's analysis of the City of San Antonio (COSA) procurement activity occurring between September 2004 and December 2007. In this chapter MGT analyzes the utilization of firms by COSA in comparison to the availability of firms to do business with COSA. The results of the utilization and availability analyses ultimately determine whether minority-, woman-, or nonminority-owned businesses were underutilized or overutilized in these procurements.

This chapter consists of the following sections:

3.1 Methodology
3.2 Construction
3.3 Architecture and Engineering
3.4 Professional Services
3.5 Other Services
3.6 Goods and Supplies
3.7 Summary

3.1 Methodology

This section presents the methodology for the collection of data and analysis of utilization and availability of minority-, woman-, and nonminority-owned firms for this study. The descriptions of business categories and minority- and woman-owned business enterprise (M/WBE) classifications are also presented in this section. In addition, the procedures for determining the utilization and availability of firms are presented herein.

[1] CPS Energy and the Alamo Regional Mobility Authority (ARMA) are participating in this study solely for the purpose to obtain availability and vendor data. By letter dated February 27, 2009, Bexar County formally withdrew from the Study Consortium and the Study effort.

3.1.1 Business Categories

The City of San Antonio prime utilization and availability of M/WBEs were analyzed for five business categories: construction, architecture and engineering, professional services, other services, and goods and supplies. A description of each business category follows.

Construction

Construction refers to any construction-related services, including but not limited to:

- General building contractors engaged primarily in the construction of commercial buildings.
- Heavy construction such as airport runways, bridges, sewers, and roadways.
- Light maintenance construction services such as carpentry work; electrical work; installation of carpeting; air-conditioning repair, maintenance, and installation; plumbing; and renovation.
- Other related services such as water-lining and maintenance, asbestos abatement, drainage, dredging, grading, hauling, landscaping (for large construction projects such as boulevards and highways), paving, roofing, and toxic waste clean-up.

Architecture and Engineering

This business category encompasses all services performed by a:

- State-licensed architect.
- Professional engineer.
- Firm owned by parties with such designations.

Professional Services

This business category includes:

- Financial services.
- Legal services.
- Medical services.
- Educational services.
- Other professional services.

Other Services

Other services include:

- Janitorial and maintenance services.
- Uniformed guard services.
- Computer services.
- Certain job shop services.

- Graphics, photographic services.
- Landscaping.
- Other nontechnical or unlicensed services

Goods and Supplies

This business category includes:

- Office goods.
- Medical supplies.
- Miscellaneous building materials.
- Equipment.
- Vehicles.
- Computers.

Certain purchases were excluded from analysis in this study. Examples include:

- Administrative items such as utility payments, leases for real estate, insurance or banking transactions.

- Salary and fringe benefits, payments for food, parking, or conference fees.

- Government entities including nonprofit local organizations, state agencies, and federal agencies.

Firms were assigned to a particular category based on the COSA's chart of account, as well as the COSA's financial management systems. However, based on feedback from the COSA, certain purchases were reclassified according to vendor name rather than the type of purchase and/or payment description.

3.1.2 M/WBE Classifications

In this study, businesses classified as 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.

- **Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white females. Minority women were included in their respective minority category.

The M/WBE determinations reflected in this report were based on the source data discussed below in **Section 3.1.3**. If the business owner classification was unclear in the source data, MGT of America, Inc., (MGT) conducted additional research to determine the proper business owner classification. This additional research included requesting assistance from cognizant COSA representatives to identify the proper business owner classification. Firms that were identified in the source data as non-M/WBEs and firms for which there was no indication of M/WBE classification in the source data were considered to be nonminority-owned firms in the analysis conducted for this study.

3.1.3 Collection and Management of Data

Electronic-copy procurement data within the study period for the business categories mentioned above were reviewed and collected.

Payment Data Collection

Using the electronic data provided by COSA and the additional data (such as subcontractor and bidder data) collected onsite (where available); MGT developed a master list of COSA's procurement activity during the study period. The master list was comprised of data sets obtained from COSA, and contained COSA payment data. These files were as follows:

- **SAP Accounts Payable Data:** files containing purchase orders and payments made to vendors during the study period.
- **Chart of Accounts:** a list of the COSA's accounts payable and title descriptions.
- **Building Permits and Reed Construction Data:** (RCD) from 2001 through 2006[2].

Data from the electronic file were combined to create the master file of COSA's procurement activity for the study period. The electronic list provided the following data that MGT used for analysis:

- Name of firm paid.
- Payment amount of the transaction.
- Payment post and close date of the purchase order and/or payment.

[2] Please refer to Chapter 6.0, Private Sector Analysis, for a detailed discussion of this dataset.

- A description of the purchase order and/or payment from which the business category of the procurement could be derived.

Once collected and transferred into the MGT database, the data were processed as follows:

- Exclusion of records 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; and utility payments such as water, gas, and electricity.

- Identification of the county in which the vendor operated. To accomplish this, the ZIP code of the vendor was matched against an MGT ZIP code database of all United States counties.

- Identification of the prime contractor's business category.

The total number of procurement records analyzed for the study period is shown below in **Exhibit 3-1**.

EXHIBIT 3-1
CITY OF SAN ANTONIO
NUMBER OF ANALYZED RECORDS
WITHIN THE ELECTRONIC PROCUREMENT DATA
SEPTEMBER 2004 THROUGH DECEMBER 2007

BUSINESS CATEGORY	# OF RECORDS
Construction	7,502
Architecture and Engineering	1,899
Professional Services	6,227
Other Services	15,796
Goods and Supplies	131,900

Source: Procurement activity compiled from COSA's data.

Availability (Vendor) Data Collection

Determining the availability of firms is a critical element in developing disparity analyses. Therefore, MGT analyzes the availability of firms at the prime and subcontractor level.

For the purposes of this study, MGT defines prime contractors as firms that (1) have performed prime contract work for COSA; (2) have bid on or been notified about prime contract work for COSA; or (3) have preformed work or bid on work for one of members of the Consortium[3]. These firms are considered to be available because they have either performed or indicated their willingness to perform prime contract work for the local San Antonio market area.

In addition, MGT's subconsultants, Innovative Strategies, collected numerous lists from local area agencies (such as chambers of commerce, business development agencies)

[3] This was based on electronic and/or hard copy data collected from BDA, EAA, SAHA, SAWS, and UHS.

to assist with the development of MGT's master list of firms. These lists were used to update and cross reference ethnic/gender/racial classification information.

This process generated a listing of 26,657 entries; however, a significant number of the entries were names of City employees, nonprofit organizations, governmental agencies, and duplicate entries. With the assistance from COSA representatives, employee names were identified and excluded from further analysis. We also excluded business listings for firms where there was incomplete data. As a result, our availability analyses were based on a pool of 8,452 firms.

3.1.4 Market Area Methodology

In order to establish the appropriate geographic boundaries for the statistical analysis, market areas were determined for each of the business categories included in the study. First, the overall market area was determined and then the relevant market area was established.

Overall Market Area

A United States county is the geographical unit of measure selected for determining market area. The use of counties as geographical units is based on the following considerations:

- The courts have accepted counties as a standard geographical unit of analysis in conducting equal employment opportunity and disparity analysis.
- County boundaries are externally determined and thus free from any researcher bias that might result from any arbitrary determinations of geographical units of analysis.
- Census and other federal and state data are routinely collected and reported by county.

The counties that constituted COSA's overall market area were determined by evaluating the total dollars expended by COSA in each business category. The results were then summarized by county according to the location of each firm that provided goods or services to COSA.

Relevant Market Area

Next, relevant market area was determined for each business category. The first step was to sum the dollars awarded in each of the counties included in COSA's procurement data. The counties were listed according to the number of firms awarded gross value dollars, and then by the dollar amounts paid. Succeeding counties were added, as needed, until at least 75 percent of the total dollars was included. This process was repeated for each business category.

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.[4]

The data used to determine the overall and relevant market areas for COSA business categories were as follows:

- number of individual firms;
- percentage of total firms;
- number of contracts let;
- percentage of total contracts let;
- contracts awarded;
- payments made; and
- percentage of total dollars.

3.1.5 Utilization Methodology

The prime level utilization analyses of construction, architecture and engineering, professional services, other services, and goods and supplies firms were based on information derived from COSA's financial management system for activity occurring between September 2004 and December 2007.

In addition to determining the relevant market area, MGT summed the dollars in each county according to business category within the San Antonio, Texas (MSA).[5] The greater San Antonio area (officially San Antonio Metropolitan Statistical Area) is an eight-county metropolitan area in the South-Central region of Texas, within and surrounding the city of San Antonio. The San Antonio MSA is the third-largest metro area in the state of Texas, after Dallas-Fort Worth and Houston. The San Antonio MSA includes the following: Atascosa County, Texas; Bandera County, Texas; Bexar County, Texas; Comal County, Texas; Guadalupe County, Texas; Kendall County, Texas; Medina County, Texas; and Wilson County, Texas. Based on the relevant market area analyses[6] conducted for each procurement category, MGT and COSA staff agreed that the defined market area for public and private sector activity would include these counties included in the MSA.

3.1.5 Availability Methodology

To evaluate disparate impact, if any, it is necessary to identify available M/WBEs in the local area for each business category. This determination, referred to as "availability," has been an issue in recent court cases. If the availability of minority- and woman-owned firms is overstated or understated, a distortion of the disparity determination will result. This distortion occurs because the quantitative measure of disparity is a direct ratio between utilization and availability.

Several methodologies may be used to determine availability, including analysis of vendor data and bidder data. The use of vendor data is preferable to bidder data

[4] *James C. Jones v. the New York County Human Resources Administration*, 528 F.2d 696 (F.2d Cir. 1976).
[5] In 2000, the MSAs for large metro areas were divided into Primary Metropolitan Statistical Areas (e.g., Dallas) and Consolidated Metropolitan Statistical Areas (e.g., Dallas-Fort Worth).
[6] Since, the relevant market area for construction, architecture and engineering services, professional services, and other services business category was determined to be Bexar County, Texas. Therefore, the utilization analyses were conducted on the San Antonio MSA.

because it considers firms that have expressed a readiness, willingness, and ability to provide goods and/or services to procuring entities, even when they have not been successful in doing so. Discriminatory barriers may, under certain circumstances, preclude such firms from submitting bids. For MGT's analysis, MGT used firms who bid on COSA projects in addition bidding on Consortium projects, and firms that performed work for COSA, as well as, for other members of the Consortium.

As indicated previously in this chapter, MGT utilized various sources to determine prime and subcontractor availability in order to develop the appropriate availability data within the metropolitan statistical area. All of the data were then compiled into the database (specific to each agency) for analysis.

3.2 Construction

This section presents MGT's analysis of COSA's utilization in the construction business category, as well as the utilization and availability of firms.

3.2.1 Utilization Analysis

For firms located in the San Antonio metropolitan statistical area (MSA), the following analysis was conducted:

- Utilization analysis of all M/WBE and non-M/WBE prime contractors' purchase orders by year for the study period.
- Utilization analysis of the number of purchase orders and the unique prime contractors paid those dollars, according to race/ethnicity/gender classifications.
- Utilization of M/WBE and non-M/WBE prime contractors' payments and number of purchase orders by dollar threshold range.
- Utilization analysis of all identified M/WBE and non-M/WBE subcontractors' awards for the study period.

The utilization analysis of prime construction contractors in the COSA's MSA is shown in **Exhibit 3-2**. M/WBEs were paid close to 26 percent (25.9%) of the total prime construction dollars expended by COSA during the review period. COSA paid $475.5 million for construction services during the study period. Hispanic American-owned firms received over $106.7 million, accounting for 22.4 percent of the 25.9 percent paid to M/WBEs. Among M/WBEs, nonminority women and Asian Americans had the next highest share, receiving $15.7 million and $932,942 of the overall prime construction dollars, respectively.

EXHIBIT 3-2
CITY OF SAN ANTONIO
CONSTRUCTION
UTILIZATION ANALYSIS OF PRIME CONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
2004	$0.00	0.00%	$16,505,914.17	42.57%	$414,233.27	1.07%	$0.00	0.00%	$4,381,597.75	11.30%	$21,301,745.19	54.94%	$17,472,622.07	45.06%	$0.00	0.00%	$38,774,367.26
2005	$0.00	0.00%	$19,838,051.92	24.31%	$231,737.23	0.28%	$1,655.00	0.00%	$198,145.73	0.24%	$20,269,589.88	24.84%	$61,345,155.92	75.16%	$0.00	0.00%	$81,614,745.80
2006	$1,950.00	0.00%	$25,343,150.07	12.24%	$30,298.01	0.01%	$18,360.00	0.01%	$2,578,815.59	1.25%	$27,972,573.67	13.51%	$179,080,563.91	86.46%	$66,961.87	0.03%	$207,120,099.45
2007	$1,325.00	0.00%	$45,010,931.18	30.41%	$256,673.60	0.17%	$1,200.00	0.00%	$8,590,256.88	5.80%	$53,860,386.66	36.39%	$94,152,732.00	63.61%	$7,708.00	0.01%	$148,020,826.66
Total	$3,275.00	0.00%	$106,698,047.34	22.44%	$932,942.11	0.20%	$21,215.00	0.00%	$15,748,815.95	3.31%	$123,404,295.40	25.95%	$352,051,073.90	74.03%	$74,669.87	0.02%	$475,530,039.17

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percent of total dollars paid annually to prime contractors.

In 2004, M/WBEs, as a whole, received their greatest percentage (54.9%) of COSA's total prime contract payments .In terms of absolute dollars paid, M/WBEs were most successful as prime contractors in the year 2007, generating over $53.9 million in payments from COSA's construction payments.

Exhibits 3-3 and **3-4** show the number of purchase orders and prime construction firms utilized over the entire the study period. In **Exhibit 3-3**, MGT shows that 6,258 purchase orders were received in the San Antonio MSA, with 64.3 percent of those purchase orders going to non-M/WBE firms, whereas M/WBEs received 35.5 percent of the purchase order dollars—2,221 of the 6,258 purchase orders. In **Exhibit 3-4**, MGT shows that 220 M/WBE firms (35.6%) were paid for construction projects at the prime contractor level. In comparison, 395 non-M/WBEs were paid during the same period.

EXHIBIT 3-3
CITY OF SAN ANTONIO
CONSTRUCTION
PRIME PAYMENTS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Purchase Orders
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
2004	0	0.00%	103	28.45%	9	2.49%	0	0.00%	12	3.31%	124	34.25%	238	65.75%	0	0.00%	362
2005	0	0.00%	338	16.70%	10	0.49%	1	0.05%	49	2.42%	398	19.66%	1,626	80.34%	0	0.00%	2,024
2006	1	0.05%	534	28.12%	4	0.21%	6	0.32%	71	3.74%	616	32.44%	1,277	67.25%	6	0.32%	1,899
2007	2	0.10%	664	33.65%	6	0.30%	1	0.05%	410	20.78%	1,083	54.89%	884	44.80%	6	0.30%	1,973
Total Purchase Orders	3	0.05%	1,639	26.19%	29	0.46%	8	0.13%	542	8.66%	2,221	35.49%	4,025	64.32%	12	0.19%	6,258

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of total payments.

EXHIBIT 3-4
CITY OF SAN ANTONIO
CONSTRUCTION
NUMBER OF UTILIZED UNIQUE PRIME CONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Unique Vendors
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
2004	0	0.00%	22	31.88%	1	1.45%	0	0.00%	6	8.70%	29	42.03%	40	57.97%	0	0.00%	69
2005	0	0.00%	64	31.07%	1	0.49%	1	0.49%	14	6.80%	80	38.83%	126	61.17%	0	0.00%	206
2006	1	0.32%	92	29.68%	1	0.32%	1	0.32%	24	7.74%	119	38.39%	189	60.97%	2	0.65%	310
2007	2	0.58%	84	24.28%	2	0.58%	1	0.29%	41	11.85%	130	37.57%	214	61.85%	2	0.58%	346
Total Unique Vendors Over Four Years [2]	3	0.49%	152	24.60%	2	0.32%	1	0.16%	62	10.03%	220	35.60%	395	63.92%	3	0.49%	618

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of total firms.
[2] "Unique Vendors" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

Threshold Analysis

MGT analyzed the utilization of M/WBE construction firms by examining payments in the specific dollar ranges shown below:

- Less than or equal to $50,000.
- Between $50,001 and $100,000.
- Between $100,001 and $300,000.
- Between $300,001 and $500,000.
- Between $500,001 and $1 million.
- Between $1,000,001 and $3 million.
- Between $3,000,001 and $5 million.
- Between $5,000,001 and $10 million.
- Greater than $10 million.

As **Exhibit 3-5** illustrates, M/WBEs received 31.8 percent of the payment dollars in amounts between $500,001 and $1 million and 34.5 percent in the $3,000,001 to $5 million categories. However, the analysis showed that as the payment dollar amount increased to greater than $10 million, M/WBE participation dropped to 8.3 percent of the dollars. Among M/WBEs, and based on percentage utilization, firms owned by Hispanic Americans were more successful in all ranges.

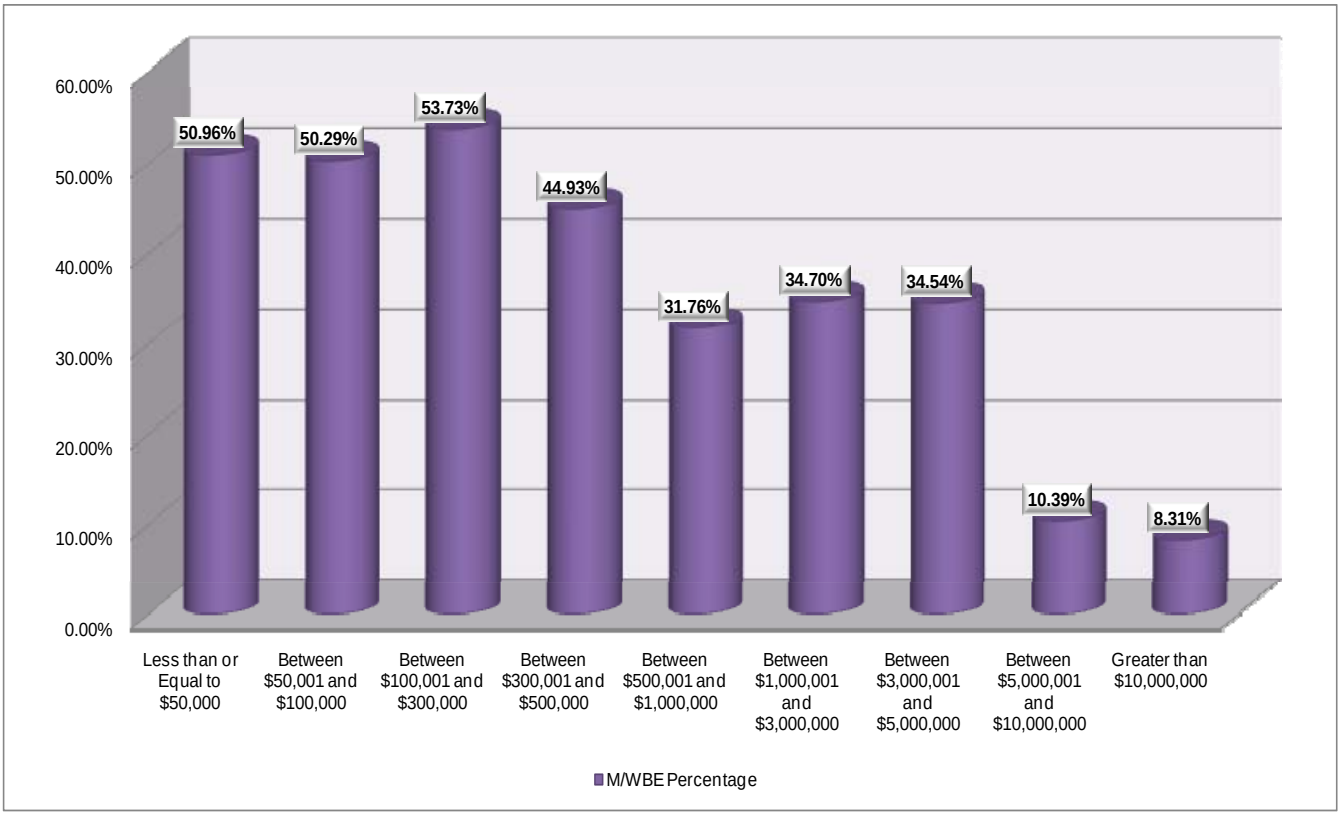
EXHIBIT 3-5
CITY OF SAN ANTONIO
CONSTRUCTION PURCHASE ORDER AMOUNTS BY THRESHOLD
IN THE METROPOLITAN STATISTICAL AREA
SEPTEMBER 2004 THROUGH DECEMBER 2007

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
Less than or Equal to $50,000	$3,275.00	0.02%	$6,075,573.16	39.97%	$252,275.37	1.66%	$21,215.00	0.14%	$1,392,951.66	9.16%	$7,745,290.19	50.96%	$7,378,730.11	48.55%	$74,669.87	0.49%	$15,198,690.17
Between $50,001 and $100,000	$0.00	0.00%	$4,504,544.04	42.38%	$186,820.98	1.76%	$0.00	0.00%	$653,048.38	6.14%	$5,344,413.40	50.29%	$5,283,647.76	49.71%	$0.00	0.00%	$10,628,061.16
Between $100,001 and $300,000	$0.00	0.00%	$9,607,104.98	47.01%	$493,845.76	2.42%	$0.00	0.00%	$878,697.92	4.30%	$10,979,648.66	53.73%	$9,455,131.37	46.27%	$0.00	0.00%	$20,434,780.03
Between $300,001 and $500,000	$0.00	0.00%	$6,683,749.26	35.26%	$0.00	0.00%	$0.00	0.00%	$1,833,027.16	9.67%	$8,516,776.42	44.93%	$10,440,553.98	55.07%	$0.00	0.00%	$18,957,330.40
Between $500,001 and $1,000,000	$0.00	0.00%	$9,660,192.53	27.86%	$0.00	0.00%	$0.00	0.00%	$1,352,533.41	3.90%	$11,012,725.94	31.76%	$23,665,618.40	68.24%	$0.00	0.00%	$34,678,344.34
Between $1,000,001 and $3,000,000	$0.00	0.00%	$36,703,962.35	33.77%	$0.00	0.00%	$0.00	0.00%	$1,010,156.00	0.93%	$37,714,118.35	34.70%	$70,976,319.27	65.30%	$0.00	0.00%	$108,690,437.62
Between $3,000,001 and $5,000,000	$0.00	0.00%	$15,847,935.20	22.36%	$0.00	0.00%	$0.00	0.00%	$8,628,401.42	12.17%	$24,476,336.62	34.54%	$46,397,648.30	65.46%	$0.00	0.00%	$70,873,984.92
Between $5,000,001 and $10,000,000	$0.00	0.00%	$6,572,022.04	10.39%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$6,572,022.04	10.39%	$56,672,284.95	89.61%	$0.00	0.00%	$63,244,306.99
Greater than $10,000,000	$0.00	0.00%	$11,042,963.78	8.31%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$11,042,963.78	8.31%	$121,781,139.76	91.69%	$0.00	0.00%	$132,824,103.54
Total	$3,275.00	0.00%	$106,698,047.34	22.44%	$932,942.11	0.20%	$21,215.00	0.00%	$15,748,815.95	3.31%	$123,404,295.40	25.95%	$352,051,073.90	74.03%	$74,669.87	0.02%	$475,530,039.17

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percent of total dollars paid by threshold range.

Exhibit 3-6 shows a graphical representation of the dollar ranges for the utilization of M/WBEs and illustrates how M/WBE firms fared as purchase order dollars rose.

EXHIBIT 3-6
CITY OF SAN ANTONIO
UTILIZATION OF PRIME CONSTRUCTION CONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
WITHIN PAYMENT DOLLAR RANGES
SEPTEMBER 2004 THROUGH DECEMBER 2007



Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

As **Exhibit 3-7** illustrates, M/WBEs received 34.7 percent of the purchase orders paid in amounts of $50,000 or less. However, the analysis showed that as the purchase order dollar amount increased, the level of M/WBE participation decreased, such that in the higher dollar range—purchase orders of $10 million or more—M/WBE participation dropped to 14 percent of the purchase orders, or 1 purchase order.

EXHIBIT 3-7
CITY OF SAN ANTONIO
CONSTRUCTION PURCHASE ORDER AMOUNTS BY THRESHOLD
IN THE METROPOLITAN STATISTICAL AREA
SEPTEMBER 2004 THROUGH DECEMBER 2007

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Number of Purchase Orders
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
Less than or Equal to $50,000	3	0.05%	1,462	25.24%	24	0.41%	8	0.14%	517	8.93%	2,014	34.77%	3,766	65.02%	12	0.21%	5,792
Between $50,001 and $100,000	0	0.00%	62	41.33%	2	1.33%	0	0.00%	9	6.00%	73	48.67%	77	51.33%	0	0.00%	150
Between $100,001 and $300,000	0	0.00%	56	47.06%	3	2.52%	0	0.00%	6	5.04%	65	54.62%	54	45.38%	0	0.00%	119
Between $300,001 and $500,000	0	0.00%	18	35.29%	0	0.00%	0	0.00%	5	9.80%	23	45.10%	28	54.90%	0	0.00%	51
Between $500,001 and $1,000,000	0	0.00%	13	27.66%	0	0.00%	0	0.00%	2	4.26%	15	31.91%	32	68.09%	0	0.00%	47
Between $1,000,001 and $3,000,000	0	0.00%	22	33.85%	0	0.00%	0	0.00%	1	1.54%	23	35.38%	42	64.62%	0	0.00%	65
Between $3,000,001 and $5,000,000	0	0.00%	4	22.22%	0	0.00%	0	0.00%	2	11.11%	6	33.33%	12	66.67%	0	0.00%	18
Between $5,000,001 and $10,000,000	0	0.00%	1	11.11%	0	0.00%	0	0.00%	0	0.00%	1	11.11%	8	88.89%	0	0.00%	9
Greater than $10,000,000	0	0.00%	1	14.29%	0	0.00%	0	0.00%	0	0.00%	1	14.29%	6	85.71%	0	0.00%	7
Total	3	0.05%	1,639	26.19%	29	0.46%	8	0.13%	542	8.66%	2,221	35.49%	4,025	64.32%	12	0.19%	6,258

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percent of number of purchase orders by threshold range.

Subcontractor *Analysis*

Where available, subcontractor data were collected from hard copy files maintained by COSA. MGT sent out verification reports to prime contractors to obtain and/or verify any subcontractors that were not included in our database. Due to the incompleteness of the subcontractor data maintained, our analysis of M/WBE subcontractor utilization is based on the subcontract dollars awarded within the prime contractor's relevant market area[7] derived from the data collected. It should be noted that these data are heavily skewed in favor of greater M/WBE utilization because those were the data most readily available.

Based on the available data, non-M/WBE firms received 75.5 percent ($135.4 million) of the construction subcontract dollars awarded during the study period. M/WBE firms received 24.5 percent, with nonminority women-owned firms receiving 13 percent. The

[77] Please refer to Section 3.1.4 for a detailed discussion of how the relevant market area was determined.

subcontractor utilization analysis for COSA awards is shown in **Exhibit 3-8** as dollar amounts awarded and percentage of M/WBE dollars.

EXHIBIT 3-8
CITY OF SAN ANTONIO
UTILIZATION ANALYSIS OF SUBCONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
DOLLARS AND PERCENTAGE OF TOTAL DOLLARS PAID
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Overall	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
Total	$1,551,193.42	0.86%	$16,926,658.45	9.43%	$1,339,107.75	0.75%	$747,012.00	0.42%	$23,392,646.92	13.04%	$43,956,618.54	24.50%	$135,375,357.33	75.46%	$72,800.00	0.04%	$179,404,775.87

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of subcontract awards.

Exhibits 3-9 and **3-10** show the number of subcontract awards (with award amounts provided) and subcontractor construction firms utilized during the study period. In **Exhibit 3-9**, MGT shows that 849 subcontractors were awarded to subcontracts, with 39.5 percent of those awards going to M/WBE firms. In **Exhibit 3-10**, MGT shows that 104 M/WBE firms (24.6%) were awarded projects at the subcontractor level.

EXHIBIT 3-9
CITY OF SAN ANTONIO
SUBCONTRACTOR AWARDS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Subcontracts
Total Subcontracts	42	4.95%	164	19.32%	16	1.88%	4	0.47%	109	12.84%	335	39.46%	509	59.95%	5	0.59%	849

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of total payments.

EXHIBIT 3-10
CITY OF SAN ANTONIO
NUMBER OF UTILIZED UNIQUE SUBCONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Unique Vendors
	#	%[2]	#	%[2]	#	%[2]	#	%[2]	#	%[2]	#	%[2]	#	%[2]	#	%[2]	#
Total Unique Vendors Over Four Years [3]	17	4.02%	36	8.51%	7	1.65%	2	0.47%	42	9.93%	104	24.59%	318	75.18%	1	0.24%	423

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of total firms.
[2] "Unique Vendors" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

3.2.3 Availability

The availability of construction firms was derived from the list of firms who bid on COSA projects in addition to bidding on Consortium projects, and firms that performed work for COSA, as well as for other members of the Consortium. As shown in **Exhibit 3-11**, there were 627 firms available in the construction business category. Of the 627 firms, 228 (36.4%) were M/WBEs. For M/WBE prime contractor availability, by individual race/ethnicity/gender classification, African American firms represented .48 percent, Hispanic American firms 25.0 percent; Asian American firms 0.32 percent, Native American firms 0.16 percent, and nonminority women firms 10.4 percent.

EXHIBIT 3-11
CITY OF SAN ANTONIO
CONSTRUCTION
AVAILABILITY OF PRIME CONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

	African Americans[1]		Hispanic Americans[1]		Asian Americans[1]		Native Americans[1]		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	3	0.48%	157	25.04%	2	0.32%	1	0.16%	65	10.37%	228	36.36%	399	63.64%	627

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Minority female firms are included in their respective minority classifications.

Exhibit 3-12 displays availability percentages for subcontractors. M/WBEs accounted for 21.3 percent of construction subcontractors available to do business with COSA. Nonminority women-owned firms were the largest group, accounting for 8.6 percent of the total M/WBE construction contractors. The data for subcontractors was based on readily available data collected from hard copy files, which included firms who were awarded work at a subcontractor level, as well as firms who were proposed to be utilized by a prime contractor. For M/WBE subcontractor availability, by individual race/ethnicity/gender classification, African American firms represented 3.5 percent, Hispanic American firms 7.3 percent; Asian American firms 1.46 percent, Native American firms 0.66 percent, and nonminority women firms 8.4 percent.

EXHIBIT 3-12
CITY OF SAN ANTONIO
CONSTRUCTION
AVAILABILITY OF SUBCONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

	African Americans[1]		Hispanic Americans[1]		Asian Americans[1]		Native Americans[1]		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	26	3.46%	55	7.31%	11	1.46%	5	0.66%	63	8.38%	160	21.28%	592	78.72%	752

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Minority female firms are included in their respective minority classifications.

3.3 Architecture and Engineering

This section presents MGT's analysis for the architecture and engineering business category. This analysis is based on COSA payments to firms providing architectural and engineering services. In this section, MGT shows the results of the utilization and availability analysis of M/WBEs and non-M/WBEs as architecture and engineering consultants, within the San Antonio MSA.

3.3.1 Utilization Analysis

Exhibit 3-13 presents the utilization analysis of architecture and engineering prime consultants in COSA's MSA and shows that M/WBEs received over $29.2 million (48.1%) of the architecture and engineering purchase order dollars. Nonminority firms accounted for more than $31.6 million of the architecture and engineering dollars over the study period, receiving 51.9 percent of the dollars.

EXHIBIT 3-13
CITY OF SAN ANTONIO
ARCHITECTURE AND ENGINEERING
UTILIZATION ANALYSIS OF PRIME CONSULTANTS PAYMENTS AND PERCENTAGE OF TOTAL DOLLARS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
2004	$0.00	0.00%	$1,817,343.07	5.60%	$842,936.73	2.60%	$0.00	0.00%	$17,524,445.91	54.03%	$20,184,725.71	62.23%	$12,249,411.10	37.77%	$0.00	0.00%	$32,434,136.81
2005	$0.00	0.00%	$1,539,492.22	17.58%	$346,038.23	3.95%	$0.00	0.00%	$1,342,652.89	15.33%	$3,228,183.34	36.85%	$5,530,991.94	63.15%	$0.00	0.00%	$8,759,175.28
2006	$0.00	0.00%	$1,439,409.33	17.26%	$31,206.01	0.37%	$0.00	0.00%	$1,939,207.70	23.25%	$3,409,823.04	40.88%	$4,931,525.47	59.12%	$0.00	0.00%	$8,341,348.51
2007	$5,350.00	0.05%	$215,651.86	1.92%	$133,486.10	1.19%	$0.00	0.00%	$2,053,685.54	18.24%	$2,408,173.50	21.39%	$8,849,063.59	78.61%	$0.00	0.00%	$11,257,237.09
Total	$5,350.00	0.01%	$5,011,896.48	8.24%	$1,353,667.07	2.23%	$0.00	0.00%	$22,859,992.04	37.60%	$29,230,905.59	48.08%	$31,560,992.10	51.92%	$0.00	0.00%	$60,791,897.69

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percent of total dollars paid annually to prime contractors.

Exhibit 3-14 shows the utilization by the number of purchase orders during the study period. Nonminority firms received 51 percent of the architecture and engineering payments made by COSA during the study period. M/WBE firms received more than 48 percent of the 1,155 purchase orders. M/WBEs received 564, with nonminority women (334 purchase orders) and Hispanic Americans (172 purchase orders) being the most successful.

EXHIBIT 3-14
CITY OF SAN ANTONIO
ARCHITECTURE AND ENGINEERING
PRIME PURCHASE ORDERS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Purchase Orders
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
2004	0	0.00%	54	16.93%	23	7.21%	0	0.00%	45	14.11%	122	38.24%	197	61.76%	0	0.00%	319
2005	0	0.00%	56	18.98%	13	4.41%	0	0.00%	69	23.39%	138	46.78%	157	53.22%	0	0.00%	295
2006	0	0.00%	36	11.76%	5	1.63%	0	0.00%	138	45.10%	179	58.50%	127	41.50%	0	0.00%	306
2007	3	1.28%	26	11.06%	14	5.96%	0	0.00%	82	34.89%	125	53.19%	110	46.81%	0	0.00%	235
Total Purchase Orders	3	0.26%	172	14.89%	55	4.76%	0	0.00%	334	28.92%	564	48.83%	591	51.17%	0	0.00%	1,155

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of total payments.

Exhibit 3-15 shows the distribution of individual architectural and engineering prime level consultants that performed work for COSA during the study period. There were 158 unique architectural and engineering firms. Of the M/WBEs, Hispanic Americans were most successful with 31 firms, followed by nonminority women with 18 firms.

EXHIBIT 3-15
CITY OF SAN ANTONIO
ARCHITECTURE AND ENGINEERING
NUMBER OF INDIVIDUAL PRIME CONSULTANTS IN THE METROPOLITAN STATISTICAL AREA
PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Unique Vendors
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
2004	0	0.00%	15	16.48%	5	5.49%	0	0.00%	11	12.09%	31	34.07%	60	65.93%	0	0.00%	91
2005	0	0.00%	14	20.59%	3	4.41%	0	0.00%	11	16.18%	28	41.18%	40	58.82%	0	0.00%	68
2006	0	0.00%	13	21.31%	2	3.28%	0	0.00%	10	16.39%	25	40.98%	36	59.02%	0	0.00%	61
2007	2	3.39%	14	23.73%	3	5.08%	0	0.00%	9	15.25%	28	47.46%	31	52.54%	0	0.00%	59
Total Unique Vendors Over Four Years [2]	2	1.31%	31	20.26%	6	3.92%	0	0.00%	18	11.76%	57	37.25%	96	62.75%	0	0.00%	153

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of Total Consultants.
[2] "Unique Vendors" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

Threshold Analysis

MGT further analyzed the utilization of M/WBE architecture and engineering firms by examining architecture and engineering payments in specific dollar ranges. The established ranges were:

- Less than or equal to $50,000.
- Between $50,001 and $100,000.
- Between $100,001 and $300,000.
- Between $300,001 and $500,000.
- Between $500,001 and $1 million.
- Between $1,000,001 and $3 million.
- Between $3,000,001 and $5 million.
- Between $5,000,001 and $10 million.
- Greater than $10 million.

Exhibit 3-16 presents the threshold analysis for architectural and engineering purchase order dollars by COSA during the study period. When M/WBE firms were utilized, nonminority women and Hispanic Americans were most successful in all ranges. **Exhibit 3-17** shows these numbers as a graphical representation.

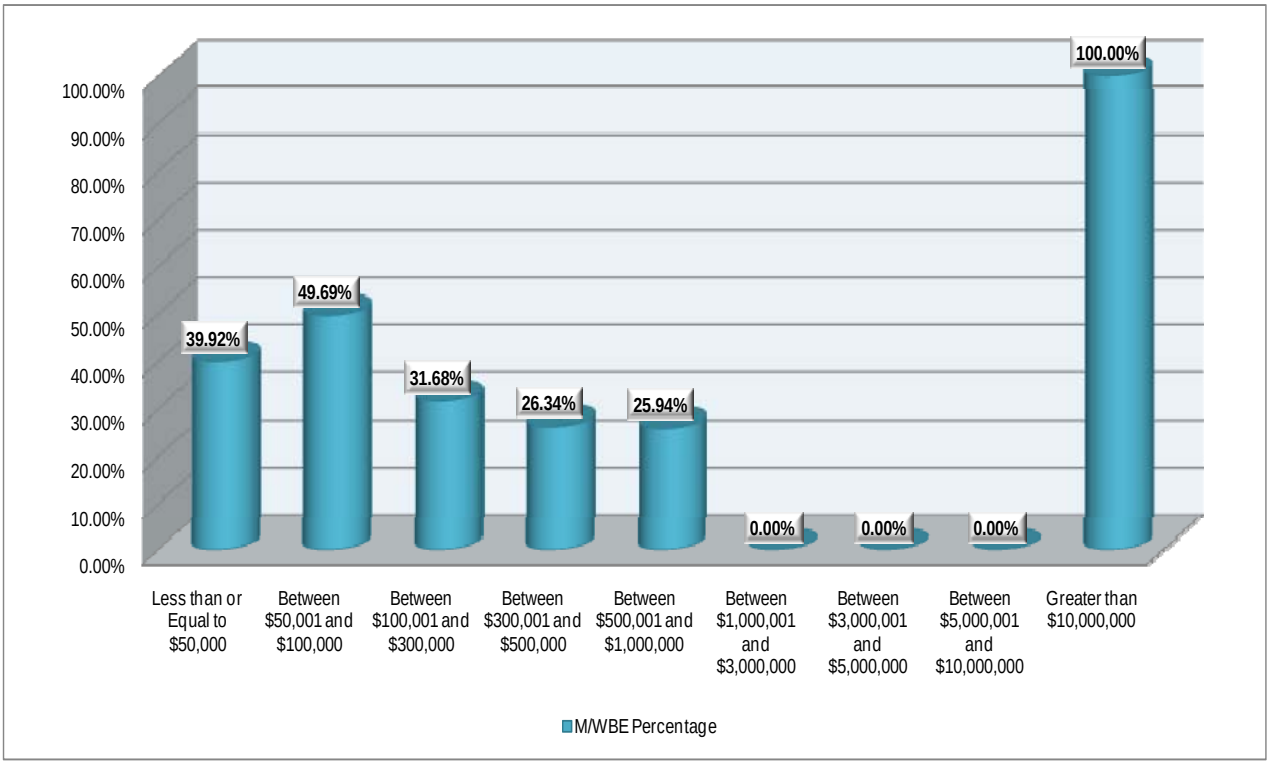
EXHIBIT 3-16
CITY OF SAN ANTONIO
UTILIZATION OF ARCHITECTURE AND ENGINEERING CONSULTANTS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
SEPTEMBER 2004 THROUGH DECEMBER 2007

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/W/DBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
Less than or Equal to $50,000	$5,350.00	0.07%	$1,234,181.42	15.54%	$427,059.05	5.38%	$0.00	0.00%	$1,503,944.20	18.94%	$3,170,534.67	39.92%	$4,771,472.43	60.08%	$0.00	0.00%	$7,942,007.10
Between $50,001 and $100,000	$0.00	0.00%	$953,207.40	16.44%	$414,071.24	7.14%	$0.00	0.00%	$1,514,089.69	26.11%	$2,881,368.33	49.69%	$2,916,820.67	50.31%	$0.00	0.00%	$5,798,189.00
Between $100,001 and $300,000	$0.00	0.00%	$1,740,353.36	14.21%	$512,536.78	4.18%	$0.00	0.00%	$1,627,591.59	13.29%	$3,880,481.73	31.68%	$8,369,487.34	68.32%	$0.00	0.00%	$12,249,969.07
Between $300,001 and $500,000	$0.00	0.00%	$1,084,154.30	15.61%	$0.00	0.00%	$0.00	0.00%	$745,135.00	10.73%	$1,829,289.30	26.34%	$5,115,856.09	73.66%	$0.00	0.00%	$6,945,145.39
Between $500,001 and $1,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$1,469,231.56	25.94%	$1,469,231.56	25.94%	$4,194,382.59	74.06%	$0.00	0.00%	$5,663,614.15
Between $1,000,001 and $3,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$2,808,972.98	100.00%	$0.00	0.00%	$2,808,972.98
Between $3,000,001 and $5,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$3,384,000.00	100.00%	$0.00	0.00%	$3,384,000.00
Between $5,000,001 and $10,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00
Greater than $10,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$16,000,000.00	100.00%	$16,000,000.00	100.00%	$0.00	0.00%	$0.00	0.00%	$16,000,000.00
Total	$5,350.00	0.01%	$5,011,896.48	8.24%	$1,353,667.07	2.23%	$0.00	0.00%	$22,859,992.04	37.60%	$29,230,905.59	48.08%	$31,560,992.10	51.92%	$0.00	0.00%	$60,791,897.69

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

[1] Percent of total dollars paid to prime contractors by threshold range.

EXHIBIT 3-17
CITY OF SAN ANTONIO
UTILIZATION OF ARCHITECTURAL AND ENGINEERING CONSULTANTS
WITHIN PURCHASE ORDER DOLLAR RANGES
SEPTEMBER 2004 THROUGH DECEMBER 2007



Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

3.3.3 Availability

The availability of prime architectural and engineering firms was derived from the list of firms who bid on COSA projects in addition to bidding on Consortium projects, and firms that performed work for COSA, as well as for other members of the Consortium. Of the 172 available architecture and engineering firms, 34.9 percent were M/WBEs. Hispanic Americans had the highest percentage of available firms among the M/WBE group, with 18 percent, and nonminority women were next with 12.2 percent. **Exhibit 3-18** shows the available pool of architecture and engineering prime consultants.

EXHIBIT 3-18
CITY OF SAN ANTONIO
ARCHITECTURE AND ENGINEERING
AVAILABILITY OF PRIME CONTRACTORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

	African Americans[1]		Hispanic Americans[1]		Asian Americans[1]		Native Americans[1]		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	2	1.16%	31	18.02%	6	3.49%	0	0.00%	21	12.21%	60	34.88%	112	65.12%	172

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Minority female firms are included in their respective minority classifications.

3.4 Professional Services

This section presents MGT's analysis for the professional services business category. This analysis is based on COSA purchase orders for providing professional services. In this section, the results of the utilization and availability analysis of M/WBEs and non-M/WBEs as prime professional service consultants in the San Antonio MSA are shown. According to COSA procurement data, M/WBEs received 12.2 percent of the $40.4 million spent in professional services. **Exhibit 3-19** shows that Hispanic American-owned firms received 10.2 percent, followed by African American firms with 1.1 percent, and nonminority women firms with .84 percent.

EXHIBIT 3-19
CITY OF SAN ANTONIO
PROFESSIONAL SERVICES
UTILIZATION ANALYSIS OF PRIME CONSULTANTS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
$24,077.72	0.15%	$9,706,760.03	60.81%	$0.00	0.00%	$0.00	0.00%	$660,170.04	4.14%	$10,391,007.79	65.09%	$5,572,023.77	34.91%	$0.00	0.00%	$15,963,031.56
$411,966.84	0.60%	$1,766,479.26	2.57%	$35,244.97	0.05%	$0.00	0.00%	$787,494.49	1.15%	$3,001,185.56	4.37%	$65,702,789.15	95.60%	$23,320.00	0.03%	$68,727,294.71
$3,011,193.49	1.77%	$10,902,036.28	6.42%	$81,706.50	0.05%	$0.00	0.00%	$841,551.54	0.50%	$14,836,487.81	8.74%	$154,847,133.28	91.23%	$52,293.20	0.03%	$169,735,914.29
$168,566.65	0.22%	$11,472,928.21	15.08%	$35,735.78	0.05%	$0.00	0.00%	$472,408.24	0.62%	$12,149,638.88	15.97%	$63,812,468.94	83.89%	$105,085.82	0.14%	$76,067,193.64
$3,615,804.70	1.09%	$33,848,203.78	10.24%	$152,687.25	0.05%	$0.00	0.00%	$2,761,624.31	0.84%	$40,378,320.04	12.22%	$289,934,415.14	87.73%	$180,699.02	0.05%	$330,493,434.20

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percent of total dollars paid annually to prime contractors.

Exhibit 3-20 shows the utilization by the number of purchase orders made during the study period. M/WBE firms received 1,754 (59.4%) of the 2,951 professional services purchase orders made by COSA. Hispanic American-owned firms had the largest share at 955 payments, 32.4 percent of the total purchase orders. Nonminority firms received 40 percent (1,181 purchase orders) of the total 2,951 purchase orders.

Exhibit 3-21 shows the distribution of individual professional services prime level consultants that performed work for COSA during the study period. Nonminority professional service firms were utilized in greater proportions than M/WBEs and accounted for 72.5 percent of paid firms. The analysis of the number of firms utilized showed that Hispanic American- and African American-owned firms were utilized at 15.7 percent and 2.6 percent, respectively.

EXHIBIT 3-20
CITY OF SAN ANTONIO
PROFESSIONAL SERVICES
PURCHASE ORDERS MADE
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Purchase Orders
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
2004	20	14.93%	33	24.63%	0	0.00%	0	0.00%	13	9.70%	66	49.25%	68	50.75%	0	0.00%	134
2005	177	22.63%	254	32.48%	7	0.90%	0	0.00%	36	4.60%	474	60.61%	307	39.26%	1	0.13%	782
2006	201	21.41%	197	20.98%	44	4.69%	0	0.00%	56	5.96%	498	53.04%	434	46.22%	7	0.75%	939
2007	162	14.78%	471	42.97%	19	1.73%	0	0.00%	64	5.84%	716	65.33%	372	33.94%	8	0.73%	1,096
Total Purchase Orders	560	18.98%	955	32.36%	70	2.37%	0	0.00%	169	5.73%	1,754	59.44%	1,181	40.02%	16	0.54%	2,951

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of total payments.

EXHIBIT 3-21
CITY OF SAN ANTONIO
PROFESSIONAL SERVICES
NUMBER OF INDIVIDUAL PRIME CONSULTANTS IN THE
METROPOLITAN STATISTICAL AREA
PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Unique Vendors
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
2004	4	5.41%	14	18.92%	0	0.00%	0	0.00%	5	6.76%	23	31.08%	51	68.92%	0	0.00%	74
2005	6	2.64%	25	11.01%	1	0.44%	0	0.00%	14	6.17%	46	20.26%	180	79.30%	1	0.44%	227
2006	10	3.91%	44	17.19%	1	0.39%	0	0.00%	24	9.38%	79	30.86%	176	68.75%	1	0.39%	256
2007	8	3.31%	40	16.53%	2	0.83%	0	0.00%	21	8.68%	71	29.34%	169	69.83%	2	0.83%	242
Total Unique Vendors Over Four Years [2]	14	2.55%	86	15.66%	2	0.36%	0	0.00%	43	7.83%	145	26.41%	398	72.50%	6	1.09%	549

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of Total Consultants.
[2] "Unique Vendors" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

Threshold Analysis

MGT further analyzed the utilization of M/WBE professional services firms by examining professional services purchase orders in specific dollar ranges. The established ranges were:

- Less than or equal to $50,000.
- Between $50,001 and $100,000.
- Between $100,001 and $300,000.
- Between $300,001 and $500,000.
- Between $500,001 and $1 million.
- Between $1,000,001 and $3 million.
- Between $3,000,001 and $5 million.
- Between $5,000,001 and $10 million.
- Greater than $10 million.

Exhibit 3-22 presents the threshold analysis for professional services dollars for COSA during the study period. Non-M/WBEs were the most successful in all ranges except in the range between $100,001 and $300,000. See **Exhibit 3-23** for a graphical representation of these numbers.

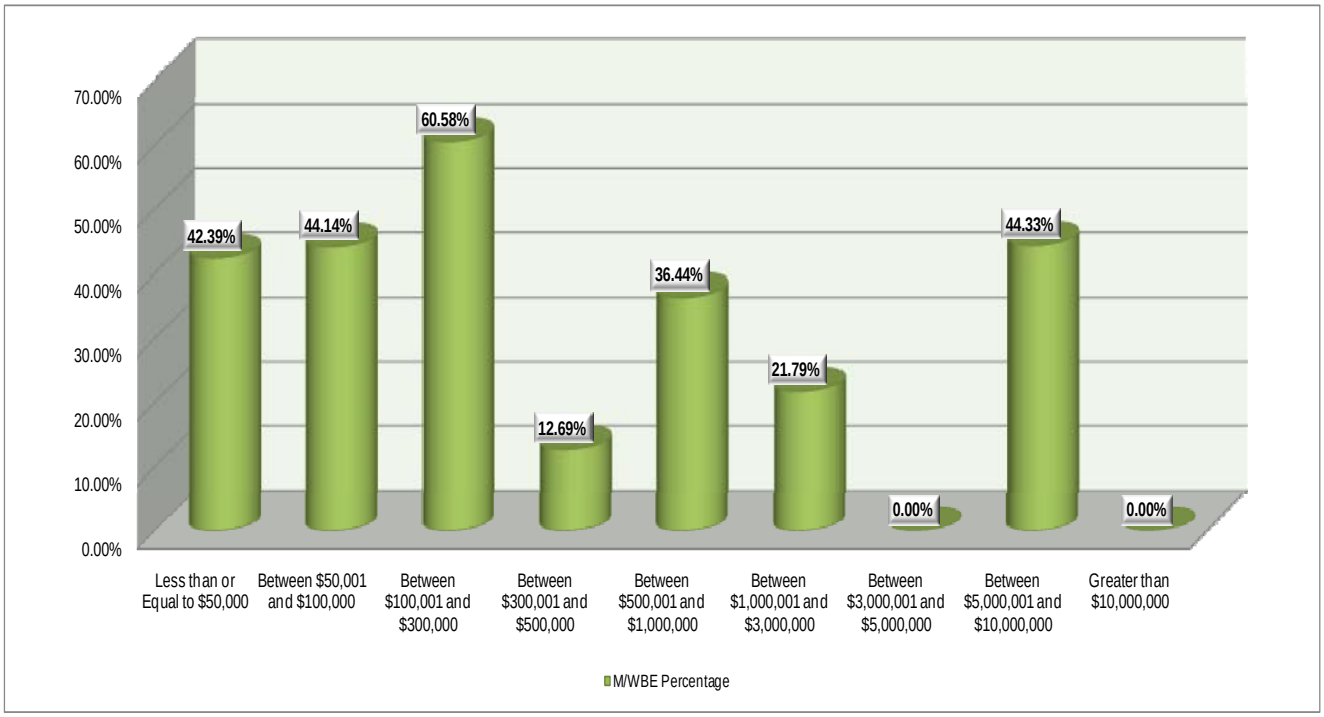
EXHIBIT 3-22
CITY OF SAN ANTONIO
UTILIZATION OF PROFESSIONAL SERVICES CONSULTANTS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
SEPTEMBER 2004 THROUGH DECEMBER 2007

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
Less than or Equal to $50,000	$727,965.24	5.81%	$3,651,861.34	29.15%	$152,687.25	1.22%	$0.00	0.00%	$777,531.52	6.21%	$5,310,045.35	42.39%	$7,096,075.15	56.65%	$120,699.02	0.96%	$12,526,819.52
Between $50,001 and $100,000	$0.00	0.00%	$3,382,415.32	40.88%	$0.00	0.00%	$0.00	0.00%	$269,812.50	3.26%	$3,652,227.82	44.14%	$4,562,664.79	55.14%	$60,000.00	0.73%	$8,274,892.61
Between $100,001 and $300,000	$899,123.04	6.34%	$5,978,702.24	42.15%	$0.00	0.00%	$0.00	0.00%	$1,714,280.29	12.09%	$8,592,105.57	60.58%	$5,591,212.05	39.42%	$0.00	0.00%	$14,183,317.62
Between $300,001 and $500,000	$0.00	0.00%	$1,523,550.87	12.69%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$1,523,550.87	12.69%	$10,478,066.59	87.31%	$0.00	0.00%	$12,001,617.46
Between $500,001 and $1,000,000	$607,256.00	7.80%	$2,228,579.00	28.63%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$2,835,835.00	36.44%	$4,947,228.18	63.56%	$0.00	0.00%	$7,783,063.18
Between $1,000,001 and $3,000,000	$1,381,460.42	8.24%	$2,272,705.00	13.55%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$3,654,165.42	21.79%	$13,115,853.50	78.21%	$0.00	0.00%	$16,770,018.92
Between $3,000,001 and $5,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$3,494,953.00	100.00%	$0.00	0.00%	$3,494,953.00
Between $5,000,001 and $10,000,000	$0.00	0.00%	$14,810,390.01	44.33%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$14,810,390.01	44.33%	$18,598,780.38	55.67%	$0.00	0.00%	$33,409,170.39
Greater than $10,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$222,049,581.50	100.00%	$0.00	0.00%	$222,049,581.50
Total	$3,615,804.70	1.09%	$33,848,203.78	10.24%	$152,687.25	0.05%	$0.00	0.00%	$2,761,624.31	0.84%	$40,378,320.04	12.22%	$289,934,415.14	87.73%	$180,699.02	0.05%	$330,493,434.20

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

[1] Percent of total dollars paid to prime contractors by threshold level.

EXHIBIT 3-23
CITY OF SAN ANTONIO
UTILIZATION OF PROFESSIONAL SERVICES CONSULTANTS
WITHIN PAYMENT DOLLAR RANGES
SEPTEMBER 2004 THROUGH DECEMBER 2007



Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

3.4.4 Availability

The availability of professional services firms was derived from the list of firms included in MGT's database. The availability analysis for firms in the professional service business category was based on firms who bid on COSA projects in addition to bidding on Consortium projects, and firms that performed work for COSA, as well as for other members of the Consortium In **Exhibit 3-24**, it shows that of the 572 professional service consultants, of which .35 percent were Asian Americans and 3.5 percent were African American firms. M/WBEs represented 28.3 percent of available professional services.

EXHIBIT 3-24
CITY OF SAN ANTONIO
PROFESSIONAL SERVICES
AVAILABILITY OF PRIME CONSULTANTS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

	African Americans[1]		Hispanic Americans[1]		Asian Americans[1]		Native Americans[1]		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	20	3.50%	90	15.73%	2	0.35%	0	0.00%	50	8.74%	162	28.32%	410	71.68%	572

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Minority female firms are included in their respective minority classifications.

3.5 Other Services

The utilization and availability of other services procurements are examined in this section. The other services data that was analyzed was obtained from COSA.

3.5.1 Utilization Analysis

This section presents the utilization analysis of other services vendors, which includes an analysis of the number of purchase orders and the number of individual firms utilized by race/ethnicity/gender classifications. The utilization analysis is presented in **Exhibit 3-25**. As shown, M/WBEs received almost 30 percent (29.88%) of the other services procurements made by COSA during the study period.

Of the M/WBE groups, firms owned by Hispanic Americans were the most successful, receiving $2.8 million (16.9%) of the $18.7 million spent on other services.

EXHIBIT 3-25
CITY OF SAN ANTONIO
OTHER SERVICES
UTILIZATION ANALYSIS OF VENDORS
IN THE METROPOLITAN STATISTICAL AREAS
PAYMENTS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
2004	$35,489.00	2.09%	$189,760.11	11.19%	$0.00	0.00%	$257.82	0.02%	$848,749.53	50.05%	$1,074,256.46	63.34%	$616,023.66	36.32%	$5,689.00	0.34%	$1,695,969.12
2005	$10,838.00	0.27%	$488,200.98	12.19%	$0.00	0.00%	$0.00	0.00%	$303,609.64	7.58%	$802,648.62	20.05%	$3,192,855.29	79.75%	$8,098.39	0.20%	$4,003,602.30
2006	$12,370.00	0.22%	$1,334,132.20	24.27%	$0.00	0.00%	$0.00	0.00%	$115,861.25	2.11%	$1,462,363.45	26.60%	$4,020,436.10	73.13%	$15,040.00	0.27%	$5,497,839.55
2007	$40,842.61	0.74%	$813,118.57	14.67%	$2,100.00	0.04%	$0.00	0.00%	$806,780.07	14.56%	$1,662,841.25	30.00%	$3,876,850.74	69.94%	$3,169.75	0.06%	$5,542,861.74
Total	$99,539.61	0.59%	$2,825,211.86	16.88%	$2,100.00	0.01%	$257.82	0.00%	$2,075,000.49	12.40%	$5,002,109.78	29.88%	$11,706,165.79	69.93%	$31,997.14	0.19%	$16,740,272.71

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percent of total dollars paid annually to prime contractors.

Of the M/WBE firms that provided other services to COSA, Hispanic American- and nonminority women-owned firms were most utilized, receiving 16.9 and 12.4 percent of the dollars.

Exhibit 3-26 shows the number of other services purchase orders made to firms in the San Antonio MSA during the study period. COSA utilized non-M/WBE firms for 8,398 (66.9%) of its 12,542 other services purchase orders during the study period. Payments made to M/WBEs represented 32.8 percent of the total number of purchase order payments by COSA, with Hispanic Americans (18.3%) and nonminority women (13.9%) being the more successful M/WBE groups.

EXHIBIT 3-26
CITY OF SAN ANTONIO
OTHER SERVICES
NUMBER OF PURCHASE ORDERS MADE
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Purchase Orders
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
2004	24	2.55%	111	11.78%	0	0.00%	1	0.11%	166	17.62%	302	32.06%	634	67.30%	6	0.64%	942
2005	18	0.42%	589	13.80%	0	0.00%	0	0.00%	757	17.74%	1,364	31.97%	2,888	67.68%	15	0.35%	4,267
2006	16	0.57%	498	17.79%	0	0.00%	0	0.00%	277	9.90%	791	28.26%	2,006	71.67%	2	0.07%	2,799
2007	20	0.44%	1,096	24.17%	1	0.02%	0	0.00%	543	11.98%	1,660	36.61%	2,870	63.30%	4	0.09%	4,534
Total Purchase Orders	78	0.62%	2,294	18.29%	1	0.01%	1	0.01%	1,743	13.90%	4,117	32.83%	8,398	66.96%	27	0.22%	12,542

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of total payments made.

Exhibit 3-27 shows that there were 161 unique M/WBE firms utilized that provided other services to COSA. There were a total of 529 unique firms that provided other services to COSA.

EXHIBIT 3-27
CITY OF SAN ANTONIO
OTHER SERVICES
NUMBER OF UNIQUE PRIME VENDORS
IN THE METROPOLITAN STATISTICAL AREA
PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Unique Vendors
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
2004	2	2.25%	18	20.22%	0	0.00%	1	1.12%	10	11.24%	31	34.83%	57	64.04%	1	1.12%	89
2005	1	0.50%	36	17.82%	0	0.00%	0	0.00%	22	10.89%	59	29.21%	142	70.30%	1	0.50%	202
2006	3	1.34%	51	22.77%	0	0.00%	0	0.00%	26	11.61%	80	35.71%	142	63.39%	2	0.89%	224
2007	6	2.02%	57	19.19%	1	0.34%	0	0.00%	29	9.76%	93	31.31%	201	67.68%	3	1.01%	297
Total Unique Vendors Over Four Years [2]	8	1.51%	102	19.28%	1	0.19%	1	0.19%	49	9.26%	161	30.43%	364	68.81%	4	0.76%	529

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of total firms.
[2] "Unique Vendors" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

Threshold Analysis

MGT further analyzed the utilization of M/WBE other services firms by examining other services purchase orders in specific dollar ranges. The established ranges were:

- Less than or equal to $50,000.
- Between $50,001 and $100,000.
- Between $100,001 and $300,000.
- Between $300,001 and $500,000.
- Between $500,001 and $1 million.
- Between $1,000,001 and $3 million.
- Between $3,000,001 and $5 million.
- Between $5,000,001 and $10 million.
- Greater than $10 million.

Exhibit 3-28 presents the threshold analysis for other services purchase orders by COSA during the study period. Neither M/WBEs, nor nonminority firms received payments over $1 million. M/WBEs were most successful in the between $500,000 and $1 million threshold dollar range according to percentages. Non-M/WBE firms were most successful overall. **Exhibit 3-29** presents a graphical representation of the threshold analysis.

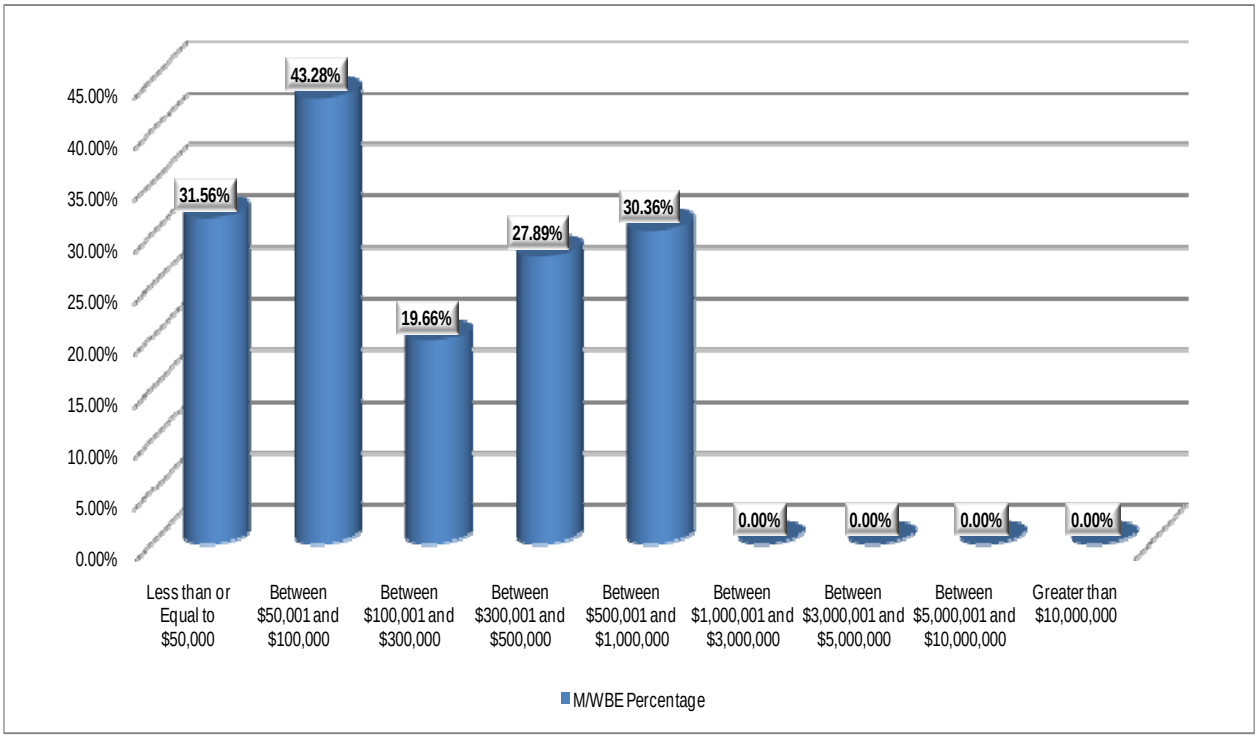
EXHIBIT 3-28
CITY OF SAN ANTONIO
UTILIZATION OF OTHER SERVICES VENDORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
SEPTEMBER 2004 THROUGH DECEMBER 2007

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
Less than or Equal to $50,000	$99,539.61	1.18%	$1,797,534.66	21.28%	$2,100.00	0.02%	$257.82	0.00%	$765,977.54	9.07%	$2,665,409.63	31.56%	$5,748,856.01	68.06%	$31,997.14	0.38%	$8,446,262.78
Between $50,001 and $100,000	$0.00	0.00%	$300,992.20	17.66%	$0.00	0.00%	$0.00	0.00%	$436,502.35	25.61%	$737,494.55	43.28%	$966,692.45	56.72%	$0.00	0.00%	$1,704,187.00
Between $100,001 and $300,000	$0.00	0.00%	$129,096.00	3.70%	$0.00	0.00%	$0.00	0.00%	$557,442.75	15.96%	$686,538.75	19.66%	$2,805,169.20	80.34%	$0.00	0.00%	$3,491,707.95
Between $300,001 and $500,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$315,077.85	27.89%	$315,077.85	27.89%	$814,694.37	72.11%	$0.00	0.00%	$1,129,772.22
Between $500,001 and $1,000,000	$0.00	0.00%	$597,589.00	30.36%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$597,589.00	30.36%	$1,370,753.76	69.64%	$0.00	0.00%	$1,968,342.76
Between $1,000,001 and $3,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00
Between $3,000,001 and $5,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00
Between $5,000,001 and $10,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00
Greater than $10,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00
Total	$99,539.61	0.59%	$2,825,211.86	16.88%	$2,100.00	0.01%	$257.82	0.00%	$2,075,000.49	12.40%	$5,002,109.78	29.88%	$11,706,165.79	69.93%	$31,997.14	0.19%	$16,740,272.71

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

[1] Percent of total dollars paid to prime contractors by threshold range.

EXHIBIT 3-29
CITY OF SAN ANTONIO
UTILIZATION OF OTHER SERVICES VENDORS
WITHIN PAYMENT DOLLAR RANGES
SEPTEMBER 2004 THROUGH DECEMBER 2007



Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

3.5.3 Availability

The availability of vendors is derived from vendors located within the San Antonio MSA that were utilized by COSA. **Exhibit 3-30** shows the available other services vendors located in the San Antonio MSA. Of the 1,139 available other services firms, close 21 percent (20.9%) were M/WBE firms. Among the M/WBE, African Americans were .88 percent, Hispanic Americans were 13.7 percent, Asian Americans were .44 percent, Native American .18 percent, and nonminority women 5.8 percent.

EXHIBIT 3-30
CITY OF SAN ANTONIO
OTHER SERVICES
AVAILABILITY OF VENDORS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

	African Americans[1]		Hispanic Americans[1]		Asian Americans[1]		Native Americans[1]		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	10	0.88%	156	13.70%	5	0.44%	2	0.18%	66	5.79%	239	20.98%	900	79.02%	1,139

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

3.6 Goods and Supplies

The utilization and availability of goods and supplies procurements are examined in this section. The goods and supplies data that was analyzed was obtained from COSA procurement data.

3.6.1 Utilization Analysis

This section presents the utilization analysis of goods and supplies vendors, which includes an analysis of the number of purchase orders and the number of individual firms utilized by race/ethnicity/gender classifications. The utilization analysis is presented in **Exhibit 3-31**. As shown, M/WBEs received more than 23 percent (23.18%) of the goods and supplies procurements made by COSA over the study period.

Of the M/WBE groups, firms owned by Hispanic Americans were the most successful, receiving $33.1 million (9.5%) of the $349.5 million spent on goods and supplies. Firms owned by African Americans received 19.3 million (5.5%).

EXHIBIT 3-31
CITY OF SAN ANTONIO
GOODS AND SUPPLIES
UTILIZATION ANALYSIS OF VENDORS
IN THE METROPOLITAN STATISTICAL AREAS
PAYMENTS AND PERCENTAGE OF TOTAL DOLLARS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
2004	$352,630.03	2.61%	$1,184,950.00	8.77%	$95,185.39	0.70%	$2,415.00	0.02%	$1,147,606.03	8.49%	$2,782,786.45	20.59%	$10,675,830.71	78.98%	$58,853.15	0.44%	$13,517,470.31
2005	$12,269,332.18	20.98%	$9,658,883.28	16.52%	$1,727,397.12	2.95%	$14,109.65	0.02%	$9,902,430.54	16.93%	$33,572,152.77	57.41%	$24,049,503.32	41.12%	$858,620.18	1.47%	$58,480,276.27
2006	$2,237,490.71	1.05%	$11,131,683.28	5.22%	$1,227,643.00	0.58%	$11,843.49	0.01%	$7,695,273.01	3.61%	$22,303,933.49	10.46%	$190,271,788.13	89.26%	$590,685.06	0.28%	$213,166,406.68
2007	$4,412,910.23	6.86%	$11,140,047.11	17.32%	$2,432,586.88	3.78%	$17,598.44	0.03%	$4,354,795.84	6.77%	$22,357,938.50	34.75%	$41,415,764.70	64.37%	$561,543.99	0.87%	$64,335,247.19
Total	$19,272,363.15	5.51%	$33,115,563.67	9.48%	$5,482,812.39	1.57%	$45,966.58	0.01%	$23,100,105.42	6.61%	$81,016,811.21	23.18%	$266,412,886.86	76.23%	$2,069,702.38	0.59%	$349,499,400.45

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percent of total dollars paid annually to prime contractors.

Exhibit 3-32 shows the number of goods and supplies purchase orders made to firms in the San Antonio MSA over the study period. COSA utilized non-M/WBE firms for 49.2 percent of its goods and supplies purchase orders over the study period.

EXHIBIT 3-32
CITY OF SAN ANTONIO
GOODS AND SUPPLIES
NUMBER OF PURCHASE ORDERS MADE
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Purchase Orders
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
2004	96	2.08%	1,632	35.37%	3	0.07%	2	0.04%	546	11.83%	2,279	49.39%	2,216	48.03%	119	2.58%	4,614
2005	571	2.10%	9,055	33.29%	27	0.10%	8	0.03%	2,846	10.46%	12,507	45.98%	14,104	51.85%	591	2.17%	27,202
2006	560	1.99%	9,148	32.47%	1,078	3.83%	4	0.01%	3,154	11.19%	13,944	49.49%	13,767	48.86%	465	1.65%	28,176
2007	773	2.67%	9,003	31.09%	1,683	5.81%	7	0.02%	3,557	12.28%	15,023	51.87%	13,426	46.36%	512	1.77%	28,961
Total Purchase Orders	2,000	2.25%	28,838	32.42%	2,791	3.14%	21	0.02%	10,103	11.36%	43,753	49.19%	43,513	48.92%	1,687	1.90%	88,953

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of total payments made.

Exhibit 3-33 shows that of the 1,403 firms utilized, 467 were unique M/WBE firms utilized that provided goods and supplies to COSA.

EXHIBIT 3-33
CITY OF SAN ANTONIO
GOODS AND SUPPLIES
NUMBER OF INDIVIDUAL PRIME VENDORS
IN THE METROPOLITAN STATISTICAL AREA
PAYMENTS BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

Calendar Years	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Unique Vendors
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
2004	8	3.46%	58	25.11%	1	0.43%	2	0.87%	35	15.15%	104	45.02%	125	54.11%	2	0.87%	231
2005	11	1.52%	156	21.61%	1	0.14%	4	0.55%	88	12.19%	260	36.01%	461	63.85%	1	0.14%	722
2006	13	1.54%	198	23.49%	1	0.12%	4	0.47%	86	10.20%	302	35.82%	540	64.06%	1	0.12%	843
2007	18	1.90%	199	21.01%	2	0.21%	2	0.21%	96	10.14%	317	33.47%	625	66.00%	5	0.53%	947
Total Unique Vendors Over Four Years [2]	22	1.57%	302	21.53%	2	0.14%	4	0.29%	137	9.76%	467	33.29%	930	66.29%	6	0.43%	1,403

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Percentage of total firms.
[2] "Unique Vendors" counts a firm only once for each year it receives work. Since a firm could be used in multiple years, the "Individual Firms" for the entire study period may not equal the sum of all years.

Threshold Analysis

MGT further analyzed the utilization of M/WBE goods and supplies vendors by examining goods and purchase orders in specific dollar ranges. The established ranges were:

- Less than or equal to $50,000.
- Between $50,001 and $100,000.
- Between $100,001 and $300,000.
- Between $300,001 and $500,000.
- Between $500,001 and $1 million.
- Between $1,000,001 and $3 million.
- Between $3,000,001 and $5 million.
- Between $5,000,001 and $10 million.
- Greater than $10 million.

Exhibit 3-34 presents the threshold analysis for goods and supplies purchase orders by COSA during the study period. Non-M/WBE firms were most successful overall. **Exhibit 3-35** presents a graphical representation of the threshold analysis.

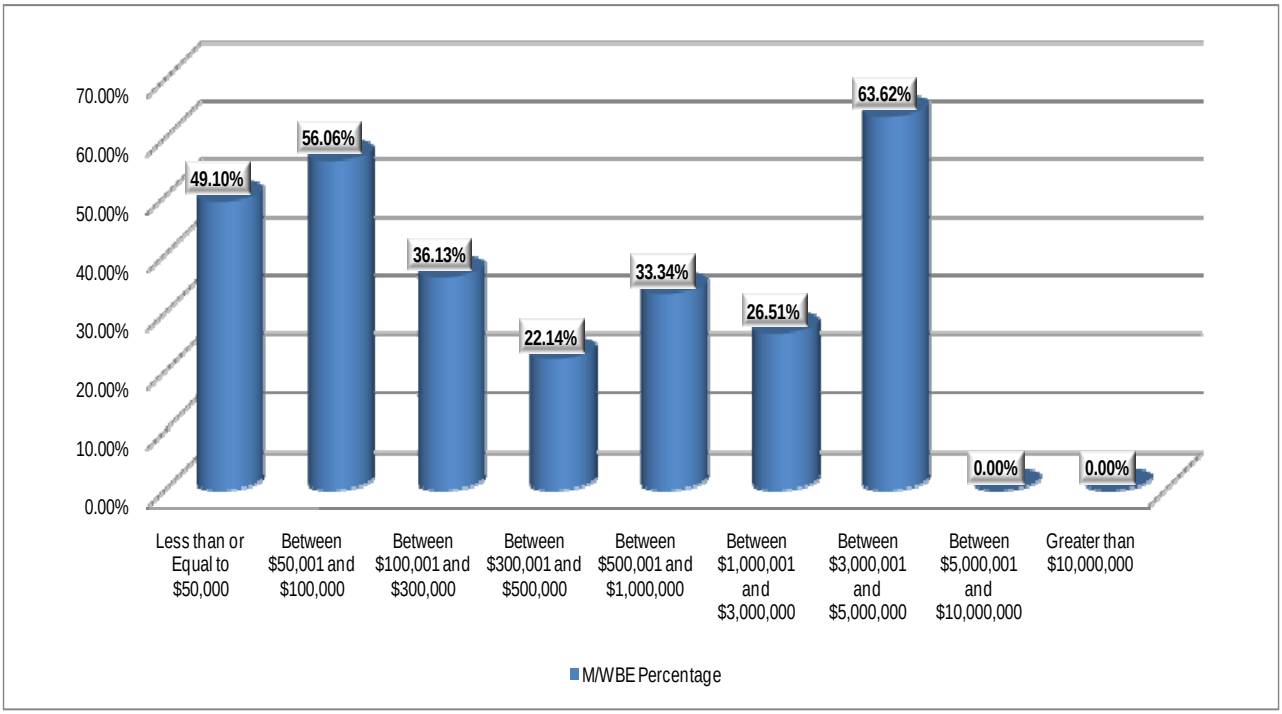
EXHIBIT 3-34
CITY OF SAN ANTONIO
UTILIZATION OF GOODS AND SUPPLIES VENDORS
IN THE METROPOLITAN STATISTICAL AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
BY DOLLAR CATEGORIES
SEPTEMBER 2004 THROUGH DECEMBER 2007

Thresholds	African Americans		Hispanic Americans		Asian Americans		Native Americans		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Gross Dollars
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
Less than or Equal to $50,000	$5,670,268.00	8.62%	$18,096,108.70	27.51%	$2,154,821.06	3.28%	$45,966.58	0.07%	$6,330,166.96	9.62%	$32,297,331.30	49.10%	$32,522,677.25	49.45%	$953,669.38	1.45%	$65,773,677.93
Between $50,001 and $100,000	$1,144,056.68	12.01%	$2,141,442.90	22.47%	$1,471,406.58	15.44%	$0.00	0.00%	$585,724.72	6.15%	$5,342,630.88	56.06%	$4,187,120.06	43.94%	$0.00	0.00%	$9,529,750.94
Between $100,001 and $300,000	$2,885,710.47	17.05%	$1,465,659.17	8.66%	$900,450.75	5.32%	$0.00	0.00%	$861,821.74	5.09%	$6,113,642.13	36.13%	$10,412,031.46	61.52%	$397,766.00	2.35%	$16,923,439.59
Between $300,001 and $500,000	$0.00	0.00%	$703,898.00	7.67%	$956,134.00	10.42%	$0.00	0.00%	$371,700.00	4.05%	$2,031,732.00	22.14%	$6,425,874.97	70.03%	$718,267.00	7.83%	$9,175,873.97
Between $500,001 and $1,000,000	$501,264.00	3.61%	$2,712,501.15	19.51%	$0.00	0.00%	$0.00	0.00%	$1,422,324.00	10.23%	$4,636,089.15	33.34%	$9,268,450.60	66.66%	$0.00	0.00%	$13,904,539.75
Between $1,000,001 and $3,000,000	$1,372,202.00	3.25%	$4,940,708.00	11.69%	$0.00	0.00%	$0.00	0.00%	$4,891,646.00	11.57%	$11,204,556.00	26.51%	$31,068,619.88	73.49%	$0.00	0.00%	$42,273,175.88
Between $3,000,001 and $5,000,000	$7,698,862.00	25.26%	$3,055,245.75	10.02%	$0.00	0.00%	$0.00	0.00%	$8,636,722.00	28.34%	$19,390,829.75	63.62%	$11,088,255.64	36.38%	$0.00	0.00%	$30,479,085.39
Between $5,000,001 and $10,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$9,912,735.00	100.00%	$0.00	0.00%	$9,912,735.00
Greater than $10,000,000	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$151,527,122.00	100.00%	$0.00	0.00%	$151,527,122.00
Total	$19,272,363.15	5.51%	$33,115,563.67	9.48%	$5,482,812.39	1.57%	$45,966.58	0.01%	$23,100,105.42	6.61%	$81,016,811.21	23.18%	$266,412,886.86	76.23%	$2,069,702.38	0.59%	$349,499,400.45

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

[1] Percent of total dollars paid to prime contractors by threshold range.

EXHIBIT 3-35
CITY OF SAN ANTONIO
UTILIZATION OF GOODS AND SUPPLIES VENDORS
WITHIN PAYMENT DOLLAR RANGES
SEPTEMBER 2004 THROUGH DECEMBER 2007



Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.

3.6.3 Availability

The availability of vendors is derived from vendors located within the San Antonio MSA that were utilized by COSA. **Exhibit 3-36** shows the available goods and supplies vendors located in the San Antonio MSA. Of the 1,708 available goods and supplies firms, 27.4 percent were M/WBEs. Among M/WBE groups, firms owned by Hispanic Americans and nonminority women had the highest percentage of available firms at 17.7 percent and 8 percent.

EXHIBIT 3-36
CITY OF SAN ANTONIO
GOODS AND SUPPLIES
AVAILABILITY OF VENDORS
BY RACE/ETHNICITY/GENDER CLASSIFICATIONS
SEPTEMBER 2004 THROUGH DECEMBER 2007

	African Americans[1]		Hispanic Americans[1]		Asian Americans[1]		Native Americans[1]		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Firms
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	22	1.29%	302	17.68%	2	0.12%	5	0.29%	137	8.02%	468	27.40%	1,240	72.60%	1,708

Source: MGT developed a procurement and vendor database for COSA covering the period from September 2004 through December 2007.
[1] Minority female firms are included in their respective minority classifications.

3.6 Summary

Exhibit 3-37 summarizes the analysis results presented in this chapter.

EXHIBIT 3-44
SUMMARY OF M/WBE UTILIZATION
BY BUSINESS CATEGORY

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Contract Dollars - Prime	$3,275	$106,698,047	$932,942	$21,215	$15,748,815	$123,404,295
Construction Utilization Percent - Prime	0.01%	22.44%	0.20%	0.01%	3.31%	25.95%
Construction Availabilty Percent - Prime	0.48%	25.04%	0.32%	0.16%	10.37%	36.37%
Construction Contract Dollars - Subcontractor	$1,551,193	$16,926,658	$1,339,108	$747,012	$23,392,647	$43,956,619
Construction Utilization Percent - Subcontractor	0.86%	9.43%	0.75%	0.42%	13.04%	24.50%
Construction Availabilty Percent - Subcontractor	3.46%	7.31%	1.46%	0.66%	8.38%	21.28%
Architecture/ Engineering Contract Dollars	$5,350	$5,011,896	$1,353,667	$0.00	$22,859,992	$29,230,905
Architecture/ Engineering Utilization Percent	0.01%	8.24%	2.23%	0.00%	37.60%	48.08%
Architecture/ Engineering Availabilty Percent	1.16%	18.02%	3.49%	0.00%	12.21%	34.88%
Professional Services Contract Dollars	$3,615,804	$33,848,203	$152,687	$0.00	$2,761,624	$40,378,320
Professional Services Utilization Percent	1.09%	10.24%	0.05%	0.00%	0.84%	12.22%
Professional Services Availabilty Percent	3.50%	15.73%	0.35%	0.00%	8.87%	28.45%
Other Services Contract Dollars	$99,539	$2,825,211	$2,100	$257	$2,075,000	$5,002,109
Other Services Utilization Percent	0.59%	16.88%	0.01%	0.00%	12.40%	29.88%
Other Services Availability Percent	0.88%	13.70%	0.44%	0.18%	5.79%	20.99%
Goods and Services Contract Dollars	$19,272,363	$33,115,563	$5,482,812	$45,966	$23,100,105	$81,016,811
Goods and Services Utilization Percent	5.51%	9.48%	1.57%	0.01%	6.61%	23.18%
Goods and Services Availability Percent	1.29%	17.68%	0.12%	0.29%	8.02%	27.40%

Source: Chapter 3.0, Analysis Results.

4.0 DISPARITY ANALYSIS

4.0 DISPARITY ANALYSIS

This chapter examines the issue of disparity within each business category of procurement. Disparity, in this context, is the analysis of the differences between the utilization of minority- and nonminority women-owned business enterprises (M/WBEs) and the availability of those firms. Accordingly, MGT of America, Inc., (MGT) used disparity indices to examine whether M/WBEs received a proportional share of dollars based on the availability of M/WBEs in the relevant market area.

This chapter consists of the following sections:

- Section 4.1 describes the methodology used by MGT to test for the presence or absence of disparity in each of the business categories.
- Section 4.2 applies the disparity indices to the business categories and determines the presence or absence of statistically significant disparity in the COSA procurement activity.

4.1 Methodology

MGT used the availability and utilization information presented in **Chapter 3.0** of this report as the basis to determine if M/WBEs received a proportional share of payments and other procurements by COSA. This determination is made primarily through the disparity index calculation which compares the availability of firms with the utilization of those firms. The disparity index also provides a value that can be given a commonly accepted substantive interpretation.

4.1.1 Disparity Index

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*.[1] Although a variety of similar indices could be utilized, MGT's 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.

[1] *Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia,* 91 F 3d at 603.

For this study, the ratio of the percentage of utilization[2] to the percentage of availability multiplied by 100 serves as our measure of choice, as shown in the formula:

$$\textbf{(1) Disparity Index} = \frac{\%Um_1p_1}{\%Am_1p_1} \times 100$$

Where: Um_1p_1 = utilization of M/WBE_1 for $procurement_1$
Am_1p_1 = availability of M/WBE_1 for $procurement_1$

Due to the mathematical properties involved in the calculations, a disparity index value of 0.00 for a given race, ethnicity or gender category 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 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.

4.2 Disparity Indices

Tables showing disparity indices results for construction, architecture and engineering, professional services, other services, and goods and supplies are analyzed in this section. As mentioned before, the tables are based on the utilization and availability of M/WBEs and non-M/WBEs in COSA's MSA as shown in **Chapter 3.0**.

4.2.1 Construction

Disparity Analysis of Construction Prime Contractors

Exhibit 4-1 shows the disparity indices for prime construction based on COSA's payments data. Over the study period for COSA, non-M/WBE firms were overutilized in 2005, 2006, and 2007 resulting in overall overutilization with a disparity index of 122.47. Based on construction prime payments, firms owned by African Americans, Asian Americans, Native Americans, and nonminority women were substantially underutilized in each year of the study period, resulting in disparity indices of 31.29, 13.21, and 9.56, respectively. Firms owned by Native Americans were not utilized over the study period. The disparity index for Hispanic Americans over the study period was 65.09, which

[2] Percentage of utilization is based on procurement dollars and the percentage of availability is based on the number of firms.

resulted in substantial underutilization on the prime contractors' level for construction from 2004 to 2007.

EXHIBIT 4-1
DISPARITY ANALYSIS OF CONSTRUCTION PRIME CONTRACTORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
SEPTEMBER 2004 THROUGH DECEMBER 2007

M/WBE Classification	% of Gross Dollars Dollars[1]	% of Available Firms[2]	Disparity Index[3]	Disparate Impact of Utilization
Calendar Year 2004				
African Americans	0.00%	0.48%	0.00	Underutilization *
Hispanic Americans	42.57%	25.04%	170.01	Overutilization
Asian Americans	1.07%	0.32%	334.92	Overutilization
Native Americans	0.00%	0.16%	0.00	Underutilization *
Nonminority Women	11.30%	10.37%	109.00	Overutilization
Non-M/WBE Firms	45.06%	63.64%	70.81	Underutilization *
Calendar Year 2005				
African Americans	0.00%	0.48%	0.00	Underutilization *
Hispanic Americans	24.31%	25.04%	97.07	Underutilization
Asian Americans	0.28%	0.32%	89.02	Underutilization
Native Americans	0.00%	0.16%	1.27	Underutilization *
Nonminority Women	0.24%	10.37%	2.34	Underutilization *
Non-M/WBE Firms	75.16%	63.64%	118.12	Overutilization
Calendar Year 2006				
African Americans	0.00%	0.48%	0.20	Underutilization *
Hispanic Americans	12.24%	25.04%	48.87	Underutilization *
Asian Americans	0.01%	0.32%	4.59	Underutilization *
Native Americans	0.01%	0.16%	5.56	Underutilization *
Nonminority Women	1.25%	10.37%	12.01	Underutilization *
Non-M/WBE Firms	86.49%	63.64%	135.92	Overutilization
Calendar Year 2007				
African Americans	0.00%	0.48%	0.19	Underutilization *
Hispanic Americans	30.41%	25.04%	121.44	Overutilization
Asian Americans	0.17%	0.32%	54.36	Underutilization *
Native Americans	0.00%	0.16%	0.51	Underutilization *
Nonminority Women	5.80%	10.37%	55.98	Underutilization *
Non-M/WBE Firms	63.61%	63.64%	99.96	Underutilization
All Calendar Years				
African Americans	0.00%	0.48%	0.14	Underutilization *
Hispanic Americans	22.44%	25.04%	89.61	Underutilization
Asian Americans	0.20%	0.32%	61.51	Underutilization *
Native Americans	0.00%	0.16%	2.80	Underutilization *
Nonminority Women	3.31%	10.37%	31.95	Underutilization *
Non-M/WBE Firms	74.05%	63.64%	116.36	Overutilization

Source: MGT developed a procurement and vendor database for the COSA from September 2004 through December 2007.
[1] The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 3.0**.
[2] The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 3.0**.
[3] The disparity index is the ratio of % utilization to % availability times 100.
* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

Disparity Analysis of Subcontractors

Exhibit 4-2 shows the disparity indices, based on awarded contractors proposed to be utilized on COSA projects, for subcontractor awards based on hard copy files (where data was available). Based on study period, all awarded M/WBE groups, except for firms owned by Hispanic Americans and nonminority women, were underutilized for construction subcontractor awards. Firms owned by African Americans, Asian Americans, and Native Americans were substantially underutilized with a disparity index of 23.15, 53.97, and 60.21, respectively.

EXHIBIT 4-2
DISPARITY ANALYSIS OF SUBCONTRACTORS
BY RACE/ETHNICITY/GENDER CLASSIFICATION
SEPTEMBER 2004 THROUGH DECEMBER 2007

M/WBE Classification	% of Subcontract Dollars[1]	% of Available Firms[2]	Disparity Index[3]	Disparate Impact of Utilization
All Years				
African Americans	0.86%	3.73%	23.15	* Underutilization
Hispanic Americans	9.43%	7.33%	128.71	Overutilization
Asian Americans	0.75%	1.38%	53.97	* Underutilization
Native Americans	0.42%	0.69%	60.21	* Underutilization
Nonminority Women	13.04%	8.58%	152.05	Overutilization
Non-M/WBE Firms	75.50%	78.28%	96.44	Underutilization

Source: MGT developed a procurement and vendor database for the COSA from September 2004 through December 2007.
[1] The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 3.0**.
[2] The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 3.0**.
[3] The disparity index is the ratio of % utilization to % availability times 100.
* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

4.2.2 Architecture and Engineering

In this section, we present the results of the disparity analysis for the architecture and engineering business category for prime consultants within the MSA.

Architecture and Engineering Consultants

Exhibit 4-3 shows the disparity indices for architecture and engineering consultants. Overall, among M/WBEs, Hispanic American-, African American-, and Asian American-owned firms were substantially underutilized as architecture and engineering consultants during the study period at a disparity index of 45.74, .76, and 63.83. However, firms owned by nonminority women were overutilized during each year of the study.

EXHIBIT 4-3
DISPARITY ANALYSIS OF ARCHITECTURE AND ENGINEERING CONSULTANTS BY RACE/ETHNICITY/GENDER CLASSIFICATION SEPTEMBER 2004 THROUGH DECEMBER 2007

M/WBE Classification	% of Gross Dollars[1]	% of Available Firms[2]	Disparity Index[3]	Disparate Impact of Utilization
Calendar Year 2004				
African Americans	0.00%	1.16%	0.00	Underutilization *
Hispanic Americans	5.60%	18.02%	31.09	Underutilization *
Asian Americans	2.60%	3.49%	74.50	Underutilization *
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	54.03%	12.21%	442.54	Overutilization
Non-M/WBE Firms	37.77%	65.12%	58.00	Underutilization *
Calendar Year 2005				
African Americans	0.00%	1.16%	0.00	Underutilization *
Hispanic Americans	17.58%	18.02%	97.52	Underutilization
Asian Americans	3.95%	3.49%	113.25	Overutilization
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	15.33%	12.21%	125.55	Overutilization
Non-M/WBE Firms	63.15%	65.12%	96.97	Underutilization
Calendar Year 2006				
African Americans	0.00%	1.16%	0.00	Underutilization *
Hispanic Americans	17.26%	18.02%	95.74	Underutilization
Asian Americans	0.37%	3.49%	10.72	Underutilization *
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	23.25%	12.21%	190.41	Overutilization
Non-M/WBE Firms	59.12%	65.12%	90.79	Underutilization
Calendar Year 2007				
African Americans	0.05%	1.16%	4.09	Underutilization *
Hispanic Americans	1.92%	18.02%	10.63	Underutilization *
Asian Americans	1.19%	3.49%	33.99	Underutilization *
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	18.24%	12.21%	149.42	Overutilization
Non-M/WBE Firms	78.61%	65.12%	120.72	Overutilization
All Calendar Years				
African Americans	0.01%	1.16%	0.76	Underutilization *
Hispanic Americans	8.24%	18.02%	45.74	Underutilization *
Asian Americans	2.23%	3.49%	63.83	Underutilization *
Native Americans	0.00%	0.00%	N/A	N/A
Nonminority Women	37.60%	12.21%	307.99	Overutilization
Non-M/WBE Firms	51.92%	65.12%	79.73	Underutilization *

Source: MGT developed a procurement and vendor database for the COSA from September 2004 through December 2007.

[1] The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 3.0**.

[2] The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 3.0**.

[3] The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

N/A denotes that in these cases due to the mathematical constraint of division by zero. This occurred because there is zero utilization in this category. Because the utilization percentage is the denominator in the final calculation, the existence of disparity can be inferred due to the prima facie evidence of zero utilization levels.

4.2.3 Professional Services

In this section, we present the results of the disparity analysis for the professional services business category for prime consultants..

Professional Services Consultants

Exhibit 4-4 shows the disparity indices for professional services consultants. Overall, M/WBE firms were substantially underutilized as professional services consultants during the study period. Hispanic American-owned firms were substantially underutilized in each year of the study, except for 2004 where they were overutilized with a disparity index of 386.47. African American-, Asian American, and nonminority women-owned firms were substantially underutilized in each year of the study, thus resulting with a disparity index of 31.29, 65.09, and 13.21, respectively. Native American-owned firms were not utilized during the study period. Overall, non-M/WBE firms were overutilized at a disparity index of 122.47..

EXHIBIT 4-4
DISPARITY ANALYSIS OF PROFESSIONAL SERVICES CONSULTANTS
IN THE RELEVANT MARKET AREA
BY RACE/ETHNICITY/GENDER CLASSIFICATION
SEPTEMBER 2004 THROUGH DECEMBER 2007

M/WBE Classification	% of Gross Dollars[1]	% of Available Firms[2]	Disparity Index[3]	Disparate Impact of Utilization	
Calendar 2004					
African Americans	0.15%	3.50%	4.31	Underutilization	*
Hispanic Americans	60.81%	15.73%	386.47	Overutilization	
Asian Americans	0.00%	0.35%	0.00	Underutilization	*
Native Americans	0.00%	0.00%	N/A	N/A	
Nonminority Women	4.14%	8.74%	47.31	Underutilization	*
Non-M/WBE Firms	34.91%	71.68%	48.70	Underutilization	*
Calendar 2005					
African Americans	0.60%	3.50%	17.14	Underutilization	*
Hispanic Americans	2.57%	15.73%	16.34	Underutilization	*
Asian Americans	0.05%	0.35%	14.67	Underutilization	*
Native Americans	0.00%	0.00%	N/A	N/A	
Nonminority Women	1.15%	8.74%	13.11	Underutilization	*
Non-M/WBE Firms	95.63%	71.68%	133.42	Overutilization	
Calendar 2006					
African Americans	1.77%	3.50%	50.74	Underutilization	*
Hispanic Americans	6.42%	15.73%	40.82	Underutilization	*
Asian Americans	0.05%	0.35%	13.77	Underutilization	*
Native Americans	0.00%	0.00%	N/A	N/A	
Nonminority Women	0.50%	8.74%	5.67	Underutilization	*
Non-M/WBE Firms	91.26%	71.68%	127.32	Overutilization	
Calendar 2007					
African Americans	0.22%	3.50%	6.34	Underutilization	*
Hispanic Americans	15.08%	15.73%	95.86	Underutilization	
Asian Americans	0.05%	0.35%	13.44	Underutilization	*
Native Americans	0.00%	0.00%	N/A	N/A	
Nonminority Women	0.62%	8.74%	7.10	Underutilization	*
Non-M/WBE Firms	84.03%	71.68%	117.23	Overutilization	
All Calendar Years					
African Americans	1.09%	3.50%	31.29	Underutilization	*
Hispanic Americans	10.24%	15.73%	65.09	Underutilization	*
Asian Americans	0.05%	0.35%	13.21	Underutilization	*
Native Americans	0.00%	0.00%	N/A	N/A	
Nonminority Women	0.84%	8.74%	9.56	Underutilization	*
Non-M/WBE Firms	87.78%	71.68%	122.47	Overutilization	

Source: MGT developed a procurement and vendor database for the COSA from September 2004 through December 2007.

[1] The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 3.0**.

[2] The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 3.0**.

[3] The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

N/A denotes that in these cases due to the mathematical constraint of division by zero. This occurred because there is zero utilization in this category. Because the utilization percentage is the denominator in the final calculation, the existence of disparity can be inferred due to the prima facie evidence of zero utilization levels.

4.2.4 Other Services

In **Exhibit 4-5**, our analysis shows that of the M/WBE groups, African American-, Native American-, and Asian American-owned firms were substantially underutilized, while nonminority women and Hispanic American firms, non-M/WBE firms were also overutilized as other service vendors with a disparity index of 213.91 and 123.22, respectively. The underutilization of Native American- and Asian American-owned in each year of the study period resulted in overall substantial underutilization with a disparity index of .88 and 2.86, respectively. While African American-owned firms were overutilized in 2004 (September to December 2004) with a disparity index of 238.34, our analysis shows that African American-owned firms overall resulted in substantial utilization with a disparity index of 67.73.

EXHIBIT 4-5
DISPARITY ANALYSIS OF OTHER SERVICES VENDORS IN THE RELEVANT MARKET AREA BY RACE/ETHNICITY/GENDER CLASSIFICATION SEPTEMBER 2004 THROUGH DECEMBER 2007

M/WBE Classification	% of Gross Dollars[1]	% of Available Firms[2]	Disparity Index[3]	Disparate Impact of Utilization	
Calendar Year 2004					
African Americans	2.09%	0.88%	238.34	Overutilization	
Hispanic Americans	11.19%	13.70%	81.69	Underutilization	
Asian Americans	0.00%	0.44%	0.00	Underutilization	*
Native Americans	0.02%	0.18%	8.66	Underutilization	*
Nonminority Women	50.05%	5.79%	863.66	Overutilization	
Non-M/WBE Firms	36.66%	79.02%	46.39	Underutilization	*
Calendar Year 2005					
African Americans	0.27%	0.88%	30.83	Underutilization	*
Hispanic Americans	12.19%	13.70%	89.03	Underutilization	
Asian Americans	0.00%	0.44%	0.00	Underutilization	*
Native Americans	0.00%	0.18%	0.00	Underutilization	*
Nonminority Women	7.58%	5.79%	130.87	Overutilization	
Non-M/WBE Firms	79.95%	79.02%	101.18	Overutilization	
Calendar Year 2006					
African Americans	0.22%	0.88%	25.63	Underutilization	*
Hispanic Americans	24.27%	13.70%	177.18	Overutilization	
Asian Americans	0.00%	0.44%	0.00	Underutilization	*
Native Americans	0.00%	0.18%	0.00	Underutilization	*
Nonminority Women	2.11%	5.79%	36.37	Underutilization	*
Non-M/WBE Firms	73.40%	79.02%	92.89	Underutilization	
Calendar Year 2007					
African Americans	0.74%	0.88%	83.93	Underutilization	
Hispanic Americans	14.67%	13.70%	107.11	Overutilization	
Asian Americans	0.04%	0.44%	8.63	Underutilization	*
Native Americans	0.00%	0.18%	0.00	Underutilization	*
Nonminority Women	14.56%	5.79%	251.19	Overutilization	
Non-M/WBE Firms	70.00%	79.02%	88.59	Underutilization	
All Calendar Years					
African Americans	0.59%	0.88%	67.73	Underutilization	*
Hispanic Americans	16.88%	13.70%	123.22	Overutilization	
Asian Americans	0.01%	0.44%	2.86	Underutilization	*
Native Americans	0.00%	0.18%	0.88	Underutilization	*
Nonminority Women	12.40%	5.79%	213.91	Overutilization	
Non-M/WBE Firms	70.12%	79.02%	88.74	Underutilization	

Source: MGT developed a procurement and vendor database for the COSA from September 2004 through December 2007.

[1] The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 3.0.**

[2] The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 3.0**.

[3] The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

4.2.5 Goods and Supplies

In **Exhibit 4-6**, our analysis shows that of the M/WBE groups, Hispanic American-, Native American-, and nonminority women-owned firms were underutilized, while African American-owned firms were overutilized.

EXHIBIT 4-6
DISPARITY ANALYSIS OF GOODS AND SUPPLIES VENDORS IN THE RELEVANT MARKET AREA BY RACE/ETHNICITY/GENDER CLASSIFICATION JANUARY 1, 2005, THROUGH DECEMBER 31, 2007

M/WBE Classification	% of Gross Dollars[1]	% of Available Firms[2]	Disparity Index[3]	Disparate Impact of Utilization	
Calendar Year 2004					
African Americans	2.61%	1.29%	202.53	Overutilization	
Hispanic Americans	8.77%	17.68%	49.58	Underutilization	*
Asian Americans	0.70%	0.12%	601.36	Overutilization	
Native Americans	0.02%	0.29%	6.10	Underutilization	*
Nonminority Women	8.49%	8.02%	105.84	Overutilization	
Non-M/WBE Firms	79.41%	72.60%	109.39	Overutilization	
Calendar Year 2005					
African Americans	20.98%	1.29%	1,628.83	Overutilization	
Hispanic Americans	16.52%	17.68%	93.41	Underutilization	
Asian Americans	2.95%	0.12%	2,522.56	Overutilization	
Native Americans	0.02%	0.29%	8.24	Underutilization	*
Nonminority Women	16.93%	8.02%	211.11	Overutilization	
Non-M/WBE Firms	42.59%	72.60%	58.67	Underutilization	*
Calendar Year 2006					
African Americans	1.05%	1.29%	81.49	Underutilization	
Hispanic Americans	5.22%	17.68%	29.53	Underutilization	*
Asian Americans	0.58%	0.12%	491.83	Overutilization	
Native Americans	0.01%	0.29%	1.90	Underutilization	*
Nonminority Women	3.61%	8.02%	45.01	Underutilization	*
Non-M/WBE Firms	89.54%	72.60%	123.33	Overutilization	
Calendar 2007					
African Americans	6.86%	1.29%	532.53	Overutilization	
Hispanic Americans	17.32%	17.68%	97.93	Underutilization	
Asian Americans	3.78%	0.12%	3,229.07	Overutilization	
Native Americans	0.03%	0.29%	9.34	Underutilization	*
Nonminority Women	6.77%	8.02%	84.39	Underutilization	
Non-M/WBE Firms	65.25%	72.60%	89.87	Underutilization	
All Calendar Years					
African Americans	5.51%	1.29%	428.11	Overutilization	
Hispanic Americans	9.48%	17.68%	53.59	Underutilization	*
Asian Americans	1.57%	0.12%	1,339.72	Overutilization	
Native Americans	0.01%	0.29%	4.49	Underutilization	*
Nonminority Women	6.61%	8.02%	82.40	Underutilization	
Non-M/WBE Firms	76.82%	72.60%	105.81	Overutilization	

Source: MGT developed a procurement and vendor database for the COSA from September 2004 through December 2007.

[1] The percentage of dollars is taken from the prime utilization exhibit previously shown in **Chapter 3.0.**

[2] The percentage of available contractors is taken from the availability exhibit previously shown in **Chapter 3.0**.

[3] The disparity index is the ratio of % utilization to % availability times 100.

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.

N/A denotes that in these cases due to the mathematical constraint of division by zero. This occurred because there is zero utilization in this category. Because the utilization percentage is the denominator in the final calculation, the existence of disparity can be inferred due to the prima facie evidence of zero utilization levels.

4.2.6 Conclusions based on Disparity Indices

This chapter used disparity indices to compare the availability and utilization findings from **Chapter 3.0**. The disparity indices for each of the business categories indicate whether disparity exists for each ethnic or gender group.

Exhibit 4-7 summarizes the findings of M/WBE underutilization.

EXHIBIT 4-7
SUMMARY OF M/WBE UNDERUTILIZATION

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women
Construction Prime Contractors	YES*	YES	YES*	YES*	YES*
Construction Subcontractors – COSA	YES*	NO	YES*	YES*	NO
Architecture and Engineering Consultants	YES*	YES*	YES*	N/A	NO
Professional Services Firms	YES*	YES*	YES*	N/A	YES*
Other Services Firms	YES*	NO	YES*	YES*	NO
Goods and Supplies Firms	NO	YES*	NO	YES*	YES

* An asterisk is used to indicate a substantial level of disparity – index below 80.00.
N/A denotes that in these cases due to the mathematical constraint of division by zero. This occurred because there is zero utilization in this category. Because the utilization percentage is the denominator in the final calculation, the existence of disparity can be inferred due to the prima facie evidence of zero utilization levels.

5.0 ANECDOTAL ANALYSIS

5.0 ANECDOTAL ANALYSIS

Anecdotal information is a widely accepted research tool that is based upon observations, interviews, and surveys. The collection and analysis of anecdotal data are performed to determine whether underutilization of minority- and woman-owned firms results from objective, nonbiased bidding and purchasing procedures or from discriminatory practices. It is used in conjunction with research tools to foster clarity and as support for findings.

Unlike other chapters in this report, anecdotal analysis does not rely solely on quantitative data. Anecdotal analysis utilizes qualitative data to describe the context of the examined environment as well as the climate 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 in collecting these data, and the quantitative and qualitative results of the data collected.

This chapter is organized into the following sections:

5.1 Methodology
5.2 Demographics
5.3 Barriers to Doing Business with Members of the San Antonio Regional Business Consortium
5.4 Certification Process
5.5 Prompt Payment
5.6 Access to Capital
5.7 Bonding and Insurance Process
5.8 Doing Business with Other Public Agencies and the Private Sector
5.9 Discrimination
5.10 Other Focus Groups, Public Hearings, and Personal Interview Comments
5.11 Suggestions
5.12 Conclusions and Observations

5.1 Methodology

The blueprint for collecting and analyzing anecdotal information for this study was identified by the U.S. Supreme Court in *City of Richmond v. J.A. Croson (Croson), 488 U.S. 469, 109 S.Ct. 706 (1989)*. 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 empirical data of contract expenditures to explain whether or not minority business creation, growth, and retention are negatively impacted 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 minority- and woman-owned business enterprise (M/WBE) participation in

contract opportunities. However, it should be cautioned that the following comments are 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. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

MGT's experience conducting disparity studies has shown that anecdotal data collected through multiple methods 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 face-to-face interviews to collect anecdotal information[1] and to identify issues that were common to businesses in the market area. MGT was also able to draw inferences from this data as to the prevalence of obstacles perceived as limiting the participation of M/WBEs[2] in procurement transactions with members of the San Antonio Regional Business Consortium (Consortium).

The focus of the telephone survey, face-to-face interviews, focus groups, and public hearings was to identify the respondents' experiences in conducting business with the Consortium. MGT solicited participation and responses from businesses that have done, or attempted to do, business with each member of the Consortium for the applicable period of their study, which generally covered a time period between the years 2002 through 2006.

5.1.1 Telephone Survey

During the month of September 2008, MGT telephone surveyed firms listed in the master vendor database to solicit responses from business owners and representatives about their firms and their experiences doing business with the Consortium. MGT attempted to collect data in proportion to the distribution of M/WBEs and non-M/WBEs in the relevant market area. To this end, out of the 8,800 identified in the vendor list, 1,376 business owners or knowledgeable representatives were contacted in an attempt to complete the goal of 500 surveys. Ultimately, our team spoke with owners and representatives from 508 firms.

In assessing the sufficiency of results, disparity study surveys are commonly plagued by sample size limitations, especially in the case of attempting to gather a representative sample from minority populations where low minority population numbers pose problems. (For example, Native American-owned business populations 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 one can have in the results. Although MGT's goal is to report data samples that can satisfy the 95 percent confidence level, this does not mean that data should not be reported when lower survey participation levels reduce confidence intervals slightly, especially when extreme due diligence has been exercised in attempting to meet the 95 percent standard. **Exhibit 5-1** reveals that the effort was, indeed, diligent for this study and

[1] The comments from the public hearings, focus groups, and personal interviews are not always consistent with the telephone survey data due to the fact that the respondents in each anecdotal activity are different. For example, it is unlikely for a unique firm to participate in the personal interviews, focus groups, and the telephone survey due to the randomization of the selection process. A well-rounded input and broader exposure to as many firms as possible is our objective to providing the anecdotal results.

[2] The five M/WBE classifications described are African American, Hispanic American, Asian American, Native American, and nonminority women.

shows the disposition of the telephone canvassing efforts. According to the phone call log, the following disposition results were obtained:

EXHIBIT 5-1
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
DISPOSITION OF TELEPHONE CALLS

Result	#
Answering Machine	16
Busy Signal	6
Callback-Over Quota	76
Disconnect	193
Final Fax	28
Duplicate	70
Final Refusal	144
Wrong Number	123
Inegible	100
No Answer	18
Not Used	94
Completed Interviews	**508**
Total Number of Calls Made	1,376

Source: Oppenheim Research Services, 2008.

5.1.2 Focus Groups

Focus groups are structured discussion sessions with randomly selected participants who have some familiarity or experience with a particular subject matter. MGT regularly uses focus groups as part of its information gathering and evaluative processes. MGT has experienced relative success with focus group settings in the past because the informal and conversational nature of focus groups tends to suggest a more relaxed atmosphere to some persons than that of a face-to-face (personal) interview. Consequently, interviewees who may be reserved in a personal interview sometimes have a tendency to express themselves more freely in focus group settings.

The advantage of focus groups is that they “flesh out” general perceptions, providing a clearer picture of the issues from the participants’ perspective. A disadvantage to the focus group setting is that less assertive participants may be reluctant to voice opinions that are contrary to the majority opinion. However, we offset that disadvantage by:

- Using trained facilitators to conduct the focus groups.
- Following a structured focus group interview guide to reduce the likelihood of wayward conversation resulting from repeated interjections by more dominant focus group participants.
- Inviting and regularly soliciting feedback from all focus group participants, particularly those who are observed to be less vocal.
- Having the facilitator serve as a buffer for unpopular, or adverse, opinions expressed by individual focus group participants.

Generally, this approach serves to generate a balanced discussion in our focus groups. Four focus groups based on firms were conducted for this study, three in September 2008 and one in October 2008. The solicitation process included initial contact by telephone with follow-up confirmation by fax, telephone, or e-mail. In addition to the four focus groups, one focus group was conducted with the buyers of the Consortium. This focus group was conducted in August 2008. All focus groups were voice recorded after all participants agreed to be recorded. The vendor focus groups were co-facilitated by MGT and McCall & Associates, a local subconsultant to MGT. The buyer focus group was conducted by representatives from McCall & Associates. Please refer to **Appendix G** for a list questions discussed during the buyer focus group.

For the buyer focus group, there were a total of 13 participants. Participants included representatives from the San Antonio Housing Authority, University Health System, Bexar County, San Antonio Water System, Edwards Aquifer Authority, City of San Antonio, Port Authority of San Antonio, and Brooks Development Authority. The buyer's presented their experience of the request for proposal (RFP), request of qualification (RFQ), and bid processes for their respective agencies.

The majority of the buyers indicated that the most frequently used method of communication for them is direct contact, face-to-face, Web advertising, printed advertisement in large and (more often) small publications, notice to local chamber of commerce, direct telephone contact, notice to certification agencies, trade associations (especially construction), and co-op agencies. One of the agencies indicated that they used the telephone book when seeking small businesses, but the overall consensus was that the most effective outreach means were personal contact, Consortium member Web sites, and the automated bidders list.

When asked what they felt most interfered with their ability to do business with small, minority-, and women-owned business enterprise (S/M/WBEs), the buyers responded, the vendors' lack of education in reference to the bid process. They further explained that a number of businesses do not participate in the pre-bid process. One agency said they now hold mandatory pre-bid meetings because of the previous lack of participation by business owners in pre-bid meetings. Another agency stated that once a contract is awarded they will contact that business to make sure that they are capable of performing the work. The buyers also explained that some business owners who are awarded contracts are not aware of what steps to take first. For instance, some business owners that are awarded contracts may not realize that they must have insurance in order to work on certain projects. The firm owners do not realize that insurance can be purchased once the contract is awarded. Also, the vendor does not realize that they can submit a letter of intent from his or her insurance agency. One agency indicated that they put the contract out for re-bid if they find out the company is not capable of doing the work once they win the contract.

When asked what policies or practices do you think the members of the Consortium should adopt to assist a company in doing more business with S/M/WBEs. The buyers responded that agencies should adopt more uniform practices and standards that would assist vendors in understanding the bid proposal process. They also stated that more vendor education is needed. One agency stated that some S/M/WBEs think that because they are an S/M/WBE, that they are entitled to perform the contract without meeting all the other requirements. Of the participating Consortium members, all agreed that there is a need for vendor education.

The buyers also noted that in some instances lack of education has resulted in a vendor being awarded a contract and then turning it down because they do not have the capability and capacity to start or complete the project (such as, lack of staff, lack of financing, and lack of insurance). In essence, the vendor could not meet the bid specifications for the project. Of the participating Consortium members, all agreed that this occurs more than it should and then the agencies in turn are blamed.

In regard to certification, most Consortium members use the South Central Texas Regional Certification Agency (SCTRCA) as a one-stop service that assists business owners in obtaining their certification. Prior to the creation of the SCTRCA, vendors had to go to each agency to obtain certification. The Consortium members also use the SCTRCA list in determining the certification status of vendors.

In reference to payment to vendors, most Consortium members stated that their policy was based on terms of net payment in 30 days. Several of the Consortium members stated that their terms are based on terms of net payment in 15 days, if given a discount for early payment. Consortium members said some vendors are not aware of requirements to receive payment, such as the need to turn in an invoice before receiving payment. Some buyers stated business owners fail to include the purchase order number of the agreement, which can slow down the payment process to the business owner. The Consortium members also said that they audit prime contractors' payments to subcontractors to establish that the payment has been made to the subcontractors. One Consortium member also said that it is possible for a vendor to negotiate prompt payment terms (for example, if the vendor wants 50 percent down or net 15 day terms).

In looking at ways to increase the participation of S/M/WBEs, some Consortium members indicated that raising the minimum dollar threshold for bids would trigger the use of a formal bid process and would be very effective. The current minimum threshold amount for most of the participating Consortium members was $25,000 to $50,000, with the exception of one member of the Consortium whose minimum threshold is $200,000. According to the participants of this buyer focus group, raising the minimum threshold for required bids would greatly simplify the procurement process by allowing more flexibility in the procurement process and lessening the paperwork requirements.

The participating Consortium members discussed procedural means of increasing S/M/WBE participation by making the attendance of pre-bid meetings mandatory. It was recommended that as a part of the pre-bid meetings' agendas, that S/M/WBE attendance be required. However, some of the Consortium members disagreed, stating that these business owners have limited time and financial resources which may preclude their participation in mandatory pre-bid meetings.

Consortium members also discussed their experience in partnering with each other and the private sector. Most Consortium members agreed that partnering allowed them to tap into a larger supplier base, including a greater number of S/M/WBEs. The Consortium members also indicated that participation in the Bexar County and City of San Antonio SMWBO Conference and the former Region 20 Conference was also an important tool used to identify and increase the use of S/M/WBEs.

5.1.3 Public Hearings

The public hearing offered participants an opportunity to publicly testify about their experiences seeking and performing work for the members of the Consortium. Notices and advertisements about the public hearings were distributed throughout the community prior to the hearings. Outreach efforts included press releases to the local chambers of commerce for further distribution to their membership and several presentations by our local subcontractor who spearheaded the public hearing efforts.

MGT conducted a total of five public hearings which were held in San Antonio in November and December of 2007. The schedule of the public hearings was as follows:

- Public Hearing #1 was held on Friday, November 30, 2007, at the Methodist Healthcare Ministries of South Texas from 8:00 am until 12:00 noon.
- Public Hearing #2 was held on Saturday, December 1, 2007, in the Palo Alto College Student Cafeteria.
- Public Hearing #3 was held on Monday, December 3, 2007, at Alamo Area Council of Governments (AACOG).
- Public Hearings #4 and #5 were held on Wednesday, December 5, 2007, during the Bexar County and City of San Antonio Small Minority Women Business Owner Conference at the Henry B. Gonzales Convention Center from 9:30 am until 11:30 and 3:00 pm until 5:00 pm.

Each attendee was given an agenda that included the purpose of the public hearing and the public testimony process. Speakers were given a public hearing testimony form for completion and submission prior to being called to testify. Those wishing to provide testimony registered with the session attendant prior to entering the site for the hearing. Each testimony was transcribed. Before the start of the public hearing, the moderator and panelists introduced themselves and provided a brief overview of the study, describing the purpose of the public hearing and how the results of the sessions would be used to address disparities (if any) in procurement opportunities with the members of the Consortium. The hearings were moderated by a representative of McCall & Associates, Inc. Representatives of MGT, as well as, Mr. Franklin Lee of Tydings and Rosenburg LLP, served as panelists in the public hearing sessions. Participants were encouraged to voice their opinion within a reasonable time limit, usually three to five minutes. Panelists solicited input from participants about their experiences doing business with the members of the Consortium, answered questions posed by the participants, and sought clarification of issues they raised. Participants were also asked to share how those experiences compared to their business experiences with other governmental entities and the private sector. All testimony was video recorded by 1st Video. Testimony and transcription service was provided by Koole Court Reporters, Inc., a local area subconsultant for MGT.

5.1.4 Personal Interviews

The personal interview guide used in interviewing businesses included questions designed to establish a business profile for each business. Interviewers gathered information concerning the primary line of business, ethnicity of the owner,

organizational status, number of employees, year the business was established, gross revenues, and level of education. The guide also included questions that tried to determine information as to firms' experiences attempting and conducting business with the Consortium (both directly and as a subcontractor); as well as experiences related to certification agencies such as the SCTRCA, State of Texas, and Texas Department of Transportation, and instances of discrimination (if any) experienced by the firms while attempting to do business with the Consortium. 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 a true and accurate reflection of their experience with the Consortium.

The personal interviews were conducted during the months of September and October of 2008. The personal interviews were conducted with a cross-section of the community in San Antonio. Study participants were randomly selected. Over 200 firms were invited to participate in the process, of which Innovative Strategies completed 40 interviews and McCall & Associates completed 35 interviews. The interviews were conducted either at the firm owner's office, at a location designated by the firm owner, or over the phone as requested by the firm owner. Interviews ranged in length from 45 to 90 minutes. Interviewees were requested to sign an affidavit to confirm that they were not coerced or paid to participate in the interview, which also advised of the interview confidentiality.

5.2 Demographics

The survey instruments created for this study contained items requesting information on business demographics, companies' experience when attempting to do business with the Consortium, and experiences related to capital access and access to insurance and bonding to support business activities.

With the telephone survey (**Appendix D**), MGT reached a broader segment of a population in a more cost-effective and time-efficient manner than possible through face-to-face interviews. However, the face-to-face interviews—which are structured settings where an interviewer uses an interview guide (**Appendix H**) to solicit input from participants—provided more latitude for additional information gathering on issues that are unique to the respondents' experiences.

5.2.1 Characteristics of the Sample Telephone Survey

As stated in **Section 5.1**, it should be cautioned that the following comments are 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. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

Exhibit 5-2 provides a profile of those businesses that participated in the telephone survey. Out of the 508 participants, 508 firms provided a response regarding their firm's primary line of business. Professional services represented 35.8 percent (182 of 508 firms), 67 of 508 firms (13.2%) reported that their businesses were special trade contractors, 63 of 508 firms (12.4%) reported their businesses were general services and 132 of 508 firms (26.00%) reported that their businesses provided goods,

equipment, and supplies. Additionally, the responses indicated that 64 of 508 (12.60%) reported that their businesses were construction firms.

EXHIBIT 5-2
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
SURVEY DEMOGRAPHICS
PRIMARY LINE OF BUSINESS
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.7 Which ONE of the following is your company's primary line of business?

Q7 Company's Primary Line of Business											
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	No Response	Total
Building Construction	**Count**	**0**	**0**	**17**	**3**	**14**	**34**	**21**	**3**	**6**	**64**
	CAT%	0.0%	0.0%	26.6%	4.7%	21.9%	36.2%	32.8%	4.7%	9.4%	100.0%
	DEMO%	0.0%	0.0%	12.7%	33.3%	11.8%	11.2%	11.2%	23.1%	31.6%	12.6%
Special Trades Contractor (such as electrical, HVAC, painting)	**Count**	**2**	**2**	**12**	**2**	**19**	**22**	**22**	**4**	**4**	**67**
	CAT%	3.0%	3.0%	17.9%	3.0%	28.4%	34.9%	32.8%	6.0%	6.0%	100.0%
	DEMO%	14.3%	15.4%	9.0%	22.2%	16.0%	11.8%	11.8%	30.8%	21.1%	13.2%
Professional Services	**Count**	**6**	**5**	**43**	**2**	**36**	**81**	**81**	**3**	**6**	**182**
	CAT%	3.3%	2.7%	23.6%	1.1%	19.8%	46.0%	44.5%	1.6%	3.3%	100.0%
	DEMO%	42.9%	38.5%	32.1%	22.2%	30.3%	43.3%	43.3%	23.1%	31.6%	35.8%
General/Personal Services	**Count**	**2**	**2**	**18**	**1**	**17**	**18**	**18**	**3**	**2**	**63**
	CAT%	3.2%	3.2%	28.6%	1.6%	27.0%	29.5%	28.6%	4.8%	3.2%	100.0%
	DEMO%	14.3%	15.4%	13.4%	11.1%	14.3%	9.6%	9.6%	23.1%	10.5%	12.4%
Supplies and Equipment	**Count**	**4**	**4**	**44**	**1**	**33**	**45**	**45**	**0**	**1**	**132**
	CAT%	3.0%	3.0%	33.3%	0.8%	25.0%	34.4%	34.1%	0.0%	0.8%	100.0%
	DEMO%	28.6%	30.8%	32.8%	11.1%	27.7%	24.1%	24.1%	0.0%	5.3%	26.0%
Total	**Count**	**14**	**13**	**134**	**9**	**119**	**187**	**187**	**13**	**19**	**508**
	CAT%	2.8%	2.6%	26.4%	1.8%	23.4%	38.2%	36.8%	2.6%	3.7%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row. For example, of the 64 respondents who stated that their primary line of business was building construction, 3 (4.7%) were owned by Native Americans.
DEMO% denotes calculation based on demographic (such as ethnicity/gender) findings/column. For example, 64 respondents stated that building construction was their company's primary line of business, which accounted for 12.8 percent (64 of 508)t of the total respondents.

Exhibit 5-3 show that of the 508 participants, 501 responded to the question of the number of years their firm has been established. Based on the 501 respondents, approximately 26.1 percent (131 of 501) of the firms that were surveyed had begun in business between 1991 through 2000. There were no M/WBE firms surveyed that were begun prior to 1970. Alternatively, 187 non-M/WBE firms surveyed began business in 1970 or earlier. Of all M/WBE categories, 58 firms owned by nonminority women had the greater number of firms commencing operations between 1990 through 2007. Fifty-two Hispanic American firms surveyed began operations between 1990 through 2007. Only four African American- and six Native American-owned firms began during that same period (1990 through 2007).

EXHIBIT 5-3
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
SURVEY DEMOGRAPHICS
YEAR COMPANY ESTABLISHED
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.13 In what year was your company established?

Q13A Year Company Established											
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	No Response	Total
1970 or earlier	**Count**	**5**	**6**	**25**	**0**	**22**	**58**	**39**	**0**	**1**	**98**
	CAT%	5.1%	6.1%	25.5%	0.0%	22.4%	59.2%	39.8%	0.0%	1.0%	100.0%
	DEMO%	35.7%	46.2%	19.4%	0.0%	18.8%	20.6%	20.9%	0.0%	5.3%	19.6%
1971 - 1980	**Count**	**1**	**1**	**16**	**1**	**20**	**39**	**26**	**0**	**0**	**65**
	CAT%	1.5%	1.5%	24.6%	1.5%	30.8%	60.0%	40.0%	0.0%	0.0%	100.0%
	DEMO%	7.1%	7.7%	12.4%	11.1%	17.1%	13.8%	13.9%	0.0%	0.0%	13.0%
1981-1990	**Count**	**4**	**4**	**36**	**2**	**17**	**63**	**49**	**5**	**4**	**121**
	CAT%	3.3%	3.3%	29.8%	1.7%	14.0%	52.1%	40.5%	4.1%	3.3%	100.0%
	DEMO%	28.6%	30.8%	27.9%	22.2%	14.5%	22.3%	26.2%	38.5%	21.1%	24.2%
1991-2000	**Count**	**2**	**1**	**34**	**3**	**35**	**75**	**47**	**3**	**6**	**131**
	CAT%	1.5%	0.8%	26.0%	2.3%	26.7%	57.3%	35.9%	2.3%	4.6%	100.0%
	DEMO%	14.3%	7.7%	26.4%	33.3%	29.9%	26.6%	25.1%	23.1%	31.6%	26.1%
Since 2000	**Count**	**2**	**1**	**18**	**3**	**23**	**47**	**26**	**5**	**8**	**86**
	CAT%	2.3%	1.2%	20.9%	3.5%	26.7%	54.7%	30.2%	5.8%	9.3%	100.0%
	DEMO%	14.3%	7.7%	14.0%	33.3%	19.7%	16.7%	13.9%	38.5%	42.1%	17.2%
Total	**Count**	**14**	**13**	**129**	**9**	**117**	**282**	**187**	**13**	**19**	**501**
	CAT%	2.8%	2.6%	25.7%	1.8%	23.4%	56.3%	37.3%	2.6%	3.8%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row. For example, of the 131 respondents who stated that their company was established between 1991 and 2000, 75 (57.3%) were owned by M/WBEs.
DEMO% denotes calculation based on demographic (such as ethnicity/gender) findings/column. For example, 131 respondents stated that their company was established between 1991 and 2000, which accounted for 26.1 percent (131 of 501) of the total respondents.
It should be noted that not all participants responded to all questions on the telephone survey questionnaire; therefore, the total number of respondents for each question may not equal to the total number of respondents who completed interviews, which was 508.

Out of the 508 participants, 463 responded to the question inquiring about their highest level of education. **Exhibit 5-4** shows that of the respondents, 419 (90.4%) had completed some college education, attained a college degree, or completed postgraduate studies, slightly more than 1 percent (1.10%) or five of the respondents had only completed some level of high school. Among those respondents who had attained a college degree, 58 percent (123 of 212) were M/WBEs.

EXHIBIT 5-4
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
SURVEY DEMOGRAPHICS
HIGHEST LEVEL OF EDUCATION
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.6 What is the highest level of education completed by the owner of your company?

Q6 Owner - Highest Level of Education										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
Some High School	**Count**	**0**	**1**	**2**	**0**	**1**	**4**	**1**	**0**	**5**
	CAT%	0.0%	20.0%	40.0%	0.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	DEMO%	0.0%	8.3%	1.5%	0.0%	1.0%	1.5%	0.6%	0.0%	1.1%
High School Graduate	**Count**	**2**	**0**	**7**	**2**	**12**	**23**	**10**	**5**	**38**
	CAT%	5.3%	0.0%	18.4%	5.3%	31.6%	60.5%	26.3%	13.2%	100.0%
	DEMO%	14.3%	0.0%	5.3%	22.2%	11.4%	8.5%	5.6%	38.5%	8.2%
Trade or Technical Education	**Count**	**0**	**0**	**0**	**1**	**1**	**2**	**2**	**0**	**4**
	CAT%	0.0%	0.0%	0.0%	25.0%	25.0%	50.0%	50.0%	0.0%	100.0%
	DEMO%	0.0%	0.0%	0.0%	11.1%	1.0%	0.7%	1.1%	0.0%	0.9%
Some College	**Count**	**2**	**1**	**28**	**1**	**26**	**58**	**31**	**4**	**93**
	CAT%	2.2%	1.1%	30.1%	1.1%	28.0%	62.4%	33.3%	4.3%	100.0%
	DEMO%	14.3%	8.3%	21.4%	11.1%	24.8%	21.4%	17.3%	30.8%	20.1%
College Degree	**Count**	**7**	**6**	**63**	**3**	**44**	**123**	**86**	**3**	**212**
	CAT%	3.3%	2.8%	29.7%	1.4%	20.8%	58.0%	40.6%	1.4%	100.0%
	DEMO%	50.0%	50.0%	48.1%	33.3%	41.9%	45.4%	48.0%	23.1%	45.8%
Post Graduate Degree	**Count**	**3**	**4**	**31**	**2**	**21**	**61**	**49**	**1**	**111**
	CAT%	2.7%	3.6%	27.9%	1.8%	18.9%	55.0%	44.1%	0.9%	100.0%
	DEMO%	21.4%	33.3%	23.7%	22.2%	20.0%	22.5%	27.4%	7.7%	24.0%
Total	**Count**	**14**	**12**	**131**	**9**	**105**	**271**	**179**	**13**	**463**
	CAT%	3.0%	2.6%	28.3%	1.9%	22.7%	58.5%	38.7%	2.8%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row. For example, of the 93 respondents who stated that their highest level of education was completing some college, 58 (62.4%) were owned by M/WBEs.
DEMO% denotes calculation based on demographic (such as ethnicity/gender) findings/column. For example, 93 respondents stated that their highest level of education was completing some college, which accounted for 20.1 percent (93 of 463) of the total respondents.
It should be noted that not all participants responded to all questions on the telephone survey questionnaire; therefore, the total number of respondents for each question may not equal to the total number of respondents who completed interviews, which was 508.

Exhibit 5-5 shows the results based on the number of employees. Out of the 508 participants, 486 responded to this survey question. In regard to the number of employees, 45.3 percent (220 of 486) of the firms surveyed employed 0 to 10 persons, 13.2 percent (64 of 486) employed 26 to 50 persons, 8.8 percent (43 of 486) employed 51 to 100 employees, and 14.4 percent (70 of 486) had over 100 employees.

EXHIBIT 5-5
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
SURVEY DEMOGRAPHICS
NUMBER OF EMPLOYEES ON PAYROLL
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.15 Excluding yourself (if owner), on average, how many employees does your company keep on the payroll, including full-time and part-time staff?

Q15A Number of Employees on Payroll										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
0 to10 Employees	**Count**	**8**	**8**	**55**	**5**	**62**	**138**	**73**	**9**	**220**
	CAT%	3.6%	3.6%	25.0%	2.3%	28.2%	62.7%	33.2%	4.1%	100.0%
	DEMO%	57.1%	61.5%	41.0%	55.6%	53.0%	48.1%	39.2%	69.2%	45.3%
11 to 25 Employees	**Count**	**1**	**1**	**26**	**2**	**17**	**47**	**40**	**2**	**89**
	CAT%	1.1%	1.1%	29.2%	2.2%	19.1%	52.8%	44.9%	2.2%	100.0%
	DEMO%	7.1%	7.7%	19.4%	22.2%	14.5%	16.4%	21.5%	15.4%	18.3%
26 to 50 Employees	**Count**	**1**	**0**	**20**	**2**	**16**	**39**	**24**	**1**	**64**
	CAT%	1.6%	0.0%	31.3%	3.1%	25.0%	60.9%	37.5%	1.6%	1
	DEMO%	7.1%	0.0%	14.9%	22.2%	13.7%	13.6%	12.9%	7.7%	13.2%
51 to 100 Employees	**Count**	**1**	**2**	**8**	**0**	**10**	**21**	**21**	**1**	**43**
	CAT%	2.3%	4.7%	18.6%	0.0%	23.3%	48.8%	48.8%	2.3%	100.0%
	DEMO%	7.1%	15.4%	6.0%	0.0%	8.5%	7.3%	11.3%	7.7%	8.8%
Over 100 Employees	**Count**	**3**	**2**	**25**	**0**	**12**	**42**	**28**	**0**	**70**
	CAT%	4.3%	2.9%	35.7%	0.0%	17.1%	60.0%	40.0%	0.0%	100.0%
	DEMO%	21.4%	15.4%	18.7%	0.0%	10.3%	14.6%	15.1%	0.0%	14.4%
Total	**Count**	**14**	**13**	**134**	**9**	**117**	**287**	**186**	**13**	**486**
	CAT%	2.9%	2.7%	27.6%	1.9%	24.1%	59.1%	38.3%	2.7%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row and DEMO% findings denotes calculation based on demographic (such as ethnicity/gender) findings/column.
It should be noted that not all participants responded to all questions on the telephone survey questionnaire; therefore, the total number of respondents for each question may not equal to the total number of respondents who completed interviews, which was 508.

Exhibit 5-6 shows that of the 508 participants, 441 firms responded to the survey question seeking information regarding 2006 Revenues. The results revealed that 162 of the 441 participants (36.73%) had revenues of at least one million dollars. Of the respondents, 32 firms had revenues of $100,000 or less. Of those firms with less than $100,000 in revenue, a total of 23 firms were M/WBEs, while six of the 32 firms (18.8) were non-M/WBEs.

EXHIBIT 5-6
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
SURVEY DEMOGRAPHICS
REVENUE/OWNERSHIP/EMPLOYEE BASE
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.28 Which of the following categories best approximates your company's gross revenues for calendar year 2006?

Q28 Gross Revenues - 2006										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
Up to $50,000	**Count**	**0**	**0**	**2**	**1**	**2**	**5**	**3**	**1**	**9**
	CAT%	0.0%	0.0%	22.2%	11.1%	22.2%	55.6%	33.3%	11.1%	100.0%
	DEMO%	0.0%	0.0%	1.6%	12.5%	1.8%	1.9%	1.8%	11.1%	2.0%
$50,001 to $100,000	**Count**	**2**	**1**	**9**	**0**	**6**	**18**	**3**	**2**	**23**
	CAT%	8.7%	4.3%	39.1%	0.0%	26.1%	78.3%	13.0%	8.7%	100.0%
	DEMO%	15.4%	7.7%	7.3%	0.0%	5.4%	6.7%	1.8%	22.2%	5.2%
$100,001 to $300,000	**Count**	**1**	**0**	**7**	**2**	**13**	**23**	**20**	**1**	**44**
	CAT%	2.3%	0.0%	15.9%	4.5%	29.5%	52.3%	45.5%	2.3%	100.0%
	DEMO%	7.7%	0.0%	5.7%	25.0%	11.6%	8.6%	12.3%	11.1%	10.0%
$300,001 to $500,000	**Count**	**2**	**4**	**5**	**2**	**9**	**22**	**10**	**1**	**33**
	CAT%	6.1%	12.1%	15.2%	6.1%	27.3%	66.7%	30.3%	3.0%	100.0%
	DEMO%	15.4%	30.8%	4.1%	25.0%	8.0%	8.2%	6.1%	11.1%	7.5%
$5000,001 to $1,000,000	**Count**	**2**	**3**	**9**	**1**	**21**	**36**	**17**	**0**	**53**
	CAT%	3.8%	5.7%	17.0%	1.9%	39.6%	67.9%	32.1%	0.0%	100.0%
	DEMO%	15.4%	23.1%	7.3%	12.5%	18.8%	13.4%	10.4%	0.0%	12.0%
$1,000,001 to $3,000,000	**Count**	**2**	**1**	**23**	**0**	**24**	**50**	**42**	**2**	**94**
	CAT%	2.1%	1.1%	24.5%	0.0%	25.5%	53.2%	44.7%	2.1%	100.0%
	DEMO%	15.4%	7.7%	18.7%	0.0%	21.4%	18.6%	25.8%	22.2%	21.3%
$3,000,001 to $5,000,000	**Count**	**2**	**0**	**19**	**0**	**13**	**34**	**14**	**2**	**50**
	CAT%	4.0%	0.0%	38.0%	0.0%	26.0%	68.0%	28.0%	4.0%	100.0%
	DEMO%	15.4%	0.0%	15.4%	0.0%	11.6%	12.6%	8.6%	22.2%	11.3%
$5,000,001 to $10,000,000	**Count**	**1**	**0**	**9**	**2**	**8**	**20**	**8**	**0**	**28**
	CAT%	3.6%	0.0%	32.1%	7.1%	28.6%	71.4%	28.6%	0.0%	100.0%
	DEMO%	7.7%	0.0%	7.3%	25.0%	7.1%	7.4%	4.9%	0.0%	6.3%
Over $10 million	**Count**	**1**	**4**	**40**	**0**	**16**	**61**	**46**	**0**	**107**
	CAT%	0.9%	3.7%	37.4%	0.0%	15.0%	57.0%	43.0%	0.0%	100.0%
	DEMO%	7.7%	30.8%	32.5%	0.0%	14.3%	22.7%	28.2%	0.0%	24.3%
Total	**Count**	**13**	**13**	**123**	**8**	**112**	**269**	**163**	**9**	**441**
	CAT%	2.9%	2.9%	27.9%	1.8%	25.4%	61.0%	37.0%	2.0%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row and DEMO% findings denotes calculation based on demographic (such as ethnicity/gender) findings/column.
It should be noted that not all participants responded to all questions on the telephone survey questionnaire; therefore, the total number of respondents for each question may not equal to the total number of respondents who completed interviews, which was 508.

The survey also revealed that 33 firms indicated their 2006 revenues were $300,000 to $500,000 per year. Of those firms 22 were M/WBEs (66.7%) and 10 were non-M/WBEs (30.3%). There were 94 firms reporting 2006 revenues in the one million to three million dollar range. Fifty of those firms (53%) were M/WBEs, while 42 of those firms (44.6%) were non-M/WBEs. At the higher revenue level, the survey responses showed that 107 firms reported 2006 revenues of over 10 million dollars. Of those firms, 61 (57%) were M/WBEs while 46 (43%) were non-M/WBEs. Of the 61 M/WBEs, 40 were owned by Hispanic Americans, 16 by nonminority women, and 1 was African American-owned. Of the 441 respondents to this question, 163 (37%) were non-M/WBEs. Among the M/WBEs that responded to this question, 112 (25.4%) were nonminority women, 123 (27.9%) were Hispanic American, 13 (2.9%) were African American, and 8 (1.8%) were Native American.

As a part of the survey, participants who participate at a prime contractor level were requested to provide a percentage range of the revenue that their firms receive from private sector work. **Exhibit 5-7** shows that of the 508 participants, 466 firms responded to the question. Among M/WBEs, slightly more than 32 percent (88 of 273) received 20 percent or less of their revenue from private sector engagements. Approximately 41.7 percent (25 of 180) non-M/WBEs received their revenue from private sector work.

EXHIBIT 5-7
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
SURVEY DEMOGRAPHICS
PRIME CONTRACTOR REVENUE PERCENTAGE FROM PRIVATE SECTOR
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.29 What percentage of your company's 2006 gross revenues came from doing business in the private sector as a prime contractor[3]?

Q29A 2006 Prime Contractor Revenue Percentage From Private Sector										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
0-20%	**Count**	**5**	**5**	**43**	**0**	**35**	**88**	**56**	**6**	**150**
	CAT%	3.3%	3.3%	28.7%	0.0%	23.3%	58.7%	37.3%	4.0%	100.0%
	DEMO%	35.7%	38.5%	34.1%	0.0%	31.5%	32.2%	31.1%	46.2%	32.2%
21-40%	**Count**	**1**	**2**	**15**	**2**	**10**	**30**	**20**	**2**	**52**
	CAT%	1.9%	3.8%	28.8%	3.8%	19.2%	57.7%	38.5%	3.8%	100.0%
	DEMO%	7.1%	15.4%	11.9%	22.2%	9.0%	11.0%	11.1%	15.4%	11.2%
41-60%	**Count**	**2**	**2**	**15**	**2**	**13**	**34**	**25**	**1**	**60**
	CAT%	3.3%	3.3%	25.0%	3.3%	21.7%	56.7%	41.7%	1.7%	100.0%
	DEMO%	14.3%	15.4%	11.9%	22.2%	11.7%	12.5%	13.9%	7.7%	12.9%
61-80%	**Count**	**1**	**3**	**16**	**2**	**17**	**39**	**23**	**0**	**62**
	CAT%	1.6%	4.8%	25.8%	3.2%	27.4%	62.9%	37.1%	0.0%	100.0%
	DEMO%	7.1%	23.1%	12.7%	22.2%	15.3%	14.3%	12.8%	0.0%	13.3%
80-100%	**Count**	**5**	**1**	**37**	**3**	**36**	**82**	**56**	**4**	**142**
	CAT%	3.5%	0.7%	26.1%	2.1%	25.4%	57.7%	39.4%	2.8%	100.0%
	DEMO%	35.7%	7.7%	29.4%	33.3%	32.4%	30.0%	31.1%	30.8%	30.5%
Total	**Count**	**14**	**13**	**126**	**9**	**111**	**273**	**180**	**13**	**466**
	CAT%	3.0%	2.8%	27.0%	1.9%	23.8%	58.6%	38.6%	2.8%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row and DEMO% findings denotes calculation based on demographic (such as ethnicity/gender) findings/column.
It should be noted that not all participants responded to all questions on the telephone survey questionnaire; therefore, the total number of respondents for each question may not equal to the total number of respondents who completed interviews, which was 508.

As shown in **Exhibit 5-8**, respondents that served as subcontractors on private sector projects were also asked the percentage range of revenue they receive from private sector projects. Of the 508 participants, 467 firms responded to the question. Among M/WBEs, more than 79 percent (220 of 276) received 20 percent or less of their revenue from private sector engagements in comparison to 83 percent (143 of 178) of non-MWBE firms. Among M/WBEs, approximately 6.9 percent (19 of 276) received 80 to 100 percent of their revenue from private sector work while non-MWBE firms received 2.8 percent (5 of 178).

[3] For the purpose of the survey and unless otherwise stated, the term prime contract refers to a firm that has been awarded a contract to provide goods or services (such as construction, professional services) by an agency in the Consortium.

EXHIBIT 5-8
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
SURVEY DEMOGRAPHICS
SUBCONTRACTOR REVENUE PERCENTAGE FROM PRIVATE SECTOR
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.30 What percentage of your company's 2006 gross revenues came from doing business in the private sector as a subcontractor?

Q30A 2006 Subcontractor Revenue Percentage From Private Sector										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
0-20%	**Count**	**13**	**8**	**106**	**5**	**88**	**220**	**148**	**8**	**376**
	CAT%	3.5%	2.1%	28.2%	1.3%	23.4%	58.5%	39.4%	2.1%	100.0%
	DEMO%	92.9%	61.5%	82.8%	55.6%	78.6%	79.7%	83.1%	61.5%	80.5%
21-40%	**Count**	**0**	**2**	**1**	**1**	**5**	**9**	**14**	**2**	**25**
	CAT%	0.0%	8.0%	4.0%	4.0%	20.0%	36.0%	56.0%	8.0%	100.0%
	DEMO%	0.0%	15.4%	0.8%	11.1%	4.5%	3.3%	7.9%	15.4%	5.4%
41-60%	**Count**	**0**	**1**	**3**	**2**	**6**	**12**	**9**	**0**	**21**
	CAT%	0.0%	4.8%	14.3%	9.5%	28.6%	57.1%	42.9%	0.0%	100.0%
	DEMO%	0.0%	7.7%	2.3%	22.2%	5.4%	4.3%	5.1%	0.0%	4.5%
61-80%	**Count**	**0**	**1**	**11**	**1**	**3**	**16**	**2**	**0**	**18**
	CAT%	0.0%	5.6%	61.1%	5.6%	16.7%	88.9%	11.1%	0.0%	100.0%
	DEMO%	0.0%	7.7%	8.6%	11.1%	2.7%	5.8%	1.1%	0.0%	3.9%
80-100%	**Count**	**1**	**1**	**7**	**0**	**10**	**19**	**5**	**3**	**27**
	CAT%	3.7%	3.7%	25.9%	0.0%	37.0%	70.4%	18.5%	11.1%	100.0%
	DEMO%	7.1%	7.7%	5.5%	0.0%	8.9%	6.9%	2.8%	23.1%	5.8%
Total	**Count**	**14**	**13**	**128**	**9**	**112**	**276**	**178**	**13**	**467**
	CAT%	3.0%	2.8%	27.4%	1.9%	24.0%	59.1%	38.1%	2.8%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row and DEMO% findings denotes calculation based on demographic (such as ethnicity/gender) findings/column.
It should be noted that not all participants responded to all questions on the telephone survey questionnaire; therefore, the total number of respondents for each question may not equal to the total number of respondents who completed interviews, which was 508.

5.2.2 Focus Group Demographics

The desired demographics of participants included a composite of business owners (M/WBE and non-M/WBEs) that had contracted with, or attempted to contract with, members of the Consortium. The makeup of the focus group sessions is presented in **Exhibit 5-9** below.

EXHIBIT 5-9
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
VENDOR FOCUS GROUPS
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Demographic	African American	Hispanic American	Asian American	Native American	Nonminority Women	Non-M/WBE	Total
Male	3	3	0	0		6	**12**
Female	4	8	0	0	7		**19**
Total	**7**	**11**	**0**	**0**	**7**	**6**	**31**

Source: Jo McCall & Associates, 2008.

The focus group sessions were organized using the format and questions as shown in **Appendix G**. The focus group sessions was formatted as an open discussion. The questions focused on how you get information about Consortium procurement opportunities, such as the Consortium members' Web sites and networking or word-of-mouth, etc. In addition, participants were asked, "What do you feel interferes with your ability to do business with the Consortium?", and "What are your recommendations for improving the process?"

5.2.3 Public Hearings Demographics[4]

For the four public hearings, the following industries were represented: building construction, general contractors, construction managers, design builders, special trade contractors, professional services, and goods and equipment suppliers. Ten people sought to provide testimony, five African American business owners, two nonminority women business owners, two Hispanic business owners, and one nonminority male business owner.

Issues discussed during these sessions included awarding of contracts by members of the Consortium, importance of a race- and gender-specific goal program, certification program, procurement process, and how to do business with members of the Consortium.

5.2.4 Personal Interview Demographics

Of the pool of firms contacted, a total of 75 personal (face-to-face) interviews occurred and an additional 160 firms were contacted who did not participate for various reasons – length of interview, lack of interest, fear of retribution, and wrong numbers.

5.3 Barriers to Doing Business with Members of the San Antonio Regional Business Consortium

In the normal course of business, entrepreneurs will face barriers when establishing and operating a business enterprise. Particular factors also may emerge that prevents a business from being selected for a contract or purchase order. In this section, MGT reviews participant responses concerning perceived barriers they faced in the

[4] Please refer to **Chapter 3.0** for examples and description of business/procurement categories.

procurement process and factors that frequently prevented them from winning contracts or purchase orders.

5.3.1 Procurement Process

5.3.1.1 Survey Responses

As stated in **Section 5.1**, it should be cautioned that the following comments are 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. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

Some of the questions presented in the telephone survey were designed to gather business owner perceptions about the members of the Consortium's procurement process and their experiences doing business with the members. Extensive time was devoted to compiling the responses for each question about barriers to participation for each Consortium entity into one composite table which presents the average for each question. The composite table provides the results based on an average regarding how participants felt about the Consortium as a whole in regard to each particular barrier. The compiled responses from the participant firms regarding barriers are presented in the numerous compilation tables found in **Exhibit 5-10** and **5-11**. The individual responses for each of the Consortium members as they relate to each barrier are important and may be examined in **Appendix D** (Questions 49 through 63).

Analysis of the responses showed no hesitation on the part of participants to respond to questions about barriers to doing business with members of the Consortium. As it related to different members of the Consortium, only 4.5 percent to 10 percent of the survey participants did not respond to questions about procurement requirements or other aspects of doing business with Consortium members.

The compilation table in **Exhibit 5-10** revealed that overall the second highest rated barrier by M/WBE respondents was the perceived existence of the "Good Old Boy" network, with a mode[5] of 31 indicating it was a problem. Based on the mode, 227 M/WBEs answered that they did not perceive there was a problem. Consequently, 12 non-M/WBEs viewed the "Good Old Boy" network as a possible barrier to participation with the Consortium.

[5] The mode of a data sample is the most frequent value of a set of data or data sample.

EXHIBIT 5-10
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PROCUREMENT BARRIERS RELATED TO CONSORTIUIM
"GOOD OLD BOY" NETWORK
COMPILATION TABLES

Q.61 M. Good Old Boy Informal Networks?

Q61 Barrier (Good Old Boy Informal Network) - The Consortium		
	M/WBE Mode	Non-M/WBE Mode
Yes	31	12
No	227	157
Don't Know	29	16

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
Please refer to Appendix D in order to review the results by ethnic/race/gender classification.

Other barriers related to Consortium programs and processes receiving attention by M/WBE business owners was the "Selection Process" of Consortium members. **Exhibit 5-11** presents the mode for the participants in the telephone survey that responded to question of the selection process being perceived as a barrier. The mode of 19 M/WBE respondents viewed the selection process among Consortium members to be a barrier; conversely the mode for non-M/WBEs was 9.

EXHIBIT 5-11
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PROCUREMENT BARRIERS RELATED TO CONSORTIUIM
SELECTION PROCESS
COMPILATION TABLES

Q.62 N. Selection Process?

Q62 Barrier (Selection Process) - The Consortium		
	M/WBE Mode	Non-M/WBE Mode
Yes	19	9
No	234	160
Don't Know	31	18

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
Please refer to Appendix D in order to review the results by ethnic/race/gender classification.

Exhibit 5-12 presents the mode based on responses for perceived procurement barriers of prequalification requirements, contract size, and dollar value of contracts. A mode of 17 M/WBEs stated that the contracts awarded by members of the Consortium were too large. Conversely, the mode of 247 M/WBE respondents did not believe that the size of contracts were too large.

EXHIBIT 5-12
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PROCUREMENT BARRIERS RELATED TO CONSORTIUIM
COMPILATION TABLES

Q.49 I will now read you a list of factors that 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 for any of the following organizations as a prime or sub-contractor: A. Prequalification Requirements?

Q.59 K. Contract too large?

Q.60 L. Contract too expensive to bid?

Q49 Barrier (Prequalification Requirements) - The Consortium		
	M/WBE Mode	Non-M/WBE Mode
Yes	17	6
No	242	166
Don't Know	25	13
Q59 Barrier (Contract Too Large) - The Consortium		
Yes	20	9
No	247	167
Don't Know	23	10
Q60 Barrier (Contract Too Expensive) - The Consortium		
Yes	16	8
No	247	170
Don't Know	24	10

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
Please refer to Appendix D in order to review the results by ethnic/race/gender classification.

Exhibit 5-13 presents the average of responses regarding perceived barriers for performance bond requirements, bid bond requirements, financing, and insurance requirements. As presented in **Appendix D**, less than 1 percent (.9%) of the respondents stated that performance bond requirements were a barrier and 2.91 percent stated that insurance requirements had the least effect upon contracting.

EXHIBIT 5-13
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PROCUREMENT BARRIERS RELATED TO CONSORTIUIM
CONTRACTING REQUIREMENTS
COMPILATION TABLES

Q.50 B. Performance bond requirements

Q.51 C. Bid bond requirements

Q.52 D. Financing?

Q.53 E. Insurance requirements?

Q50 Barrier (Performance Bond Requirements) - The Consortium		
	M/WBE Mode	Non-M/WBE Mode
Yes	2	2
No	245	172
Don't Know	26	13
Q51 Barrier (Bid Bond Requirements) - The Consortium		
Yes	15	4
No	237	173
Don't Know	27	10
Q52 Barrier (Financing) - The Consortium		
Yes	12	3
No	249	174
Don't Know	24	10
Q53 Barrier (Insurance Requirements) - The Consortium		
Yes	8	3
No	257	173
Don't Know	22	10

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
Please refer to Appendix D in order to review the results by ethnic/race/gender classification.

Exhibit 5-14 presents the average[6] of responses regarding perceived barriers regarding bid specifications, time to respond to bids, knowledge of bids, and experience requirements. **Appendix D** presents the findings by Consortium member.

[6] The average/mean is a single value (such as mode) that summarizes or represents the general significance of the set of data.

EXHIBIT 5-14
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PROCUREMENT BARRIERS RELATED TO CONSORTIUIM
BID/RFP REQUIREMENTS
COMPILATION TABLES

Q.54 F. Bid specifications?

Q.55 G. Limited time given to prepare bid package or quote?

Q.56 H. Limited knowledge of purchasing contracting policies and procedures?

Q.57 I. Lack of experience?

Q54 Barrier (Bid Specifications) - The Consortium		
	M/WBE Average	Non-M/WBE Average
Yes	13	5
No	226	171
Don't Know	25	11
Q55 Barrier (Limited Time) - The Consortium		
Yes	17	7
No	244	81
Don't Know	26	10
Q56 Barrier (Limited Knowledge) - The Consortium		
Yes	15	7
No	249	170
Don't Know	24	10
Q57 Barrier (Lack of Experience) - The Consortium		
Yes	8	8
No	169	170
Don't Know	18	9

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
Please refer to Appendix D in order to review the results by ethnic/race/gender classification.

Exhibit 5-15 illustrates compilation tables with results regarding barriers that are focused not around the Consortium programs or processes, but rather, are related to characteristics or issues specific to the firms, such as lack of experience, size of the firm (lack of personnel), and the effect of competition with larger firms.

Among M/WBE respondents, competing with large companies was indicated as a barrier with the highest average (38 firms). Based on the responses, M/WBEs revealed that they could not tell whether it could be ruled out as affecting their participation in contracting or the bid process. A number of non-M/WBEs also indicated that they could not rule out competing with large companies as a barrier.

EXHIBIT 5-15
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PROCUREMENT BARRIERS RELATED TO CONTRACTOR RESOURCES, CHARACTERISTICS OR EXPERIENCE

Q.58 J. Lack of personnel?

Q.63 O. Competing with large companies?

Q58 Barrier (Lack of Personnel) - The Consortium		
	M/WBE Average	Non-M/WBE Average
Yes	12	3
No	258	174
Don't Know	17	9
Q63 Barrier (Competing With Large Companies) - The Consortium		
Yes	38	19
No	228	157
Don't Know	21	11

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
Please refer to Appendix D in order to review the results by ethnic/race/gender classification.

As a part of the telephone survey, respondents were requested to provide their opinions and perceptions about the Consortium's processes regarding the dissemination of information, bid and procurement processes, and payment processes. The responses provided by the participants which are specific to Consortium members are important and may be examined further in **Appendix D** (Questions 84 and 89).

Exhibit 5-16 reports bid and award history for the respondents who typically serve as subcontractors on projects. From **Exhibit 5-16** we can see that:

- An average of 68 M/WBEs of the 109 of the total participants submitted bids or proposals one to ten times to serve as a subcontractor on projects awarded by members of the Consortium.

- An average of 201 M/WBEs of the 348 of the total participants have not submitted bids or proposals to serve as a subcontractor on projects awarded by members of the Consortium.

EXHIBIT 5-16
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PROPOSALS AND BIDS SUBMITTED BASED ON SUBCONTRACTOR PARTICIAPTION
COMPILATION TABLES

Q.84 Since 2002, how many times has your company submitted a bid or proposal to be a subcontractor for a project with one of the following agencies?

Q84 Number of Times Bids Submitted to be a Subcontractor		
	M/WBE Average Responses	Average Total of Participant Responses
None	201	348
1 to 10 times	68	109
11 to 25 times	8	15
26 to 50 times	4	8
51 to 100 times	3	5
Over 100 times	2	2

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
Please refer to Appendix D in order to review the results by ethnic/race/gender classification.

Exhibit 5-17 also addresses the issue of a firm being informed by a Consortium member that the prime contractor submitted the lowest bid but the work was given to another prime or subcontractor to perform. **Exhibit 5-17** shows the average. An average of 3 M/WBEs reported that they had been involved in such a situation where they were advised that they were replaced, even though they were the lowest bidder.

EXHIBIT 5-17
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PROPOSALS AND BIDS SUBMITTED BASED ON SUBCONTRACTOR PARTICIAPTION
COMPILATION TABLES

Q.89 Since 2002, have you ever submitted a bid for a contract, were informed that you were the lowest bidder, and then found out that another prime or subcontractor was actually doing the work for:

Q89 Subcontractor - Submitted Bid Did Not Do The Work - The Consortium		
	M/WBE Average	Non-M/WBE Average
Yes	3	2
No	66	47
Don't Know	6	2

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
Please refer to Appendix D in order to review the results by ethnic/race/gender classification.

5.3.1.2 Focus Group, Public Hearings, and Personal Interview Responses

As in the telephone survey, questions in the focus groups and public hearings were designed to gather business owners' perceptions and opinions of the members of the Consortium's procurement process and their experiences doing business with the Consortium.

As stated in **Section 5.1**, it should be cautioned that the following comments are 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. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

As presented in **Sections 5.1.2** and **5.1.3**, a total of four focus groups, five public hearings, and 75 personal interviews were conducted.

Disseminating Information *This section focuses on perceived issues, if any, regarding efforts of an entity in providing outreach activities, networking events, advertising of opportunities, and distribution of bid information to the business community.*

- An African American male president of a professional services company indicated that San Antonio Water System (SAWS) process is too extensive and costly. He also mentioned that City Public Service (CPS) needs to improve upon its bid solicitation process.

- An African American male owner of a nonprofessional services company stated that the Consortium should be more interactive with local minority and

women contractors associations. He stated that these associations have been started to help increase the amount of work given minority- and women-owned firms.

- An African American woman owner of a nonprofessional services company indicated that there is not enough feedback from the members of Consortium regarding the reason for not being awarded a contract.

- A Hispanic American male vice president of a special trade construction company suggested an open forum where S/M/WBEs could come together with a panel of people representing the Consortium to lodge their complaints about the procurement process without being subjected to retaliation.

- A Hispanic American woman owner of a professional services company said that she has problems receiving timely and relevant information regarding upcoming projects from members of the Consortium and suggested that there be a clearing house for such notices. She said that she sometimes receives information on bids that does not pertain to her line of work. She is certified through the SCTRCA and never gets the correct notifications.

- An African American women president of a nonprofessional services company said that there should be more feedback from members of the Consortium.

- A Hispanic American male general manager for a nonprofessional services company suggested that the Consortium should educate vendors on the procurement process.

- A Hispanic American woman Chief Executive Officer (CEO) of a nonprofessional services company suggested that there should be an advocacy group for S/M/WBEs, along with training on the procurement process including training for bid submission, and post bid review.

- An African American male owner of a nonprofessional services firm suggested more interaction between procurement personnel of the Consortium and S/M/WBE.

- A nonminority male principal of a professional services firm suggested making the procurement process uniform with controlling notification. Also, there should be a minimum threshold for use of an RFP process.

- A Hispanic American woman owner of a professional services company stated that information regarding Request for Proposals (RFPs)/Request for Qualifications (RFQs) is not easily accessible.

- A Hispanic American woman business owner said that while most Consortium members give lip service to outreach, only Bexar County (County) has an excellent outreach initiative.

- A Hispanic American woman business owner said University Health System (UHS) Outreach efforts and initiatives foster growth, development, and participation by M/WBEs.

- A Hispanic American woman business owner said that San Antonio Housing Authority (SAHA) e-mail solicitations have been effective.
- A nonminority woman business owner said the Edwards Aquifer Authority (EAA) bureaucracy and politics make it difficult to compete and participate coupled with their un-realistic expectations.
- A nonminority woman business owner said the City of San Antonio (COSA) and EAA directly solicited her to bid on a contract.
- A nonminority woman business owner said outreach is not good for most of the Consortium members.
- A nonminority woman business owner said typically there are no outreach efforts by Consortium members.
- A nonminority woman business owner said that the County does a good job at outreach.
- A nonminority woman business owner said the COSA does telephone calls which are good at getting folks to respond.
- A nonminority woman business owner said that the EAA outreach efforts are good but still have too much bureaucracy and politics.
- A nonminority woman business owner said COSA solicits participation from local firms.
- A Hispanic American woman business owner said that the County was cited as a good example to follow in providing information about the procurement process.
- A Hispanic American-owned business stated that EAA was cited as being very accessible in terms of information about procurement opportunities.
- A nonminority woman business owner said that all Consortium members have been helpful “except for Brooks City-Base.”
- A nonminority business owner stated that the County has been cited as very responsive and helpful.
- A nonminority business said that the “City of San Antonio could learn from the San Antonio Water Systems (SAWS) which is very responsive.”
- A nonminority woman business owner said that representatives from EAA listen and are very accessible.

- A Hispanic American woman business owner said that UHS and the County have been helpful and provide past bids to help with the bid process.

- A nonminority woman business owner said that the County will not use "bid-net" and there is no consistency in outreach by Consortium members.

Obstacles in the Procurement Process *was noted as excessive procedures that create problems in the business owners' attempts to comply with the requirements of the procurement process.*

- A Hispanic American male vice president of heating special trade construction company stated the philosophy of awarding contracts constantly changes because of high turnover at the San Antonio Port Authority (Port) in upper management. The new people are not knowledgeable of the procurement process.

- An African American woman CEO/President of a professional services company stated that trying to find the right person to contact in charge of the administrating the RFP process has hindered participation in the procurement process with members of the Consortium.

- A Hispanic American male president of a professional services firm stated that because he is a minority that he should not be required to subcontract out to a minority- or woman-owned business. He also felt that his calculated and credited M/WBE participation percentage, for purposes of meeting the M/WBE goal should be higher and he should be given more credit since he himself is a minority.

- A nonminority male principal of a professional services firm said that his company submitted a proposal to the Port for a RFP for Web site development. He explained that following submission of their bid his company made several follow-up phone calls to check the status of their bid but received no response from the Port. He stated that six months later the Port called suddenly to inform him that he was to appear the next day to do a presentation. He said that, while he could not remember the RFP, he stopped work on his other projects to prepare for the presentation.

- A nonminority male CEO of a special trade construction company believes that the low bid process is not always the best way to secure goods and services.

- A Hispanic American woman vice president of a company that provides other services stated that that a process other than awarding contracts on the basis of the lowest bidder should be used.

- An African American male owner a company that provides other services stated that the way the RFP and contracts are written is misleading.

- An African American woman president of a goods and supplies company suggested that the procurement process should be more transparent.

- A nonminority woman professional services firm suggested that the person in charge of writing and administrating the RFP should be more considerate when it comes to scheduling interviews. This company had submitted two proposals to COSA. One proposal was due in June and the other in July. Based upon timeline estimates within the RFPs for oral interviews, the company purchased airline tickets for employee travel to San Antonio for the presentations. Later COSA cancelled the allotted time for the presentations which caused this company to lose money spent on airline tickets.

- A nonminority woman president of a company that provides other services suggested that RFPs should be released in a timely matter.

- An African American woman president of another services company felt the wording of a RFP is geared towards larger companies.

- A nonminority woman management consultant for professional services company stated that teaming up with the right subcontractor is an issue.

- A Hispanic American male general manager for another services company stated that not being aware of the procurement process is an issue.

- An African American male president of a professional services firm stated that the uncertainty of acquiring future work while completing work on a current project is an obstacle. He stated that larger companies have sufficient workforce to complete the current work assignment and still look for more work at the same time.

- An African American male president of a professional services firm suggested that there should be a standardized procurement process for the entire Consortium, a consistent evaluation process for selection and reporting from the staff in reference to the overall procurement program performance.

- A nonminority male owner of safety professional services company indicated that on March 27, 2007 his company received a solicitation notice requesting bids from CPS Energy. After contacting CPS Energy the firm said it agreed to submit a bid. The company said it received a Request for Proposal (RFP). The RFP also included a request to provide training for blood borne pathogens, also known as BBP. A few days later, the company said it received additional information via email regarding the size of the classes to be conducted. The first aid and safety company explained that it sent in questions it had regarding some concerns about requirements of the RFP. An individual within the department of purchasing sent out answers a couple of days later, however, the company said the original questions that it asked did not receive a response in the e-mail answers returned by the department. On July 11th the company said it received notification that a new RFP bid package would be distributed. The scope of service in the second RFP was the same as in the first RFP. Some of the questions that the company had from the first RFP still were not addressed in the second RFP. The second RFP had an immense amount of legal jargon and limited details in regard to the work to be performed. A couple days later the first aid and safety company said it received additional questions submitted by another bidder that had also

received the RFP. The other bidder company did not fit the profile of a small business. Additionally, the second RFP asked for a financial statement from each bidder. The City of San Antonio Public Service department informed the company that they would look at many variables, but that failing to submit a financial statement would not disqualify them from participating in the bidding process. After management discussed the more complex application process and the Public Service Department's failure to answer its questions with the first aid and safety company board members, they decided that the company should not submit a bid based upon the RFP requirements.

- A nonminority woman owner of a communication company said she became certified through the South Central Texas Regional Certification Agency (SCTRCA). After certification, she explained that she requested a list of companies from SCTRCA and received a listing. She then proceeded to make calls to several companies. She said that she encountered a problem with the University Health System. She explained that the requirement of the University Health System is online registration as a vendor for bid opportunities. However, she said she learned that the University Health System Web site is not a secure site. When she called University Health System to log her concerns about the security of her information in the system they stated that they had called their contract security company who had resolved the problem. She said the University Health System reassured her that the problem had been resolved. However, when she went on the Web site she did not see the lock emblem or any statement indicating it was a secure site. Because she felt the system's security problems had not been resolved she said she did not apply nor was she given the option to complete a paper application instead of the online process.

- A nonminority woman owner of a firm that provides other services stated she was awarded a contract with the City of San Antonio to perform janitorial series for two events to take place at the Sunken Garden. She said at the beginning of the contract period, five or six years earlier, the contract paid $600 per event and $300 for the parking garage. She explained that over time the City increased the maximum attendance allowed for each event, but did not give her notice of the increased attendance allowance. She said that her original contract called for ten people to provide the cleaning services for the events and that the contract required the place to be cleaned by 11:00 pm. On the first night of the event, the owner said that she did not have enough staff to perform the cleaning because of increased amount of work required due to the increase in the attendance at the event. She said that she then hired more people to meet the contract deadlines, which resulted in her using personal money to pay the increase in labor costs. On the next day she said she contacted the City of San Antonio to explain they needed 50 percent more money to cover increased labor costs for the cleanup. The City in turn told her that her janitorial company had two options – continue with the contract at the current pay or walk away from the project. The nonminority women owner chose to walk away.

- A nonminority woman owner of a goods and supplies company stated that Bexar County had made purchases from her company for several years. She

said that a Bexar County staffer told her that the Purchasing Department was tracking her sales, and that once she reached the $25,000 sales limit for that year; she would not be allowed to bid, unless her company had a negotiated contract to supply the goods. She said that she informed the Bexar County staffer that there must be a misunderstanding because in the past years she had bid on open bids without the imposition of an annual limit. She said she was told to bring in a print out of all items sold in past years to Bexar County and that they would try to make a contract out of it. She said, however, that their attempts to make a contract was not realized since the majority of the items sold were labels, snap-out forms and envelopes. She also explained that she became certified as an SBE and WBE on the insistence of Bexar County. She was led to believe by Bexar County that by being certified she would be given more chances to bid. She said that Bexar County even assisted her company in speeding up the certification process. Ultimately, she was told by Bexar County that she would only be able to bid one in every six bids.

- An African American male owner of a professional services firm worked said he worked as a subcontractor for the prime contractor on a City of San Antonio contract. After the contract was completed, he said the City of San Antonio called the prime contractor back to work on another contract. He explained that the prime contractor once again asked him to participate on the second City of San Antonio contract. He stated that when the prime contractor turned in its cost estimate, the City of San Antonio indicated that its price was too high. The African American business owner was asked to come down $100 per hour on his contract rates. Later, the City of San Antonio once again hired the prime contractor who again asked the African American company to work as a subcontractor. And the City of San Antonio once again asked the company to come down on their rates and the African American owner was asked to reduce his contract rate of pay.

Contract Bundling *is noted as a problem when projects with a variety of scopes are packaged into one large contract. This practice places the project out of the reach of small business and relegates them to the status of a subcontractor.*

- An African American male president of a company that provides other services suggested that the bid packages should be broken down into smaller contracts more accessible to small businesses.

- A Hispanic American woman principal of a professional services firm and an African American male president of a project management company indicated the large size of projects had interfered with their ability to bid on a project.

Competing with Large Companies

There was a general sense expressed that there are very few small opportunities available and local and small firms tend to compete with larger firms from out of state for available projects. Comments included:

- A Hispanic American special trade contractor said, “larger companies have the perception of performance – which small companies can’t perform. Well-established corporations doubt the other guy can do the work. We buy five

truckloads of materials; the competitor can buy 50 truckloads. They can economize large companies are self-insured."

- An African American male president of a special trade construction firm indicated that members of the Consortium feel that his company is not qualified because he is small and does not a have a full time staff. He said that when his company is awarded a contract he hires more workers.

- A nonminority woman president of engineering professional services firm, a Hispanic American male general manager of a company that provides other services, and an African American male owner a company that provides other services, all stated that the size of their company, as small businesses, prevented their firms from being awarded contracts.

- A Hispanic American male vice president of a special trade construction firm stated that one of his businesses biggest obstacles is competing against larger companies that have the resources to hire lobbyists, financial experts, and persons to handle human resources issues.

- A Hispanic American women-owned business said there is a general bias by Consortium members against small, minority-owned business in favor of large business.

- A Hispanic American women-owned business said most Consortium members favor large business over small businesses.

- A Hispanic American business owner said Consortium member specifications imply that they favor large business.

- A nonminority woman business owner said the physical size of RFPs with technical requirements too demanding, such as 20 page document for $500 bid.

- A nonminority woman business owner said the Port Authority's lag time for evaluating bids tends to favor large businesses.

- A Hispanic American-owned business said a: "hodge-podge" of process by Consortium members fosters no consistency or development by M/WBEs.

Specifications and Qualifications is noted as a barrier where *excessive or deficiencies in project requirements can create problems for bidders.*

- An African American male said that he was presented on proposals "requiring services that my company doesn't do. They change the scope of services after the contract has been signed with another vendor, to include services that my company does."

- A nonminority woman business owner said the ambiguity of bid documents hindered their success in winning contracts.

- A nonminority woman business owner said that satisfying M/WBE goals when M/WBE subs are hard to find was an obstacle to winning contracts

Restrictive Selection Process *was targeted as a problem when the specifications are too rigid and appear to eliminate competition in the bidding or selection* process.

- A Hispanic American male president of a special trade construction company suggested changing to a different selection process other than awarding contracts to the lowest bidder.

- A nonminority male president of a construction company indicated that the time allotted for responding to an RFQ needs to be increased. He said that construction companies need more time to identify M/WBE subcontractors and to get their bids in.

- A Hispanic American woman president of a professional services company suggested that the Consortium should use the federal government procurement process and the use of set asides if necessary. This would open up the competition in a different way.

- A Hispanic American male president of a special trade construction company stated that contract requirements are too restricting, and that the confusing language of the RFP is design for larger companies to obtain the contract.

Denial of Contract Award *is identified when an M/WBE or DBE believed they qualified for a contract that was denied to them.*

- A nonminority male who is a special trade contractor (signage design) said that he had received five invitations (mostly by fax) from five different prime contractors to bid as a subcontractor. Of those five companies, he was awarded only one contract by the prime contractor that has presented him numerous opportunities to bid.

- A Hispanic American male vice president of heating special trade construction company believes that market conditions played a big role in not getting Consortium work.

- An African American male president of a professional services company stated that politics kept him from being awarded a contract.

- A nonminority male principal of a professional services company indicated that he has not been awarded contracts because he has not been able to partner with a minority owned companies, which has kept him from getting contracts.

- An African American male president of a professional services company felt as if the Consortium did not recognize his value and his experience in his field.

- An African American woman owner of a professional services company stated that she put in bids with the City of San Antonio to perform work requiring the placement of newspaper advertisement. She said she received a contract to perform work on a project, then agreed upon a rate, and signed the contract. Inexplicably, she said the City of San Antonio in turn would disregard her signed contract and give the work to be performed to another company. She

also said the City of San Antonio Public Service department does business the same way. She explained that on several occasions she has been sent a contract and negotiated an agreement with the same results. Due to her frustration from lack of business given in prior years the African American women owner did not return the most recent contract offer sent out by the city because she felt it would be a waste of time and effort.

- An African American male owner of a company that provides nonprofessional services (other services) said he received a contract award from the University Health System (UHS). Upon review of the job description and agreeing to a price, he asked UHS to see the blueprints of the area in which the work was to be performed. He explained that completion of the project required underground digging to remove the trees and roots. Based on his experience and firm specialty, he said he requested that UHS provide him with the blueprints detailing objects underground such as gas lines, which he would need to avoid. Generally, he would be responsible for damages to underground structures and utilities caused by his digging. Because UHS refused to supply him with the blueprints or access to blueprints he did not perform the job and UHS awarded the contract to someone else.

- An African American woman owner of a professional services firm that she was initially awarded a contract to perform services for the City of San Antonio. After two weeks of not hearing from anyone, she said she contacted the City of San Antonio only to discover that her references supposedly needed verification. After learning of that holdup she said that a couple of weeks passed with the City adding more requirements to be performed before she could begin work on the contract. Without warning, she said that she then received a letter via e-mail stating that her contract award had been withdrawn and that she did not win the contract. She said she then decided to go before the City of San Antonio Ethics Committee which upheld her appeal of the revocation of her contract, and it reinstated her contract award. She explained, however, on renewal, the City added additional requirements to the RFP which were unfavorable to her business and she opted not to re-bid.

- An African American male owner of agency professional services firm said that the San Antonio Water systems (SAWS) contacted him due to his name being on the SAWS Vendor List. He said that he was interviewed by a SAWS employee who asked him if his company had a sufficient amount of errors and omissions insurance. The owner said he then asked how much coverage was required and the SAWS representative indicated five million dollars. The owner stated he didn't have that much coverage, but that he could increase his coverage to the five million dollar level with just a phone call He said the SAWS representative also asked if the owner would perform an appraisal on the building. He said that he explained to the SAWS representative that his company and did not provide appraisal services. He said that he also told the SAWS representative that opportunities for professional service and as such, he is not required to bid on a project. He said that SAWS then withdrew his contract. He stated that he then discussed the matter with a member of the SAWS Board of Directors with whom he was acquainted. He said the board member told him that he should not have been treated in such a poor manner. The board member then stated that he would investigate the matter. The owner said he never received a return telephone call.

- An African American male owner of a professional services firm said he received a call from the City of San Antonio Airport in reference to an airport project. He said that his insurance company was on the City list as providing bonding services. While the contract was not a very large, it provided an opportunity for his company to do business with the City of San Antonio. In the initial meeting he said he realized that the cost budgeted for the service was unnecessarily large for that project. He suggested a new concept that would reduce the cost to provide the service in addition to working more effectively. He said he left that meeting feeling very confident that his company would be awarded the contract. A week later he received an e-mail informing him that the City of San Antonio decided to hire another company. He said the company hired by the City of San Antonio to perform the work had been mentioned in his first meeting with the City. He explained that this company was the contractor that purchased the bond to cover all the people that was working on the project.

- On a City contract, an African American woman owner said she was asked to subcontract with a larger corporation. When the contract was awarded to the prime contractor her company was dropped. She said, In effect, her company was just used to get the contract then dropped.

- A nonminority woman business owner stated that the City of San Antonio bid specification did not specify “dealership” requirement to work on trucks and did not get contract due to added on requirement after the fact.

- A nonminority woman business owner stated that she was the low bidder but the contract was given to an M/WBE business that was not the low bidder and less qualified (did not indicate entity).

Favoritism *is noted when firms have a perception that some firms are given advantages over other firms.*

- A Hispanic American male vice president of special trade construction company stated that at University Health System no matter how much you are qualified they still hire the same company over and over.

- A nonminority woman CEO/President of a professional services firm made reference to a situation involving a bid using federal funding where a competitor company was allowed to re-bid based on the bid submitted by her company. The other company bid came in $1 less than her bid.

- A Hispanic American woman CEO of a professional services firm believes that the consortium shows favoritism by building relationships with certain companies, and also informs them of competitor’s price comparison.

- An African American male president of a professional services firm indicated that the Consortium members have their favorite companies which they use on a regular basis.

- A Hispanic American woman business owner stated that while not feeling that she had been treated unfairly, she felt that Consortium members favor certain firms at the expense of others.

- A nonminority woman business owner said that SAWS favors large businesses over small businesses and that the bidding criteria are not realistic.
- A nonminority woman business owner said that: Consortium members provide no effective feedback process which is in itself unfair.
- An Asian American minority business owner said that the scoring process is unfair and feels that many winning non M/WBE firms are pre-selected.
- A Hispanic American business owner said many Consortium members favor firms used in the past against new primes, such as is generally the case with M/WBE firms.
- A nonminority woman business owner said the City of San Antonio favors large companies over small companies.
- A nonminority woman business owner said that Brooks City Base colluded with one bidder against other bidders.
- A nonminority woman business owner said most Consortium members favor Hispanic firms over others.
- A Hispanic American women-owned business stated that politics and large firms with lobbyists disadvantage small firms.
- A Hispanic American business owner said there is favoritism in the selection process to the exclusion of many firms.
- A Hispanic American woman business owner said unequal policies and processes favor majority firms over small and minority firms such as “rebates” given by large companies which small and M/WBE firms cannot give.
- A Hispanic American business owner said that Consortium members favor large business over small business.
- A Hispanic American business owner explained that statistics and contract performance bears out those Consortium members favor select companies.
- A Hispanic American-owned business said that it seems it seems that the City of San Antonio has their preferred contractors.
- A nonminority woman business owner said that the “good old boy” system is at work
- A nonminority woman-owned business said that many Consortium members present projects that are too big in size which are geared for large business
- A Hispanic American woman-owned business said that Bexar County awarded her a contract without travel expenses, an out-of-town firm was awarded project and paid travel expenses.

- A Hispanic American women-owned firm stated that the City of San Antonio buyer advised her that she had won the contract but was not awarded contract.
- A nonminority woman business owner said that UHS pre-selects contract award winners.
- A Hispanic American business owner said there is an “innate” bias towards the status quo which generally excludes M/WBEs.
- A Hispanic American woman business owner said politics and experience most often keep her from winning contracts.
- A Hispanic American woman business owner said that business size and a negative perception regarding the ability of small /M/WBEs to perform causes her to lose contracts.
- An Asian American business owner said that the Consortium members favor large business.
- A Hispanic American business owner said that Consortium members discount the experience, history and performance of small and newer M/WBE firms.
- A Hispanic American business owner said the inaccessibility of Consortium members is the reason he often loses contracts
- A nonminority woman business owner said that Consortium member’s policies and practices such as pre-selection processes of contract winners keeps her from being awarded contracts.
- A nonminority woman-owned firm stated that specifications favoring certain companies, small staff size, contract size favoring large companies and the negative perception of small businesses were major factors preventing them from winning contracts.
- A nonminority woman business owner said the fact that she was not a minority preventer her firm from winning a bid.
- Two Hispanic American business owners said that Consortium members show favoritism by calling projects sole source when there is no need for this designation and through use of the same contractors including M/WWBEs and non-M/WBEs.
- A Hispanic American business owner said the Consortium members us the “good old boy” system to award contracts.
- A nonminority woman business owner said that Consortium members show favoritism by telling primes what subcontractors or suppliers to use.
- A nonminority woman business owner said in Bexar County contracting favoritism is shown through nepotism.

Effectiveness of Procurement Participation Programs are named as the government's effort to assist M/WBEs and DBEs. This section addresses M/WBEs and DBEs perception of the program effectiveness.

- A Hispanic American woman of a professional services firm stated that the minimum M/WBE goals that are required in RFP are so low they hinder small businesses. She feels that if the requirement of the work load for the minority sub-contractor is too low and the prime contractor is capable of achieving a higher M/WBE rate but is not required to do so then the requirement is not fair to the small business.

- An African American male president of a professional services firm stated that the 2 percent M/WBE goal for African American business participation is low and discourages greater use of African American subcontractors by the prime contractor. He felt that Prime contractors will not allocate more work and achieve a higher M/WBE participation rate because all they will do is the 2 percent goal required by the RFP and nothing more. He feels that prime contractors only do what is required of them to get by.

- An African American male president of a professional services firm stated in one of the focus group that 2 percent of business is better than no business at least you're getting a chance to showcase your company in hopes that maybe the next time your company would get more than 2 percent. Everyone felt that the time spent on protesting could better be used toward getting business. One African American male indicated that he didn't protest, but he asked for a debriefing.

- One Hispanic American male vice president of a special trade construction company and a nonminority women president of a transportation company protested to federal authorities, but not with any member of the Consortium.

- A nonminority woman owner of a professional services firm stated high goals for S/M/WBEs and minimum gross revenue requirements for participation were barriers to their doing business.

- A Hispanic American woman principal of a professional services firm explained that if you were not awarded a contract, you just don't complain.

- A Hispanic American-owned firm said that Edwards Aquifer Authority places no importance or consideration regarding the involvement of M/WBEs.

- A Hispanic American women-owned business said the Consortium members have no formal policy or program to promote M/WBEs.

5.4 Certification Process

As stated in **Section 5.1**, it should be cautioned that the following comments are 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. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

5.4.1 Survey Responses

The survey requested that respondents indicate their certification status in doing business with the Consortium. Frequencies in responses are provided in **Exhibits 5-18** below. **Exhibit 5-18** shows that of the 508 participants, 489 participants responded to these questions. 160 of 489 (32.7%) survey respondents were certified by the SCTRCA. It also shows that 43 of 489 (8.8%) respondents were certified by the North Central Texas Regional Certification Agency (NCTRCA). Survey responses showed that 90 of 489 (18.4%) respondents stated that they were certified by the State of Texas Department of Transportation (TxDOT) and 215 of 489 (44%) stated that they were certified by the State of Texas. 120 of 489 (24.5%) respondents were certified in another state or by some other agency.

EXHIBIT 5-18
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
CERTIFICATION AND CERTIFCIATION AGENCIES
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.16 Is your business certified with the South Central Texas Regional Certification Agency (SCTRCA)?

Q.18 Is your business certified with the North Central Texas Regional Certification Agency (NCTRCA)?

Q16 Certified with SCTRCA										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
Yes	**Count**	**3**	**3**	**46**	**7**	**51**	**45**	**110**	**5**	**160**
	CAT%	1.9%	1.9%	28.8%	4.4%	31.9%	28.1%	68.8%	3.1%	100.0%
	DEMO%	21.4%	23.1%	34.3%	77.8%	42.9%	24.1%	38.1%	38.5%	32.7%
No	**Count**	**8**	**7**	**69**	**1**	**50**	**112**	**135**	**7**	**254**
	CAT%	3.1%	2.8%	27.2%	0.4%	19.7%	44.1%	53.1%	2.8%	100.0%
	DEMO%	57.1%	53.8%	51.5%	11.1%	42.0%	59.9%	46.7%	53.8%	51.9%
Don't Know	**Count**	**3**	**3**	**19**	**1**	**18**	**30**	**44**	**1**	**75**
	CAT%	4.0%	4.0%	25.3%	1.3%	24.0%	40.0%	58.7%	1.3%	100.0%
	DEMO%	21.4%	23.1%	14.2%	11.1%	15.1%	16.0%	15.2%	7.7%	15.3%
Total	**Count**	**14**	**13**	**134**	**9**	**119**	**187**	**289**	**13**	**489**
	CAT%	2.9%	2.7%	27.4%	1.8%	24.3%	38.2%	59.1%	2.7%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Q18 Certified with NCTRCA										
Yes	**Count**	**0**	**3**	**14**	**1**	**17**	**35**	**8**	**0**	**43**
	CAT%	0.0%	7.0%	32.6%	2.3%	39.5%	81.4%	18.6%	0.0%	100.0%
	DEMO%	0.0%	23.1%	10.4%	11.1%	14.3%	12.1%	4.3%	0.0%	8.8%
No	**Count**	**11**	**8**	**102**	**7**	**88**	**216**	**153**	**12**	**381**
	CAT%	2.9%	2.1%	26.8%	1.8%	23.1%	56.7%	40.2%	3.1%	100.0%
	DEMO%	78.6%	61.5%	76.1%	77.8%	73.9%	74.7%	81.8%	92.3%	77.9%
Don't Know	**Count**	**3**	**2**	**18**	**1**	**14**	**38**	**26**	**1**	**65**
	CAT%	4.6%	3.1%	27.7%	1.5%	21.5%	58.5%	40.0%	1.5%	100.0%
	DEMO%	21.4%	15.4%	13.4%	11.1%	11.8%	13.1%	13.9%	7.7%	13.3%
Total	**Count**	**14**	**13**	**134**	**9**	**119**	**289**	**187**	**13**	**489**
	CAT%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

EXHIBIT 5-18 (Continued)
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
CERTIFICATION AND CERTIFCIATION AGENCIES
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.20 Is your business certified with the Texas Department of Transportation?

Q.22 Is your business certified with the State of Texas?

Q.24 Is your business certified with any other state or agency?

		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
Q20 Certified with TXDOT										
Yes	**Count**	**0**	**2**	**28**	**3**	**31**	**64**	**25**	**1**	**90**
	CAT%	0.0%	2.2%	31.1%	3.3%	34.4%	71.1%	27.8%	1.1%	100.0%
	DEMO%	0.0%	15.4%	20.9%	33.3%	26.1%	22.1%	13.4%	7.7%	18.4%
No	**Count**	**11**	**7**	**91**	**4**	**77**	**190**	**142**	**10**	**342**
	CAT%	3.2%	2.0%	26.6%	1.2%	22.5%	55.6%	41.5%	2.9%	100.0%
	DEMO%	78.6%	53.8%	67.9%	44.4%	64.7%	65.7%	75.9%	76.9%	69.9%
Don't Know	**Count**	**3**	**4**	**15**	**2**	**11**	**35**	**20**	**2**	**57**
	CAT%	5.3%	7.0%	26.3%	3.5%	19.3%	61.4%	35.1%	3.5%	100.0%
	DEMO%	21.4%	30.8%	11.2%	22.2%	9.2%	12.1%	10.7%	15.4%	11.7%
Total	**Count**	**14**	**13**	**134**	**9**	**119**	**289**	**187**	**13**	**489**
	CAT%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Q22 Certified with State of Texas										
Yes	**Count**	**6**	**8**	**56**	**7**	**63**	**140**	**70**	**5**	**215**
	CAT%	2.8%	3.7%	26.0%	3.3%	29.3%	65.1%	32.6%	2.3%	100.0%
	DEMO%	42.9%	61.5%	41.8%	77.8%	52.9%	48.4%	37.4%	38.5%	44.0%
No	**Count**	**6**	**4**	**68**	**2**	**48**	**128**	**95**	**7**	**230**
	CAT%	2.6%	1.7%	29.6%	0.9%	20.9%	55.7%	41.3%	3.0%	100.0%
	DEMO%	42.9%	30.8%	50.7%	22.2%	40.3%	44.3%	50.8%	53.8%	47.0%
Don't Know	**Count**	**2**	**1**	**10**	**0**	**8**	**21**	**22**	**1**	**44**
	CAT%	4.5%	2.3%	22.7%	0.0%	18.2%	47.7%	50.0%	2.3%	100.0%
	DEMO%	14.3%	7.7%	7.5%	0.0%	6.7%	7.3%	11.8%	7.7%	9.0%
Total	**Count**	**14**	**13**	**134**	**9**	**119**	**289**	**187**	**13**	**489**
	CAT%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Q24 Certified With Other State or Agency										
Yes	**Count**	**1**	**1**	**40**	**3**	**35**	**80**	**40**	**0**	**120**
	CAT%	0.8%	0.8%	33.3%	2.5%	29.2%	66.7%	33.3%	0.0%	100.0%
	DEMO%	7.1%	7.7%	29.9%	33.3%	29.4%	27.7%	21.4%	0.0%	24.5%
No	**Count**	**10**	**12**	**85**	**6**	**77**	**190**	**132**	**12**	**334**
	CAT%	3.0%	3.6%	25.4%	1.8%	23.1%	56.9%	39.5%	3.6%	100.0%
	DEMO%	71.4%	92.3%	63.4%	66.7%	64.7%	65.7%	70.6%	92.3%	68.3%
Don't Know	**Count**	**3**	**0**	**9**	**0**	**7**	**19**	**15**	**1**	**35**
	CAT%	8.6%	0.0%	25.7%	0.0%	20.0%	54.3%	42.9%	2.9%	100.0%
	DEMO%	21.4%	0.0%	6.7%	0.0%	5.9%	6.6%	8.0%	7.7%	7.2%
Total	**Count**	**14**	**13**	**134**	**9**	**119**	**289**	**187**	**13**	**489**
	CAT%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row and DEMO% findings denotes calculation based on demographic (such as ethnicity/gender) findings/column.

Of those certified by SCTRCA, 46 (28.8%) were Hispanic American, 51 (21.9%) were nonminority women, 7 (4.4%) were Native American, and 3 (1.9%) were African American and 3 (1.9%) were Asian American. Of those certified by NCTRCA, 14 (32.6%) were Hispanic American, 17 (39.5%) were nonminority women, 3 (7.0%) were Asian American, and none were African American. Of those responding who were certified by the TxDOT, 28 (31.1%) were Hispanic American, 31 (34.4%) were nonminority women, 3 (3.3%) were Native American, 2 (2.2%) were Asian American and none were African American. Of those responding as certified by the State of Texas, 56 (26.0%) were Hispanic American, 63 (29.3%) were nonminority women, 7 (3.3%) were Native American, 8 (3.7%) were Asian American and 6 (2.8%) were African American. The breakdown of those certified by other states or other agencies showed that 40 were Hispanic American, 35 were nonminority women 3 were Native American, 1 was Asian American and 1 was African American.

Appendix D presents the type of certification (such as MBE, SBE, DBE) that were obtained by certifying agencies and the number of respondents.

5.4.2 Focus Group, Public Hearings and Personal Interviews Responses

As stated in **Section 5.1**, it should be cautioned that the following comments are 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. Further discussion of anecdotal testimony is contained in the legal chapter of this report. As presented in **Sections 5.1.2** and **5.1.3**, a total of four focus groups, five public hearings, and 75 personal interviews were conducted.

- An African American woman president of a promotional items company suggested that the Consortium should make more use of the South Central Texas Regional Certification Agency in trying to identify SM/WBEs.

- A Hispanic American male president of a waste disposal company said certification had no beneficial effect for his business. He explained that he had a contract with the AT&T center for six years then they arbitrarily gave the contract to a larger company without giving his company a chance to bid on continuing to provide the service.

- A nonminority woman president of a construction company said certification is of no effect, it's the overall cost of the bid that counts. Everyone that responded saying certification helped also said it did so only in instances where it was a requirement for the bid opportunity.

- A Hispanic American woman president of a public relations firm stated that her company is not certified because she never felt the need to do business with any of the Consortium members because of the overall difficulty of procurement process.

- A nonminority male chief financial officer (CFO) who works for a traffic control company testified on behalf of his employer. He stated that the Texas Department of Transportation (TxDOT) suggested to the company owners that they become a DBE certified entity. He explained that in a meeting, the TxDOT

indicated that they would like for the owner (Hispanic American) of the traffic control company to obtain DBE certification, especially since the majority of the traffic control companies are not DBE certified. In addition to certification, the rules require the employer to provide worker's compensation coverage for its employees. He further stated that in his opinion the majority of traffic control companies hire subcontractors rather than use their own employees to avoid this requirement. The CFO also stated that his company picked up worker's compensation coverage for its employees instead of hiring subcontractors. He said TxDOT expressed pleasure with the steps taken by the company to become DBE certified and comply with worker's compensation legal requirements, however, in spite of all that his company has done it has yet to obtain a contract to perform work for TxDOT.

- An African American woman owner of a public relations agency said that she had been certified as a DBE for six years by the South Central Texas Regional Certification Agency (SCTRCA). As she explained that a no change affidavit was not turned in on time, which in turned generated a letter of decertification from the local agency. Upon review of the certification regulations, she established that SCTRCA did not follow the proper procedures in processing her decertification. She said that she then appealed with SCTRCA the decertification and was informed at the SCTRCA Appeal Board that her case would be sent to the U.S. Department of Transportation for handling. She said that she then called the Department of Transportation. She said that they informed her that that they did not receive the file and that they would need an official letter of complaint from her before they could proceed.

- A Hispanic American woman business owner said certification has helped her by providing access to opportunities by opening the door.

- A nonminority woman business owner said that certification has provided opportunities for her.

- A nonminority woman business owner said certification has not done anything for her.

- A Hispanic American woman business owner said there is a negative perception attached to certification which hinders the ability to compete.

- A Hispanic American business owner said that certification helps with outreach and solicitation.

- A Hispanic American woman business owner said that certification has not helped much because low bid prevails.

- A Hispanic American woman business owner said there are a number of fronts being used which can defeat the purpose of certification.

- An Asian American business owner said that certification can help when there are goals present but is of no help in the absence of goals.

- A Hispanic American business owner said that certification helps but that you still need to meet the qualifications.
- A Hispanic American business owner said that certification helps but that there is still a negative perception of certified firms.
- A Hispanic American business owner said that certification is supposed to help in theory but does little in reality.
- A Hispanic American business owner said that certification gets you noticed.
- A nonminority woman business owner stated that certification did nothing and therefore she her certification.

5.5 Prompt Payment

This section provides commentary on whether payment to vendors is taking place in a timely manner.

As stated in **Section 5.1**, it should be cautioned that the following comments are 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. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

5.5.1 Survey Responses

Exhibit 5-19 reports sample responses to questions about the experience of prime and subcontractors in regard to the amount of time required to receipt payment after the submittal of an invoice. **Exhibit 5-19** provides information regarding the pay practices of both members of the Consortium and those of prime contractors. The comparison table for question 82 in **Exhibit 5-19** addresses the average time for payment of Consortium members. It shows that an average of 24 M/WBEs indicated that they received payment from Consortium members in 30 to 60 days.

EXHIBIT 5-19
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PROMPT PAYMENT COMPARISON PRIME CONTRACTOR
AND SUBCONTRACTOR

Q.82 When you were a prime contractor what was the average amount of time that it typically took to receive payment for your services on projects funded by one or more of the following agencies?

Q.86 Since 2002, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services on projects funded by:

Q82 Prime Contractor - Average Time For Payment - The Consortium		
	M/WBE Average	Non-M/WBE Average
30-60 Days	24	10
60-90 Days	2	4
90-120 Days	1	2
Not Applicable	3	1
Q86 Subcontractor - Average Time For Payment - The Consortium		
Less Than 30 Days	6	2
30-60 Days	11	7
60-90 Days	5	2
90-120 Days	1	1
Over 120 Days	1	0
Not Applicable	4	1

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
Please refer to Appendix D in order to review the results by ethnic/race/gender classification.

Exhibit 5-20, question 87, details the responses given in regard to the pay practices of prime contractors. It shows a substantial disparity in prompt pay treatment shown to M/WBEs and non-M/WBE respondents. The percentage of M/WBEs responses indicating a delay in payment was double the percentage shown for non-M/WBE businesses. For example, 66.7 percent of M/WBE responses indicated prime contractors were very often late in payment as compared to 26.7 percent of non-M/WBEs indicating prime contractors were very often late in payment. The disparity in treatment between M/WBEs and non-M/WBEs is likewise duplicated at double the rate for the categories “often” and “sometimes” delayed in payment, (“often” delayed was 65.2% for M/WBEs vs. 30.4% for non-M/WBEs, and “sometimes” delayed was 59.3 % for M/WBEs vs. 33% for non-M/WBEs).

EXHIBIT 5-20
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PROMPT PAYMENT COMPARISON
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.87 In your opinion, how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?

Q87 Subcontractor - Frequency of Prime Contractors Delaying Payment										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
Very Often	**Count**	**0**	**0**	**6**	**0**	**4**	**10**	**4**	**1**	**15**
	CAT%	0.0%	0.0%	40.0%	0.0%	26.7%	66.7%	26.7%	6.7%	100.0%
	DEMO%	0.0%	0.0%	19.4%	0.0%	12.1%	14.1%	8.7%	20.0%	12.3%
Often	**Count**	**0**	**0**	**8**	**0**	**7**	**15**	**7**	**1**	**23**
	CAT%	0.0%	0.0%	34.8%	0.0%	30.4%	65.2%	30.4%	4.3%	100.0%
	DEMO%	0.0%	0.0%	25.8%	0.0%	21.2%	21.1%	15.2%	20.0%	18.9%
Sometimes	**Count**	**2**	**0**	**5**	**1**	**8**	**16**	**9**	**2**	**27**
	CAT%	7.4%	0.0%	18.5%	3.7%	29.6%	59.3%	33.3%	7.4%	100.0%
	DEMO%	100.0%	0.0%	16.1%	25.0%	24.2%	22.5%	19.6%	40.0%	22.1%
Seldom	**Count**	**0**	**0**	**6**	**2**	**5**	**13**	**14**	**1**	**28**
	CAT%	0.0%	0.0%	21.4%	7.1%	17.9%	46.4%	50.0%	3.6%	100.0%
	DEMO%	0.0%	0.0%	19.4%	50.0%	15.2%	18.3%	30.4%	20.0%	23.0%
Never	**Count**	**0**	**1**	**3**	**1**	**5**	**10**	**7**	**0**	**17**
	CAT%	0.0%	5.9%	17.6%	5.9%	29.4%	58.8%	41.2%	0.0%	100.0%
	DEMO%	0.0%	100.0%	9.7%	25.0%	15.2%	14.1%	15.2%	0.0%	13.9%
No Response	**Count**	**0**	**0**	**3**	**0**	**4**	**7**	**5**	**0**	**12**
	CAT%	0.0%	0.0%	25.0%	0.0%	33.3%	58.3%	41.7%	0.0%	100.0%
	DEMO%	0.0%	0.0%	9.7%	0.0%	12.1%	9.9%	10.9%	0.0%	9.8%
Total	**Count**	**2**	**1**	**31**	**4**	**33**	**71**	**46**	**5**	**122**
	CAT%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row and DEMO% findings denotes calculation based on demographic (such as ethnicity/gender) findings/column.

5.5.2 Focus Group, Public Hearings, and Personal Interview Responses

As stated in **Section 5.1**, it should be cautioned that the following comments are 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. Further discussion of anecdotal testimony is contained in the legal chapter for this report. As presented in **Sections 5.1.2** and **5.1.3**, a total of four focus groups, four public hearings, and 75 personal interviews were conducted.

- An African American woman owner of a public relations agency and newspaper stated the City of San Antonio always take from 75 to 120 days to process a payment. The women owner stated she couldn't understand why a how a small company can pay its bills within 14 to 21 days but the City of San Antonio with its much larger cash flow cannot do so. The slow payment method of the City of San Antonio convinced the owner not to seek future work with the City.

5.6 Access to Capital

5.6.1 Survey Results

The purpose of this analysis was to solicit responses from the survey participants regarding their experiences in obtaining capital to support their business operations in general, and their ability to secure bonding and to obtain insurance when needed to conduct projects. Responses regarding barriers or obstacles that companies had encountered when attempting to do business in general or when attempting to obtain a loan, insurance, or bonding were of particular interest.

Exhibit 5-21 provides information by race, gender, and ethnicity in regard to participants' activities in applying for commercial bank loans, the approval or denial of their loan application and the reasons associated with the denial of any commercial loan application. The exhibit reveals that 137 of the 487 respondents or 28.1 percent had applied for a commercial bank loan since 2002. The responses also indicated that 59.9 percent (82 of 137) of the persons applying for a commercial bank loan were M/WBEs, and that 39.4 percent (54 of 137) were non-M/WBE business owners. Of the M/WBEs applying for loans 29.9 percent (41 of 137) were Hispanic American and 23.4 percent (23 of 137) were nonminority women. African American (1.5%) and Asian American (4.4%) business owners exhibited little activity in making loan applications during the study period.

Exhibit 5-21 also presents the results of those firms who applied for a commercial bank loan whether their application was approved or denied. Of the respondents that applied for a commercial bank loan, 93.4 percent or 128 of the 137 business owners who applied for a commercial bank loan were approved. Firms owned by Hispanic Americans showed an approval rate of 92.7 percent (38 approvals of 41 applications), while nonminority women had an approval rate of 90.6 percent (29 approvals out of 32 applications).

EXHIBIT 5-21
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
ACCESS TO CAPITAL
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.43 Since 2002, has your company applied for a commercial (business) bank loan?

Q.44 Were you approved or denied for a commercial (business) bank loan?

Q43 Company Applied For Commercial Bank Loan Since 2002										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
Yes	**Count**	**2**	**6**	**41**	**1**	**32**	**82**	**54**	**1**	**137**
	CAT%	1.5%	4.4%	29.9%	0.7%	23.4%	59.9%	39.4%	0.7%	100.0%
	DEMO%	14.3%	46.2%	31.1%	11.1%	26.9%	28.6%	28.9%	7.7%	28.1%
No	**Count**	**8**	**5**	**78**	**8**	**76**	**175**	**116**	**10**	**301**
	CAT%	2.7%	1.7%	25.9%	2.7%	25.2%	58.1%	38.5%	3.3%	100.0%
	DEMO%	57.1%	38.5%	59.1%	88.9%	63.9%	61.0%	62.0%	76.9%	61.8%
Don't Know	**Count**	**4**	**2**	**13**	**0**	**11**	**30**	**17**	**2**	**49**
	CAT%	8.2%	4.1%	26.5%	0.0%	22.4%	61.2%	34.7%	4.1%	100.0%
	DEMO%	28.6%	15.4%	9.8%	0.0%	9.2%	10.5%	9.1%	15.4%	10.1%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	CAT%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Q44 Commercial Bank Loan - Approved or Denied										
Approved	**Count**	**2**	**6**	**38**	**1**	**29**	**76**	**52**	**0**	**128**
	CAT%	1.6%	4.7%	29.7%	0.8%	22.7%	59.4%	40.6%	0.0%	100.0%
	DEMO%	100.0%	100.0%	92.7%	100.0%	90.6%	92.7%	96.3%	0.0%	93.4%
Denied	**Count**	**0**	**0**	**3**	**0**	**3**	**6**	**2**	**1**	**9**
	CAT%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	22.2%	11.1%	100.0%
	DEMO%	0.0%	0.0%	7.3%	0.0%	9.4%	7.3%	3.7%	100.0%	6.6%
Total	**Count**	**2**	**6**	**41**	**1**	**32**	**82**	**54**	**1**	**137**
	CAT%	1.5%	4.4%	29.9%	0.7%	23.4%	59.9%	39.4%	0.7%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row and DEMO% findings denotes calculation based on demographic (such as ethnicity/gender) findings/column.

5.6.2 Focus Group, Public Hearings and Personal Interview Responses

As stated in **Section 5.1**, it should be cautioned that the following comments are 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. Further discussion of anecdotal testimony is contained in the legal chapter for this report. As presented in **Sections 5.1.2** and **5.1.3**, a total of four focus groups, four public hearings, and 75 personal interviews were conducted.

- An African American male president of a professional services firm stated that access to capital, marketing, training and development; networking and the

ability to make contact with the right people are the biggest obstacles facing small minority and women owned businesses.

- A nonminority woman president of a professional services firm stated that the cost of professional liability insurance, handling human resources issues, and cash flow are obstacles for small minority businesses.

- An African American male president of a nonprofessional services firm said that cash flow was an obstacle.

- An African American woman president stated that access to capital, time management, and obtaining procurement information from Consortium members, along with maintaining daily operations is a large obstacle.

- A Hispanic American woman president of a professional services firm states that obtaining financing for large projects is an obstacle.

- An African American male owner of a special trade construction firm stated that insurance, working capital, and manpower are major obstacles.

- An African American woman President of a goods and supplies company stated that working capital is a large obstacle.

- A Hispanic American woman CEO of a nonprofessional services firm stated that having the time and ability to perform more than one task and access to financing are obstacles.

- An African American male owner of a nonprofessional services firm stated that gaining credibility, along with licenses needed to perform job, and financing are obstacles.

- An African American male owner of a nonprofessional services firm stated that access to capital is an issue and that there needs to be more financial programs for small businesses.

- A nonminority male principal of a professional services firm stated his biggest obstacles are workforce issues along with generating sufficient sales to keep the company afloat.

- A Hispanic American male president of special trade construction firm stated that property, Texas margin, City MTA, income taxes, and waste hauler fees were major obstacles in his line of business.

- An African American woman president of agency professional services firm stated that access to capital was a major problem.

- A nonminority woman president of a nonprofessional services firm indicated that not having enough buses at the time of the RFP was a barrier to her participation.

- An African American male manager for a minority own business stated that small and minority owned firms need technical assistance in comprehending the bid process and financial requirements. The minority business owner stated that despite having experience and a good credit rating and correctly completing all the necessary paperwork his company was nevertheless turned down for the loan.

5.7 Bonding and Insurance Process

Bonding and insurance requirements were noted as being challenges for M/WBEs and small business owners.

5.7.1 Survey Results

Telephone survey participants were asked to respond to items pertaining to bonding and insurance requirements. Respondents were asked to provide information regarding their aggregate bonding limit, single project bonding limit, and whether the type of work performed by the company requires a bond. **Exhibit 5-22** reports these findings.

When asked if bonding was required for the type of work their company provides, 150 (30.7%) firms stated that bonding was required. Slightly more than 2 percent (11 of 489) responded that they did not know if there any bonding requirements for their type of service. Of M/WBEs, 12 firms owned by African Americans and 77 nonminority women reported that bonding was not required.

EXHIBIT 5-22
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
BONDING REQUIREMENTS
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.25 Are you required to have bonding for the type of work that your company bids?

Q25 Required to Have Bonding										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
Yes	**Count**	**2**	**3**	**38**	**6**	**39**	**88**	**57**	**5**	**150**
	CAT%	1.3%	2.0%	25.3%	4.0%	26.0%	58.7%	38.0%	3.3%	100.0%
	DEMO%	14.3%	23.1%	28.4%	66.7%	32.8%	30.4%	30.5%	38.5%	30.7%
No	**Count**	**12**	**10**	**95**	**3**	**77**	**197**	**123**	**8**	**328**
	CAT%	3.7%	3.0%	29.0%	0.9%	23.5%	60.1%	37.5%	2.4%	100.0%
	DEMO%	85.7%	76.9%	70.9%	33.3%	64.7%	68.2%	65.8%	61.5%	67.1%
Don't Know	**Count**	**0**	**0**	**1**	**0**	**3**	**4**	**7**	**0**	**11**
	CAT%	0.0%	0.0%	9.1%	0.0%	27.3%	36.4%	63.6%	0.0%	100.0%
	DEMO%	0.0%	0.0%	0.7%	0.0%	2.5%	1.4%	3.7%	0.0%	2.2%
Total	**Count**	**14**	**13**	**134**	**9**	**119**	**289**	**187**	**13**	**489**
	CAT%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row and DEMO% findings denotes calculation based on demographic (such as ethnicity/gender) findings/column.

Participants were asked to provide their current aggregate bonding limit. **Exhibit 5-23** presents these results. Of M/WBEs, 77 (57.9%) reported their current aggregate bonding limit and 30 reported that their single bonding limit was greater than $1.5 million. Approximately 26 percent (20 of 77) of the M/WBEs stated that their aggregate bonding limit was over $5 million. Of the 20 M/WBEs, 13 firms were owned by Hispanic Americans. Two firms owned by African Americans responded to this survey question, of which one firm had an aggregate bonding limit between $3 million and $5 million.

EXHIBIT 5-23
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
CURRENT AGGREGATE BONDING LIMIT
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.26 What is your current aggregate bonding limit?

Q26 Current Aggregate Bonding Limit										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
Below $100,000	**Count**	**0**	**0**	**0**	**0**	**1**	**1**	**2**	**0**	**3**
	CAT%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	66.7%	0.0%	100.0%
	DEMO%	0.0%	0.0%	0.0%	0.0%	2.9%	1.3%	3.8%	0.0%	2.3%
$100,000 to $250,000	**Count**	**0**	**0**	**0**	**0**	**2**	**2**	**1**	**1**	**4**
	CAT%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	25.0%	25.0%	100.0%
	DEMO%	0.0%	0.0%	0.0%	0.0%	5.7%	2.6%	1.9%	33.3%	3.0%
$250,001 to $500,000	**Count**	**0**	**0**	**3**	**0**	**3**	**6**	**3**	**1**	**10**
	CAT%	0.0%	0.0%	30.0%	0.0%	30.0%	60.0%	30.0%	10.0%	100.0%
	DEMO%	0.0%	0.0%	9.4%	0.0%	8.6%	7.8%	5.7%	33.3%	7.5%
$500,000 to $1 million	**Count**	**1**	**1**	**3**	**0**	**10**	**15**	**9**	**1**	**25**
	CAT%	4.0%	4.0%	12.0%	0.0%	40.0%	60.0%	36.0%	4.0%	100.0%
	DEMO%	50.0%	50.0%	9.4%	0.0%	28.6%	19.5%	17.0%	33.3%	18.8%
$1 million to $1.5 million	**Count**	**0**	**0**	**9**	**3**	**6**	**18**	**7**	**0**	**25**
	CAT%	0.0%	0.0%	36.0%	12.0%	24.0%	72.0%	28.0%	0.0%	100.0%
	DEMO%	0.0%	0.0%	28.1%	50.0%	17.1%	23.4%	13.2%	0.0%	18.8%
$1,5000,001 to $3 million	**Count**	**0**	**0**	**2**	**1**	**3**	**6**	**6**	**0**	**12**
	CAT%	0.0%	0.0%	16.7%	8.3%	25.0%	50.0%	50.0%	0.0%	100.0%
	DEMO%	0.0%	0.0%	6.3%	16.7%	8.6%	7.8%	11.3%	0.0%	9.0%
$3 million to $5 million	**Count**	**1**	**1**	**2**	**1**	**4**	**9**	**4**	**0**	**13**
	CAT%	7.7%	7.7%	15.4%	7.7%	30.8%	69.2%	30.8%	0.0%	100.0%
	DEMO%	50.0%	50.0%	6.3%	16.7%	11.4%	11.7%	7.5%	0.0%	9.8%
Over $5 million	**Count**	**0**	**0**	**13**	**1**	**6**	**20**	**21**	**0**	**41**
	CAT%	0.0%	0.0%	31.7%	2.4%	14.6%	48.8%	51.2%	0.0%	100.0%
	DEMO%	0.0%	0.0%	40.6%	16.7%	17.1%	26.0%	39.6%	0.0%	30.8%
Total	**Count**	**2**	**2**	**32**	**6**	**35**	**77**	**53**	**3**	**133**
	CAT%	1.5%	1.5%	24.1%	4.5%	26.3%	57.9%	39.8%	2.3%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row and DEMO% findings denotes calculation based on demographic (such as ethnicity/gender) findings/column.

Participants were asked to provide their current single project bonding limit. **Exhibit 5-24** presents these results. Approximately 35 percent (18 of 51) of the non-M/WBEs stated that their single bonding limit was over $5 million, whereas 25 percent (18 to 72) of the M/WBEs single bonding limit was over $5 million.

EXHIBIT 5-24
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
CURRENT SINGLE PROJECT BONDING LIMIT
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.27 What is your current single project bonding limit?

Q27 Current Single Project Bonding Limit										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
Below $100,000	**Count**	**0**	**0**	**0**	**0**	**2**	**2**	**3**	**0**	**5**
	CAT%	0.0%	0.0%	0.0%	0.0%	40.0%	40.0%	60.0%	0.0%	100.0%
	DEMO%	0.0%	0.0%	0.0%	0.0%	5.9%	2.8%	5.9%	0.0%	4.0%
$100,000 to $250,000	**Count**	**1**	**0**	**0**	**0**	**3**	**4**	**2**	**0**	**6**
	CAT%	16.7%	0.0%	0.0%	0.0%	50.0%	66.7%	33.3%	0.0%	100.0%
	DEMO%	50.0%	0.0%	0.0%	0.0%	8.8%	5.6%	3.9%	0.0%	4.8%
$250,001 to $500,000	**Count**	**0**	**0**	**2**	**1**	**3**	**6**	**6**	**1**	**13**
	CAT%	0.0%	0.0%	15.4%	7.7%	23.1%	46.2%	46.2%	7.7%	100.0%
	DEMO%	0.0%	0.0%	6.7%	20.0%	8.8%	8.3%	11.8%	33.3%	10.3%
$500,000 to $1 million	**Count**	**1**	**1**	**4**	**1**	**10**	**17**	**8**	**1**	**26**
	CAT%	3.8%	3.8%	15.4%	3.8%	38.5%	65.4%	30.8%	3.8%	100.0%
	DEMO%	50.0%	100.0%	13.3%	20.0%	29.4%	23.6%	15.7%	33.3%	20.6%
$1 million to $1.5 million	**Count**	**0**	**0**	**7**	**2**	**4**	**13**	**5**	**0**	**18**
	CAT%	0.0%	0.0%	38.9%	11.1%	22.2%	72.2%	27.8%	0.0%	100.0%
	DEMO%	0.0%	0.0%	23.3%	40.0%	11.8%	18.1%	9.8%	0.0%	14.3%
$1,5000,001 to $3 million	**Count**	**0**	**0**	**0**	**0**	**4**	**4**	**6**	**1**	**11**
	CAT%	0.0%	0.0%	0.0%	0.0%	36.4%	36.4%	54.5%	9.1%	100.0%
	DEMO%	0.0%	0.0%	0.0%	0.0%	11.8%	5.6%	11.8%	33.3%	8.7%
$3 million to $5 million	**Count**	**0**	**0**	**3**	**1**	**4**	**8**	**3**	**0**	**11**
	CAT%	0.0%	0.0%	27.3%	9.1%	36.4%	72.7%	27.3%	0.0%	100.0%
	DEMO%	0.0%	0.0%	10.0%	20.0%	11.8%	11.1%	5.9%	0.0%	8.7%
Over $5 million	**Count**	**0**	**0**	**14**	**0**	**4**	**18**	**18**	**0**	**36**
	CAT%	0.0%	0.0%	38.9%	0.0%	11.1%	50.0%	50.0%	0.0%	100.0%
	DEMO%	0.0%	0.0%	46.7%	0.0%	11.8%	25.0%	35.3%	0.0%	28.6%
Total	**Count**	**2**	**1**	**30**	**5**	**34**	**72**	**51**	**3**	**126**
	CAT%	1.6%	0.8%	23.8%	4.0%	27.0%	57.1%	40.5%	2.4%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row and DEMO% findings denotes calculation based on demographic (such as ethnicity/gender) findings/column.

Respondents were asked several questions regarding their activity in applying for commercial or professional liability insurance, as well as whether they were approved or denied insurance, and the reason for denial (if applicable). **Exhibit 5-25** below details the responses to questions regarding commercial insurance activity.

EXHIBIT 5-25
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
COMMERCIAL LIABILITY INSURANCE
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.46 Since 2002, has your company applied for Commercial or professional liability insurance?

Q.47 Were you approved or denied for commercial or professional liability insurance?

Q46 Company Applied For Commercial/Professional Liability Insurance Since 2002										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
Yes	**Count**	**5**	**6**	**70**	**6**	**63**	**150**	**106**	**6**	**262**
	CAT%	1.9%	2.3%	26.7%	2.3%	24.0%	57.3%	40.5%	2.3%	100.0%
	DEMO%	35.7%	46.2%	53.0%	66.7%	52.9%	52.3%	56.7%	46.2%	53.8%
No	**Count**	**5**	**3**	**55**	**3**	**45**	**111**	**69**	**5**	**185**
	CAT%	2.7%	1.6%	29.7%	1.6%	24.3%	11.1%	37.3%	2.7%	100.0%
	DEMO%	35.7%	23.1%	41.7%	33.3%	37.8%	38.7%	36.9%	38.5%	38.0%
Don't Know	**Count**	**4**	**4**	**7**	**0**	**11**	**26**	**12**	**2**	**40**
	CAT%	10.0%	10.0%	17.5%	0.0%	27.5%	11.1%	30.0%	5.0%	100.0%
	DEMO%	28.6%	30.8%	5.3%	0.0%	9.2%	9.1%	6.4%	15.4%	8.2%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	CAT%	2.9%	2.7%	27.1%	1.8%	24.4%	11.1%	38.4%	2.7%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Q47 Commercial/Professional Liability Insurance - Approved or Denied										
Approved	**Count**	**5**	**6**	**70**	**6**	**63**	**150**	**105**	**6**	**261**
	CAT%	1.9%	2.3%	26.8%	2.3%	24.1%	57.5%	40.2%	2.3%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.1%	100.0%	99.6%
Don't Know	**Count**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**1**
	CAT%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	DEMO%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.4%
Total	**Count**	**5**	**6**	**70**	**6**	**63**	**150**	**106**	**6**	**262**
	CAT%	1.9%	2.3%	26.7%	2.3%	24.0%	57.3%	40.5%	2.3%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row and DEMO% findings denotes calculation based on demographic (such as ethnicity/gender) findings/column.
A Don't Know response can be provided in a few instances, such as the responder to the question does not handle insurance transactions or the responder does not recall when they applied for insurance

5.7.2 Focus Group, Public Hearings and Personal Interview Responses

- A nonminority male in supplies and equipment stated that the City should not have bonding requirements for any contractor or subcontractor.

- A Hispanic American woman CEO of a nonprofessional services firm stated bonding requirements were a barrier.

- Two African American male presidents of construction companies stated that he had not been awarded contracts because his company had trouble meeting the bonding qualifications (i.e., credit rating, agency, etc.) for project participation.

- A nonminority women-owned business said the City of San Antonio, SAHA, and Bexar County bonding and insurance are too high for the size of the project in many cases.

- A Hispanic American women-owned business said bonding and insurance requirements are used as an attempt to exclude M/WBEs.

- A Hispanic American business owner said in many cases the insurance and bonding requirements appear to be unreasonable.

- A nonminority women-owned business said size of projects presented by Consortium members, such as the San Antonio International Airport, present problems for small businesses and M/WBE firms to secure insurance and bonding.

- An Asian American firm said that the size of the project needs to be consistent with the insurance and bonding needs

- A nonminority women-owned firm said SAWS and COSA have poorly written contracts which call for poor insurance and bonding requirements.

5.7.3 Insurance Requirements

- A nonminority women-owned firm said Consortium member's insurance and bonding requirements are used to limit the number of firms that can bid and pursue contract opportunities.

- A nonminority women-owned firm said typically size of project favors large business at the expense of small business with requirements ruling out small business participation.

- A Hispanic American business owner said that unfair technical requirements, such as bonding and insurance often prevent him from being awarded contracts.

5.8 Doing Business with Other Public Agencies and the Private Sector

While conducting the anecdotal phase of the project, it was observed that complaints were also submitted against other jurisdictions within the San Antonio market area. Identifying these issues highlights the business climate for the same firms that are doing business with the Consortium. The impact of a negative climate from another governmental jurisdiction within the market area is experienced by many of the same businesses that are doing business with the Consortium. It is important for the Consortium to understand this environment, because an adverse climate can have an

impact on the performance or viability of these same firms as they attempt to do business with the Consortium.

5.8.1 Survey Responses

Exhibit 5-26 provides information regarding revenue generation in the private sector by race, ethnicity, and gender as a means of measuring the extent to which M/WBEs are utilized in the private sector where there is generally an absence of minority participation requirements. The information provided tracks responses on revenue generated as a prime contractor in the private sector and as a subcontractor in the private sector. There were a total of 466 responses from M/WBE and non-M/WBE businesses regarding revenue generation as a prime contractor in the private sector. Of the 466 responses 58.6 percent (273 of 466) were M/WBEs and 38.6 percent (180 of 466) were non-M/WBEs. In regard to M/WBEs, 32.2 percent (88 of 273) reported generating 20 percent or less of their revenue from the private sector. Alternatively, another 30 percent (82 of 273) of M/WBEs reported earnings at least 80 percent of their revenue from the private sector.

EXHIBIT 5-26
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PARTICIPATION IN PRIVATE SECTOR
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.29 What percentage of your company's 2006 gross revenues came from doing business in the private sector as a prime contractor?

Q29A 2006 Prime Contractor Revenue % From Private Sector										
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Non-M/WBE	Other	Total
0-20%	**Count**	**5**	**5**	**43**	**0**	**35**	**88**	**56**	**6**	**150**
	CAT%	3.3%	3.3%	28.7%	0.0%	23.3%	58.7%	37.3%	4.0%	100.0%
	DEMO%	35.7%	38.5%	34.1%	0.0%	31.5%	32.2%	31.1%	46.2%	32.2%
21-40%	**Count**	**1**	**2**	**15**	**2**	**10**	**30**	**20**	**2**	**52**
	CAT%	1.9%	3.8%	28.8%	3.8%	19.2%	57.7%	38.5%	3.8%	100.0%
	DEMO%	7.1%	15.4%	11.9%	22.2%	9.0%	11.0%	11.1%	15.4%	11.2%
41-60%	**Count**	**2**	**2**	**15**	**2**	**13**	**34**	**25**	**1**	**60**
	CAT%	3.3%	3.3%	25.0%	3.3%	21.7%	56.7%	41.7%	1.7%	100.0%
	DEMO%	14.3%	15.4%	11.9%	22.2%	11.7%	12.5%	13.9%	7.7%	12.9%
61-80%	**Count**	**1**	**3**	**16**	**2**	**17**	**39**	**23**	**0**	**62**
	CAT%	1.6%	4.8%	25.8%	3.2%	27.4%	62.9%	37.1%	0.0%	100.0%
	DEMO%	7.1%	23.1%	12.7%	22.2%	15.3%	14.3%	12.8%	0.0%	13.3%
80-100%	**Count**	**5**	**1**	**37**	**3**	**36**	**82**	**56**	**4**	**142**
	CAT%	3.5%	0.7%	26.1%	2.1%	25.4%	57.7%	39.4%	2.8%	100.0%
	DEMO%	35.7%	7.7%	29.4%	33.3%	32.4%	30.0%	31.1%	30.8%	30.5%
Total	**Count**	**14**	**13**	**126**	**9**	**111**	**273**	**180**	**13**	**466**
	CAT%	3.0%	2.8%	27.0%	1.9%	23.8%	58.6%	38.6%	2.8%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

EXHIBIT 5-26 (Continued)
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PARTICIPATION IN PRIVATE SECTOR
BY RACE/ETHNICITY/GENDER CLASSIFICATION

Q.30 What percentage of your company's 2006 gross revenues came from doing business in the private sector as a subcontractor?

Q30A 2006 Subcontractor Revenue % From Private Sector										
0-20%	**Count**	**13**	**8**	**106**	**5**	**88**	**220**	**148**	**8**	**376**
	CAT%	3.5%	2.1%	28.2%	1.3%	23.4%	58.5%	39.4%	2.1%	100.0%
	DEMO%	92.9%	61.5%	82.8%	55.6%	78.6%	79.7%	83.1%	61.5%	80.5%
21-40%	**Count**	**0**	**2**	**1**	**1**	**5**	**9**	**14**	**2**	**25**
	CAT%	0.0%	8.0%	4.0%	4.0%	20.0%	36.0%	56.0%	8.0%	100.0%
	DEMO%	0.0%	15.4%	0.8%	11.1%	4.5%	3.3%	7.9%	15.4%	5.4%
41-60%	**Count**	**0**	**1**	**3**	**2**	**6**	**12**	**9**	**0**	**21**
	CAT%	0.0%	4.8%	14.3%	9.5%	28.6%	57.1%	42.9%	0.0%	100.0%
	DEMO%	0.0%	7.7%	2.3%	22.2%	5.4%	4.3%	5.1%	0.0%	4.5%
61-80%	**Count**	**0**	**1**	**11**	**1**	**3**	**16**	**2**	**0**	**18**
	CAT%	0.0%	5.6%	61.1%	5.6%	16.7%	88.9%	11.1%	0.0%	100.0%
	DEMO%	0.0%	7.7%	8.6%	11.1%	2.7%	5.8%	1.1%	0.0%	3.9%
80-100%	**Count**	**1**	**1**	**7**	**0**	**10**	**19**	**5**	**3**	**27**
	CAT%	3.7%	3.7%	25.9%	0.0%	37.0%	70.4%	18.5%	11.1%	100.0%
	DEMO%	7.1%	7.7%	5.5%	0.0%	8.9%	6.9%	2.8%	23.1%	5.8%
Total	**Count**	**14**	**13**	**128**	**9**	**112**	**276**	**178**	**13**	**467**
	CAT%	3.0%	2.8%	27.4%	1.9%	24.0%	59.1%	38.1%	2.8%	100.0%
	DEMO%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
CAT% denotes calculation based on category/row and DEMO% findings denotes calculation based on demographic (such as ethnicity/gender) findings/column.

Exhibit 5-26 also reveals that 467 responses were reported from firms that are doing business in the private sector as subcontractors. M/WBEs subcontractors accounted for 59.1 percent (276 of 467) of the total respondents. Nonminority males accounted for 38.1 percent (178 of 467) of those reporting subcontracting revenue from the private sector in 2006. In regard to M/WBEs, 79.7 percent (220 of 276) reported generating 20 percent or less of their revenue from the private sector. While only 6.9 percent (19 of 276) of M/WBE subcontractors reported earnings at least 80 percent of their revenue from the private sector.

Interestingly, responses from nonminority male subcontractors closely tracked those of M/WBE subcontractors with 83.1 percent (148 of 178) of nonminority male subcontractors earning 20 percent or less of their revenue from the private sector, and only 2.8 percent (5 of 178) of them earning more than 80 percent of their income from the private sector.

Exhibit 5-27 reports comparative information, by Consortium member, regarding the number of M/WBE firms who have stated that they were awarded prime contracts or subcontracts since 2002. The following exhibit shows that of the M/WBE respondents 72 and 48 firms stated that were awarded prime contracts and subcontracts from COSA, respectively. 53 and 40 firms were awarded subcontracts on projects for Bexar County, respectively. Please refer to **Appendix D** for a detailed breakdown by Consortium member.

EXHIBIT 5-27
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
PARTICIPATION IN PUBLIC SECTOR
COMPARISON OF M/WBE PRIME CONTRACTS AND SUBCONTRACTS

Q.27 What is your current single project bonding limit?

Q81: Prime Contractor Contracts Since 2002		Q85: Subcontractor Contracts Since 2002
	M/WBEs	M/WBEs
Consortium Member	#	#
City of San Antonio	72	43
Bexar County	53	40
CPS Energy	43	29
Alamo Regional Mobility Authority	9	16
Brooks Development Authority	21	21
Edwards Aquifer Authority	41	19
Port Authority of San Antonio	29	25
San Antonio Water System	47	33
University Health System	45	24
San Antonio Housing Authority	32	19
San Antonio International Airport	26	26

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
Please refer to Appendix D in order to review the results by ethnic/race/gender classification.

5.8.2 Focus Group, Public Hearings, and Personal Interview Responses

As stated in **Section 5.1**, it should be cautioned that the following comments are 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. Further discussion of anecdotal testimony is contained in the legal chapter for this report. As presented in **Sections 5.1.2** and **5.1.3**, a total of four focus groups, five public hearings, and 75 personal interviews were conducted.

- An S/M/WBE special trade construction company said that a large construction company that has the City of San Antonio as one of their major clients called the company for its information. The S/M/WBE states that after reviewing its information, the construction company offered to employ the company on its

city project. The contract stated that the S/M/WBE traffic control company would provide traffic control officers for the Loop 410 Project. After signing the contract, the S/M/WBE traffic control company stated that the construction company called to request that the company supply traffic control officers for the Loop 410 Project. The S/M/WBE company said, however, that an hour after the company's employees began work on the Loop 410 project, the construction company called back to say they were no longer needed to provide traffic control services. Instead, the S/M/WBE states the construction company went back to using a company previously employed by the construction company on a regular basis. The S/M/WBE business felt it was only used to make it appear that the construction company was using the S/W/MBE traffic control business. The S/M/WBE traffic control company feels that certification and insurance requirements were procedures which were excessive since they did not result in obtaining business from the state while other businesses that did not comply with these regulations and insurance requirements have obtained contracts.

- A Hispanic American business owner said that the public sector is more inclined to use M/WBEs.
- A nonminority woman business owner said public sector requirements opens the doors for consideration and participation of small and minority businesses.
- A Hispanic American business owner said the private sector usually ignores the use of small and minority owned businesses.
- A Hispanic American business owner said that the public sector's willingness to use small and minority owned businesses is due to program requirements which do not exist in private sector.
- A Hispanic American business owner stated that he didn't see any difference between the public and private sector.
- A Hispanic American woman business owner said the use of minority and women owned businesses does not work well in the private sector.
- A Hispanic American business owner felt that the private sector manipulates small and M/WBE businesses.
- An Asian American business owner said that the private sector utilizes M/WBEs only when required.
- A nonminority woman business owner said that both public and private sectors consider M/WBEs only when required to do so by contract.
- A Hispanic American business owner said that primes are insensitive and misunderstand M/WBE program goals and objectives.
- A nonminority woman business owner said primes have no policy or program to ensure the use of minority and women owned businesses.

- A Hispanic American business owner said that primes would use minority owned businesses without requirements based upon the qualifications of the businesses.

- An Asian American business owner said some primes would use minority businesses without regulations depending on qualifications.

5.9 Discrimination

As stated in **Section 5.1**, it should be cautioned that the following comments are 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. Further discussion of anecdotal testimony is contained in the legal chapter for this report.

The telephone survey addressed a broad range of questions relating to practices which have as its roots the purpose of unfairly, and in many instances, unlawfully denying opportunities to participate in contracting for reasons associated with race, gender, or ethnicity.

Appendix D presents the responses to a broad range of questions dealing with discrimination by Consortium members. Participants were asked a series of questions regarding this topic. Examples of questions asked to participants included:

- As a prime or subcontractor did you experience discriminatory behavior from any of the members of the Consortium in the last five years when bidding on a contract?

- Have you experienced Harassment/sabotage as a form of discrimination when you have worked with any of the members of the Consortium?

- Have you experienced double standards in performance as a form of discrimination when you have worked with any of the members of the Consortium?

- Have you experienced Exclusion through the “Good Old Boy” Network as a form of discrimination when you have worked with any of the members of the Consortium?

Please refer to questions 64 through 80 of **Appendix D** (telephone survey results) and **Appendix E** (telephone survey questionnaire) for a full listing of the questions as well as the responses.

Exhibit 5-28 provides anecdotal summary of topics related to perceptions, observations, and experiences with discrimination in contracting, both public (Consortium members) and private sectors. The exhibit provides an overall view of participant’s opinions regarding the Consortium.

While exploring whether M/WBEs and non-M/WBEs experienced discriminatory behavior while dealing with Consortium members, the mode of 8 M/WBEs answered affirmatively that they had experienced such behavior. Conversely, a mode of 206 M/WBEs indicated there was no discriminatory behavior witnessed.

EXHIBIT 5-28
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY
CONSORTIUM DISCRIMINATION

Q.64 As a prime or subcontractor did you experience discriminatory behavior from one of the following agencies in the last five years when bidding on a contract?

Q.65 What was the most noticeable way you became aware of the discrimination against your company by:

Q.66 What of the following do you consider the main reason for your company being discriminated against by:

Q64 Experience Discriminatory Behavior Last Five Years - The Consortium		
	M/WBE Mode	Non-M/WBE Mode
Yes	8	0
No	206	145
Don't Know	8	11
NA-Did Not Bid	68	31
Q65 Became Aware of Discrimination - The Consortium		
	M/WBE Mode	Non-M/WBE Mode
Verbal Comment	3	0
Written Statement	2	0
Action Taken Against Company	1	0
Q66 Reasons For Discrimination - The Consortium		
	M/WBE Mode	Non-M/WBE Mode
Owner's Race of Ethnicity	4	1
Owner's Gender	1	1
Time in Business	1	1
Company Size	1	1
Company Experience	1	0

Source: Responses from Telephone Survey, Oppenheim Research, 2008.
Please refer to Appendix D in order to review the results by ethnic/race/gender classification.

Additional responses from M/WBEs regarding Consortium behavior indicated that some respondents felt they were the victims of discrimination. For example, table Q65 reveals that a mode of 3 M/WBE respondents stated they became aware of discrimination from Consortium members as a result of verbal comments.

A review of responses from M/WBE business owners to other questions involving topics related to discrimination revealed for example that 58.33 percent (42 of 72) of responses stated that the business owner's race or ethnicity is the primary reason for discrimination by Consortium members. **Appendix D** provides the responses of M/WBE business owners who claim to have experienced unequal or unfair treatment by members of the Consortium. Participants were asked questions regarding perceptions of discrimination in the private sector. Of the 488 respondents to this topic, 19 firms answered affirmatively that they had experienced discriminatory behavior in the private sector. Of the 19 firms, 14 were M/WBE business owners. Please refer to question 31, which is presented in Appendix D, for the responses by the respondents to this question.

5.9.1 Focus Group, Public Hearings and Personal Interview Responses

As stated in **Section 5.1**, it should be cautioned that the following comments are 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. Further, discussion of anecdotal testimony is contained in the legal chapter for this report. As presented in **Sections 5.1.2** and **5.1.3**, a total of four focus groups, four public hearings, and 75 personal interviews were conducted.

Stereotypical Attitudes *is highlighted as the motivation behind actions that are based upon preconceived notions about how an individual will behave based upon its (his/her) identification (being identified) with a particular racial, ethnic, gender, and/or age-related group.*

- A nonminority woman president stated establishing credibility, and dealing with prejudice towards women business owners as her biggest issues.
- A nonminority woman president of a construction company stated that being a woman in a male dominated industry is her biggest obstacle.
- An African American male president of waste disposal company stated that proving to nonminority companies that you are qualified is a major issue.
- An African American male owner of a catering company felt like race plays a part in awarding contracts in favor of non minorities.
- An African American male president of a waste disposal company, a Hispanic American woman president of a Web technology company, and an African American male President of a project management company said that you could be black balled for complaining.
- An African American male president of an engineering company who answered yes said in his explanation that he had encountered a problem with one of the Consortium members but did not want to go into details.
- An African American male president of a catering company answers yes, but his response was from experience in general and not tied to a particular incident with a Consortium member.
- The African American male owner of a landscaping business said he had a meeting scheduled with a City of San Antonio department director to discuss a project. He said he was told that the director was in the office, but ended up waiting for four hours without ever seeing the director. The African American male landscaping business owner states the director refused to see him because he looked out and saw he was an African American.
- A Hispanic American woman business owner said that she had bid with SAWS over 20 times and have not received a contract. When she questioned the fact that she had not won any bids she felt that she alienated someone.
- A Hispanic women business owner said she had been treated unfairly and that minority business owners suffer diminished consideration and participation with most Consortium members
- A Hispanic American business owner said the City of San Antonio walks through the process with no intention of providing true effort.
- A Hispanic American business owner said that he became aware of discrimination against his company because of the open racial biases and actions favoring nonminority firms by Edwards Aquifer and SAWS.

- A Hispanic American business owner said the discrimination he faced was due to his race or ethnicity.
- A nonminority woman business owner said she was subjected to gender discrimination.
- A Hispanic American business owner said he was discriminated against due to the size of his business and his experience.
- A Hispanic American business owner said that he was discriminated against during the bidding process.
- A Hispanic American business owner said he was discriminated against after contract award.
- A Hispanic American business owner said he had experienced prejudice and pre-conceived ideas regarding a lack of ability to perform as a M/WBE business from both public and private sectors

5.9.2 Informal Networks

One of the most commonly and consistently discussed means of discrimination in contracting is the maintenance of an "informal" or "Good Old Boy" network which excludes M/WBE business owners from doing business with the contracting entity. Questions 37A through 39K specifically address this topic and the findings are presented by Consortium member.

Additional statements from the personal interviews, focus groups, and public hearings were collected regarding the topic of informal networks. The following presents a summary of these findings.

- An African American male in special trade construction stated that an informal network exists in San Antonio that favors nonminority persons but does not know how it operates.
- A nonminority male in professional services stated that an informal network exists in San Antonio but does not know how it operates.
- A nonminority male in construction stated that an informal network exists in San Antonio in the private sector more so than in the public sector.
- An African American male in special trade construction stated that he, as a minority, has no network to help him obtain business opportunities.
- An African American male consultant stated that an informal network exists in San Antonio because certain businesses receive multiple COSA contracts.
- A Native American woman subcontractor stated that an informal network exists in San Antonio that favors select businesses using under-the-table payments.

- An African American male special trade contractor stated that an informal network exists in San Antonio that favors select businesses. He stated that COSA employees network with suppliers and contractors, and give them COSA contracts.

- An Asian American male in professional service stated that an informal network exists in San Antonio through networking, socialization, and other events. Nonminority groups do not allow minorities into these networks.

- An Asian American woman in professional services stated that an informal network exists in San Antonio because nonminority businesses receive more COSA contracts. The nonminority businesses form networks through political contributions, mutual support, and long-standing families in San Antonio, especially those with businesses.

- A nonminority male special trade contractor stated that an informal network exists in San Antonio through the City awarding public work to this network.

- An Asian American male in construction feels an informal network exists in San Antonio using the same nonminority businesses. San Antonio has a habit of doing business with the same contractors.

- An Asian American male in professional services feels an informal network exists in San Antonio that gives advantage to certain businesses, but doesn't know how it operates.

- An Asian American male electrical subcontractor feels an informal network exists in San Antonio through a "Good Old Boys' group" that has been around for decades.

- A Native American woman in construction feels an informal network exists in San Antonio because the City uses the same contractors.

- A Hispanic American male in construction feels an informal network exists in San Antonio through City friends, long-time connections, and politics.

- A nonminority woman partner in a professional services firm said that she believe there is an informal network because the same firms get the business on a continual basis. She said that the program needed to be an even field.

- A nonminority male small business owner said that he believes there is a network that gives advantages to select businesses, but it is formal, such as Builders Exchange Network of Texas San Antonio (BXTX). The businesses are not the most open-minded. They like to be with those that are the same as they are. However, it is much better than 15 years ago.

- An African American male professional services business owner said that he believes that there is an old-boys club and that COSA keeps doing business with the same people.

- A nonminority male professional services business owner said that middle-aged white males are the majority of the decision makers.

- A nonminority male professional services business owner said there are always those social networks. They return business to those they have worked well with.

- A nonminority male general/personal services partner in a business firm said that through informal networks, the firm unknowingly will give advantages to the "Good Old Boys Network" by natural selection.

- A Hispanic American special trades' contractor said that doing business is based on friendships and relationships. They do business with those they have done business with in the past. They have the perception that small companies cannot perform like large companies. It's the Good Old Boys network.

- A Native American special trade contractor said that informal networks do exist. For example, a large nonminority male-owned construction firm, for the Lake Street project. "This firm already had subcontractors for masonry. The firm's subcontractors contacted me to get minority sub-subcontractors (second tier subcontractors). I haven't had experience with the City of San Antonio."

- An African American special trade contractor said that yes, there is an informal network that gives advantages to select businesses. You have to know someone. It's all about relationships. It's not what you know, but who you know behind the scenes. She also shared her impression of contracting with government agencies, expressing that the process is "100 percent politics." It's about building relationships with the leadership.

- A nonminority male material supplier said there's an information business network in San Antonio that receives more or all awards.

- An African American male said prime contractors select subcontractors who are their friends. Through an informal network, some businesses receive multiple contracts in San Antonio while others receive no contracts.

5.9.3 Reverse Discrimination

- A nonminority woman said she became aware of discrimination against her company when the selection committee member openly stated that they (entity not identified) wanted an African American firm to do this work.

- A nonminority woman-owned business said she had experienced reverse discrimination and was excluded because contract required M/WBE participation although she was low bid and most qualified.

5.10 Other Focus Groups, Public Hearings, and Personal Interview Comments

As stated in **Section 5.1**, it should be cautioned that the following comments are 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. Further discussion of anecdotal testimony is contained in the legal chapter for this report. As presented in **Sections 5.1.2** and **5.1.3**, a total of four focus groups, four public hearings, and 75 personal interviews were conducted.

5.10.1 Other Comments

- The African American male owner of a landscaping business stated he worked up a project estimate for work in Bexar County. His estimate was accepted by the county and he performed the work.

- An African American woman owner of a wellness group stated that the federal government has a fairer way of soliciting their contracts. They have set asides for small businesses, emerging small businesses, women-owned businesses, and 8(a) owned firms. This allows owners to know whether or not their company fits into a particular category. Furthermore, it allows all parties to understand the level of and category of their competition. She had put in several bids on the federal, state, and city level, but has never been awarded a contract on the state or city level.

- A Hispanic American business owner said that SAWS would retaliate against him for filing a complaint.

- A nonminority woman business owner said that by protesting you make their job harder and that disadvantages you.

- A nonminority woman business owner suggested that there needs to be a greater elimination of bureaucracy.

- A Hispanic American business owner suggested establishing an effective M/WBE policy and program and hold primes accountable.

- Two Hispanic American women business owners suggested establishing a more “fair process” and improving outreach by more effectively using the Web

site for solicitations. It was also suggested that Consortium members not strictly follow low bid process, to look at quality and past service.

- A Hispanic American woman business owner suggested establishing a general contracting forum and process for all Consortium members.

- A Hispanic American business owner suggested the Consortium members break large contracts into smaller projects and provide more opportunity for small firms.

- A Hispanic American business owner suggested that Consortium members pre-qualify firms for a more effective selection process and more effectively promote joint ventures and partnerships.

- An Asian American business owner suggested that Consortium members revisit policy to provide fair access and opportunity, particularly for small and M/WBE firms.

- A Hispanic American business owner suggested that the members of the Consortium sponsor more joint outreach initiatives and efforts.

- A nonminority woman business owner suggested putting bid proposal on line and simplifying the procurement process as means of improving the selection process.

- A Hispanic American women business owner said the biggest obstacles are financial aspects and requirements.

- A Hispanic American business owner said that the perception that a large company can do better work than a small firm is a barrier.

- A Hispanic American business owner replied that overcoming preconceived notions of M/WBE inability to perform and fairly assessing capabilities is a big obstacle.

- A Hispanic American woman business owner saw access to capital and resources as the biggest hurdle to succeeding.

- A Hispanic American business owner said obtaining project financing is an issue particularly if you are an M/WBE.

- A Hispanic American woman business owner said the low bid process usually results in least experienced and lesser quality primes which are an obstacle.

- A Hispanic American woman business owner stated that bureaucracy and politics is a big hurdle.

- An Asian American business owner said getting experience is a big obstacle.

- A Hispanic American business owner said that a big issue is that Consortium members favor large business over small business.
- A Hispanic American business owner said effective outreach to M/WBE firms is a big hurdle to success.
- A nonminority woman business owner said the biggest hurdle is resources to compete.
- A Hispanic American business owner said lack of experience on paper makes competing difficult.
- A nonminority woman business owner said meeting technical requirements such as cash flow and bonding requirements are big issues.
- A nonminority woman business owner said lack of opportunity to perform by small businesses is a big hurdle.
- A Hispanic American firm said that perceptions that small firms cannot do the job are a big issue.
- A Hispanic American business owner said that technical requirements usually work against smaller firms.
- An M/WBE stated that the statistics speak for themselves. M/WBE participation is low, which is an indication of insensitivity and support for M/WBE programs.
- An M/WBE stated that there is little support or communication to M/WBEs
- An M/WBE stated that there is no technical and administrative help supplied to M/WBEs.
- An M/WBE stated that there needs to be more effective outreach and technical assistance to M/WBEs.
- An M/WBE stated that it all comes down to qualifications.
- An M/WBE stated that Consortium members need to address technical requirements and impact to small and M/WBE firms.
- An M/WBE stressed the importance of Consortium members having an obligation to taxpayers to ensure an equitable process and opportunity for all firms including M/WBEs.
- An M/WBE suggested simplifying contracting process.
- An M/WBE stated that the process of inclusion is fair and my firm would not have benefited if such programs were not in place.

- An M/WBE stated that there needs to be more support to local firms. COSA used an out-of-town firm (Massachusetts) for Volker Park who contracted the work locally with my firm.

5.11 Suggestions

This section captures some ideas and recommendations presented by those who participated in the anecdotal process. Some of the recurring concerns addressed by participants led to the following recommendations:

- More clearly define the process of doing business with members of the Consortium.
- Improve methods of publicizing bid notices to contractors.
- Develop a process to monitor awarded contracts in order to ensure that the contractor meets the requirements to perform the job.
- Train buyers and hold them accountable. Whenever the buyers have their performance reviews, their performance should be tied to what they have done in buying from M/WBEs.
- Conduct a trade fair and invite the vendors.
- Conduct a follow-up meeting after the disparity study is complete.
- Create an organization chart of departments and buyers.
- Stipulate in contract(s) that a number/goal for W/MBEs be included in department purchases.
- Hold networking events for prime and subcontractors.
- Institute a vendor advocate hotline.
- Request that prime contractors show proof that they receive bids from the vendors in the outreach program.
- Provide education on the bidding process, such as provide guidance on the usage of square feet, hourly rate, etc., terminology that is used in proposals.
- Send out more emails and direct mailings about procurement and contracting opportunities.
- Encourage people in the position of hiring (contracting) to do more hands-on work in assisting vendors with meeting requirements for projects.
- During the bidding process, consider how effectively the chosen company can complete the project, and also provide assistance in understanding the bidding process.

- Provide better training for M/WBEs and non-M/WBEs.
- Establish set-asides for outsourcing to small businesses.
- Make more data available online, send RFP's by direct mail or e-mails, and provide vendors with status via e-mail regarding projects that have been bid on.
- Make information on Consortium Web sites more accessible.
- Perform more joint outreach activities among Consortium members
- Plan Consortium training for procurement officers to discuss issues and provide consistent dissemination of information among Consortium members.

5.12 Conclusions and Observations

There are a number of widely held views among M/WBEs regarding the Consortium as a whole. First, there appears to be serious questions regarding the inherent value in becoming certified. Many minority vendors expressed frustration that Consortium promises of business following certification is not being realized.

Secondly, M/WBEs discussed the lack of coordination among Consortium members in streamlining and consolidating procurement practices and outreach programs. Many small business owners complained about the complexity of the RFPs and that there was little help or communication assisting small business owners with the procurement process which seemed to favor large businesses. There is a consensus that minority business program administration could be improved, especially as it relates to prompt payment of small and minority-owned businesses.

Also mentioned was the perception among M/WBEs that goals on projects were set too low requiring almost no effort on the part of prime contractors and very small contract amounts for M/WBEs. A good number of comments also referenced an enforcement problem as prime contractors released M/WBEs following award of the contract or attempted to renegotiate the contract with the M/WBE following award. The Consortium could benefit from standardizing procurement requirements and programs such as consistent means of advertising procurement opportunities. Some suggestions included providing a centralized listing of procurement opportunities across governmental entities, as well as providing more opportunities for small businesses to contract by reducing the size and dollar value of contracts.

Several M/WBEs believe the Consortium is only interested in contracting with large companies and the M/WBEs are left out. There is a small but consistent group of M/WBEs that feels the Consortium maintains an active "Good Old Boy" Network. And a number of small business owners complained that Consortium members were guilty of favoritism by directing prime contractors to use only certain subcontractors.

On the positive side, many M/WBEs appear to have adequate access to capital and great success acquiring insurance and bonding sufficient to participate in bidding projects.

There appear to be a number of firms with growing revenues. The educational and experience level of M/WBE owners appears to be a positive factor in creating additional growth.

There was a consensus from persons who gave testimony that MBEs and nonminority SBEs are not experiencing improvement in the amount of business conducted with the Consortium. It was felt that in the absence of a goals program, nonminority firms would not use small, minority-, and women-owned firms.

There was a general consensus among participants that an informal network of firms existed, constituting a barrier for M/WBE firms.

Outreach by the Consortium is of major importance to the majority of respondents. Respondents associated minimal outreach with their inability to become aware of contracting opportunities. M/WBE vendors felt they are not receiving enough information regarding the contracting process necessary to do business with Consortium members.

Approximately one-third of MBE participants in the anecdotal process stated they believe they are experiencing discrimination verbally from prime contractors. The perception is that prime contractors are being awarded contracts within minority communities; however, minorities are not permitted to work on those construction sites as subcontractors or employees. When allowed to work on those construction sites, minorities are placed in positions that are beneath their union certification, thus being supervised by nonminority apprentices.

The prevalent perception from the anecdotal information was that minority vendors do not have equal access to bidding opportunities and compliance with the S/M/WBE program should be tied to staff performance reviews.

Between the telephone survey, focus groups, public hearings, and personal interviews, MGT, along with our subconsultants, interviewed 614 business owners or community representatives that have done business with, or attempted to do business with, members of the Consortium. In comparison, the Ninth Circuit Court of Appeals accepted anecdotal information from 57 interviewees in *Coral Construction v King County, 941 f.2d 910 (1991)*.

6.0 PRIVATE SECTOR UTILIZATION AND DISPARITY ANALYSES

6.0 PRIVATE SECTOR UTILIZATION AND DISPARITY ANALYSES

This chapter reports two sets of analyses pertaining to minority- and woman-owned business enterprise (M/WBE) utilization and availability in the San Antonio private sector marketplace. The first analysis examined M/WBE utilization and availability in the local San Antonio MSA's private commercial construction industry to determine disparities in M/WBE utilization at both the prime contractor and subcontractor level. Once the record of private sector utilization was established, MGT was also able to compare rates of M/WBE and non-M/WBE utilization in the private sector to their utilization by the City of San Antonio (referred to as COSA) for public sector construction procurement.

The second analysis delved more deeply into the dynamics of the marketplace to determine their impact on M/WBE competitiveness. This analysis examined the effects of race/gender/ethnic on business formation and earnings to test the hypothesis that M/WBEs are treated differently than majority-owned firms when attempting to create and conduct business in the San Antonio marketplace.

The presentation of **Chapter 6.0** is organized as follows:

6.1 Methodology – Private Sector Commercial Construction Analysis

6.2 Collection and Management of Data

6.3 Private Sector Utilization Analysis by Race/Gender/Ethnic of Business Ownership for Construction Prime Contractors and Subcontractors

6.4 Reed Construction Data – Private Sector Utilization Analysis

6.5 Private Sector Availability Analysis by Race/Gender/Ethnic of Business Ownership for Construction Contractors

6.6 Analysis of Disparities in Private Sector Utilization by Race/ Gender/Ethnic of Business Ownership for Construction Prime Contractors and Subcontractors

6.7 Comparison of the COSA Utilization of M/WBE Contractors with M/WBE Utilization in the Private Sector

6.8 Conclusions

6.1 Methodology – Private Sector Commercial Construction Analysis

This section describes MGT's methodology for the collection of data and the calculation of the San Antonio MSA as the basis for MGT's 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."[1] 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.[2] 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."[3]

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 5.0** 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 San Antonio 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 San Antonio MSA?
- Are there disparities in utilization of M/WBEs as subcontractors for commercial private sector construction projects relative to their availability in the San Antonio MSA?
- To what extent are contractors utilized for COSA projects also utilized in private sector construction projects?

6.2 Collection and Management of Data

MGT selected two sources of data for its private sector analysis: (1) permit data (such as building, electrical, plumbing)[4] provided by COSA for commercial construction projects

[1] *Croson*, 488 U.S. 46, 109 S.Ct. at 720-21, 744-45.
[2] *Adarand v. Slater*, 228 F.3d 1147 (10th Cir 2000).
[3] See *Richmond v. Croson*, 488 U.S. 492 (1989).
[4] Appropriate permits are required for any building, construction, alteration or repair involving new or changed uses of property (other than ordinary repairs). Although in most instances, individual permits were issued for work on the same project, it was possible, in many cases, to identify subcontractors who were clearly providers of construction and other services to prime contractors, based on the type of work, since separate permits are required for building, electrical, heating, air conditioning, and plumbing.

permitted during the period of the study and (2) data provided by Reed Construction Data Corporation. The value in examining permits is that it offers the most complete and up-to-date record of actual construction activity undertaken in the San Antonio MSA. However, to corroborate findings, MGT also analyzed Reed Construction Data (RCD), which gathers information on both general construction and civil engineering projects in a given San Antonio MSA at both the prime contractor and subcontractor level.[5]

COSA's Development Services Department[6] transmitted permit data electronically to MGT in an Excel spreadsheet format. In order to isolate only commercial construction projects as the focus of analysis, public sector and residential building permit records were eliminated. Building permit data provided to MGT included the following but not limited data fields:

- APTYPE (Permit Type Code)
- APNO (Permit Number)
- Permit Address
- Owner Name
- Owner Address
- Owner City
- Owner State
- Owner ZIP Code
- Prime Applicant Name[7]
- Prime Applicant Address, Including City, State, And Mailing ZIP Codes
- Issue Date
- Description of Work
- Project Value

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. To estimate private sector utilization on a prime contractor and subcontractor work level, MGT was provided permit data from COSA.

6.2.1 M/WBE Classifications and Business Categories

In **Chapter 3.0**, 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 neither permit data nor RCD contain contractor race, ethnic, and gender information (racial/ethnic/gender category), MGT was able to appropriate information contained in

[5] RCD were also reviewed but proved to be incomplete for this analysis. Although RCD's subcontractor data was incomplete and unusable, Reed's prime contracting data was sufficient for a prime contractor analysis. Results from the prime contractor analysis are summarized briefly in this chapter.

[6] MGT also obtained permits data from Bexar County. However, based on the data received as well as subsequent meetings with representatives for COSA's Development Services Department and the County, MGT opted to conduct the analyses based on the permits data provided by COSA. This decision was made based on the fact that majority of the permits let in the San Antonio MSA are let by COSA.

[7] Furthermore, COSA's permit data did not positively identify a contractor, but rather an "applicant/contractor." "Applicants" were not contractors, but the businesses requesting the permit for which the construction activity was to be done. MGT used its data cleaning technology to distinguish contractors from applicants where possible.

various vendor lists obtained from the members of the Consortium, trade associations, and certification agencies to conduct a vendor match procedure. This procedure allowed MGT to further identify ethnic, gender, and racial classifications of firms by identifying vendors in the permit and RCD databases and assigning M/WBE categories. 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

The private sector analysis for permits and RCD is based on the determined relevant geographic metropolitan statistical area (MSA) for public construction which was the San Antonio metropolitan statistical area.[8] The San Antonio MSA includes Atascosa County, Texas; Bandera County, Texas; Bexar County, Texas; Comal County, Texas; Guadalupe County, Texas; Kendall County, Texas; Medina County, Texas; and Wilson County, Texas.

6.2.3 Availability Data Collection

Once counties for the San Antonio MSA had been identified, MGT ascertained which firms were classified as M/WBEs within these counties, as reported by the U.S. Census Bureau Survey of Business Owners (SBO).[9] MGT utilized several sources, such as SBO data and vendor and bidder data, to determine prime contractor and subcontractor availability in order to develop the appropriate availability data within the metropolitan statistical area. There are no vendor lists or bidder lists for the private sector construction. Consequently, census data was used as the broadest measure of construction firm availability. Given that a more restricted set of firms pursue and bid on public sector contracts census is overly broad as an estimate of public sector availability.

[8] Greater San Antonio (officially San Antonio Metropolitan Statistical Area) is an eight-county metropolitan area in the South-Central region of Texas, within and surrounding the city of San Antonio. The San Antonio Metropolitan Statistical Area (MSA) is the third-largest metro area in the state of Texas, after Dallas-Fort Worth and Houston.

[9] 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 2-digit industry sector based on the 2002 North American Industry Classification System (NAICS); and by size of firm (employment and receipts).

Therefore, SBO[10] data based on North American Industry Classification System (NAICS) code 23, construction and construction-related services were used for the availability analyses in private sector.

6.3 Private Sector Utilization Analysis by Race/Gender/Ethnicity of Business Ownership for Construction Prime Contractors

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

6.3.1 Prime Contracts – Building Permits

This section presents the utilization of M/WBE and non-M/WBE firms for building permit information within the San Antonio MSA. **Exhibit 6-1** reports vendor utilization based on the representative sample of all building permits issued. As the exhibit shows, there were $2.391 billion in private commercial prime building permits issued to all firms used in the sample for years 2001 through 2006 within the San Antonio MSA. Non-M/WBE firms received $2.346 billion (98.09%). Total M/WBE projects were valued at $23.5 million, representing less than 1 percent (.98%) of project values, of which Hispanic American-owned firms accounted for $12.1 million (.51%) and nonminority women accounted for $11.4 million (.48%). Additional findings from the building permit data were as follows:

- African American firms' overall prime contract utilization in commercial construction during the study period was 0 percent.
- Asian American firms' overall prime contract utilization in commercial construction during the study period was 0 percent.
- Native American firms' overall prime contract utilization in commercial construction during the study period was 0 percent.

[10] According to U.S. Census, information was withheld for African American-, Native American-, Asian American- and non-minority women-owned firms because estimates did not meet publication standards, which can be due to gross receipts, number of employees, etc. Thus, the availability calculations were not conducted for these groups.

EXHIBIT 6-1
BUILDING PERMITS UTILIZATION ANALYSIS OF PRIME CONTRACTORS IN THE SAN ANTONIO METROPOLITAN STATISTICAL AREA BY RACE/ETHNIC/GENDER CLASSIFICATION JANUARY 2001 THROUGH DECEMBER 2006

Calendar Year	African American		Hispanic American		Asian American		Native American		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Project Value
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
2001	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0.00	0.00%	$0	0.00%	$39,202,645.00	100.00%	$0.00	0.00%	$39,202,645
2002	$0	0.00%	$31,220	0.07%	$0	0.00%	$0	0.00%	$112,000	0.24%	$143,220	0.31%	$39,202,645	85.63%	$6,433,007.00	14.05%	$45,778,872
2003	$0	0.00%	$1,529,500	1.54%	$0	0.00%	$0	0.00%	$3,674,595	3.70%	$5,204,095	5.24%	$93,802,607	94.54%	$215,000.00	0.22%	$99,221,702
2004	$0	0.00%	$3,967,378	0.56%	$0	0.00%	$0	0.00%	$788,427	0.11%	$4,755,805	0.68%	$683,911,593	97.37%	$13,714,159.00	1.95%	$702,381,557
2005	$0	0.00%	$3,337,839	0.58%	$0	0.00%	$0	0.00%	$5,300,167	0.92%	$8,638,006	1.50%	$565,208,549	98.22%	$1,585,000.00	0.28%	$575,431,555
2006	$0	0.00%	$3,224,000	0.33%	$0	0.00%	$0	0.00%	$1,539,301	0.16%	$4,763,301	0.49%	$964,186,780	99.49%	$154,710.00	0.02%	$969,104,791
Total	**$0**	**0.00%**	**$12,089,937**	**0.51%**	**$0**	**0.00%**	**$0**	**0.00%**	**$11,414,489**	**0.48%**	**$23,504,426**	**0.98%**	**$2,346,312,174**	**98.09%**	**$22,101,876.00**	**0.92%**	**$2,391,918,477**

Source: Permits data provided by City of San Antonio's Development Services Department.
[1] Percentage of total project valuation dollars awarded annually to contractors.

Exhibit 6-2 reports private commercial M/WBE prime contractor utilization by number of permits and number of unique (unduplicated) vendors receiving permits. A total of 862 unique (unduplicated) firms received 5,775 total prime contract building permits. M/WBE firms received 241 total prime contract building permits, 4.17 percent of the total. Hispanic American-owned firms received 121 permits (2.10%), the largest number of prime building permits issued to M/WBE firms.

EXHIBIT 6-2
BUILDING PERMITS UTILIZATION ANALYSIS OF PRIME CONTRACTORS IN THE SAN ANTONIO METROPOLITAN STATISTICAL AREA BY RACE/ETHNIC/GENDER CLASSIFICATION JANUARY 2001 THROUGH DECEMBER 2006

NUMBER OF BUILDING PERMITS ISSUED BY RACE/ETHNIC/GENDER CLASSIFICATION

Calendar Year	African American		Hispanic American		Asian American		Native American		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Permits
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
2001	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	14	100.00%	0	0.00%	14
2002	0	0.00%	1	0.57%	0	0.00%	0	0.00%	2	1.14%	3	1.71%	138	78.86%	34	19.43%	175
2003	0	0.00%	21	1.85%	0	0.00%	0	0.00%	20	1.76%	41	3.60%	1,087	95.52%	10	0.88%	1,138
2004	0	0.00%	52	3.70%	0	0.00%	0	0.00%	13	0.92%	65	4.62%	1,327	94.38%	14	1.00%	1,406
2005	0	0.00%	26	1.34%	0	0.00%	0	0.00%	52	2.69%	78	4.03%	1,856	95.87%	2	0.10%	1,936
2006	0	0.00%	21	1.90%	0	0.00%	0	0.00%	33	2.98%	54	4.88%	1,043	94.30%	9	0.81%	1,106
Total	**0**	**0.00%**	**121**	**2.10%**	**0**	**0.00%**	**0**	**0.00%**	**120**	**2.08%**	**241**	**4.17%**	**5,465**	**94.63%**	**69**	**1.19%**	**5,775**

NUMBER OF VENDORS BY RACE BY RACE/ETHNIC/GENDER CLASSIFICATION

Calendar Year	African American		Hispanic American		Asian American		Native American		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Other		Total Vendors
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
2001	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	4	100.00%	0	0.00%	4
2002	0	0.00%	1	1.79%	0	0.00%	0	0.00%	2	3.57%	3	5.36%	53	94.64%	1	1.79%	56
2003	0	0.00%	8	2.67%	0	0.00%	0	0.00%	6	2.00%	14	4.67%	286	95.33%	1	0.33%	300
2004	0	0.00%	13	3.23%	0	0.00%	0	0.00%	5	1.24%	18	4.47%	385	95.53%	2	0.50%	403
2005	0	0.00%	9	2.23%	0	0.00%	0	0.00%	3	0.74%	12	2.97%	392	97.03%	2	0.50%	404
2006	0	0.00%	10	2.94%	0	0.00%	0	0.00%	3	0.88%	13	3.82%	326	95.88%	1	0.29%	340
Total Unique Vendors[2]	**0**	**0.00%**	**22**	**2.55%**	**0**	**0.00%**	**0**	**0.00%**	**7**	**0.81%**	**29**	**3.36%**	**833**	**96.64%**	**2**	**0.23%**	**862**

Source: Permits data provided by City of San Antonio's Development Services Department.
[1] Percentage of total building permits.
[2] The Total Unique Vendors counts a vendor only once for each year the firm receives work. Since a vendor could be used in multiple years, the Total Unique Vendors for the entire study period may not equal the sum of all years.

As the exhibit shows, 29 unique M/WBE firms, 3.36 percent of all unique firms, were issued private commercial construction building permits as prime contractors. Seven nonminority women-owned firms accounted for .81 percent of the total firms and 22

unique Hispanic American-owned firms were utilized during the course of the review period at the prime contractor level, accounting for 2.55 percent.

6.3.2 Permits-Subcontracts

Exhibit 6-3 indicates permit values totaling $33.7 million for San Antonio-area commercial construction subcontracting projects for the fiscal years 2002 through 2007. M/WBE firms were permitted for projects totaling $301,520 (.89 percent of all subcontractor projects, of which $300,000 were conducted by Hispanic American-owned firms.

EXHIBIT 6-3
PERMITS UTILIZATION ANALYSIS OF SUBCONTRACTORS
IN THE CITY'S METROPOLITAN STATISTICAL AREA
BY RACE/ETHNIC/GENDER CLASSIFICATION
JANUARY 2002 THROUGH DECEMBER 2007

Calendar Year	African American		Hispanic American		Asian American		Native American		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Project Value
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
2002	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0.00	0.00%	$0	0.00%	$18,411,499.00	100.00%	$18,411,499
2003	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$18,411,499	100.00%	$18,411,499
2004	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$1,500	0.03%	$1,500	0.03%	$5,107,467	99.97%	$5,108,967
2005	$0	0.00%	$300,000	7.28%	$0	0.00%	$0	0.00%	$20	0.00%	$300,020	7.28%	$3,822,254	92.72%	$4,122,274
2006	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$5,247,023	100.00%	$5,247,023
2007	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$840,892	100.00%	$840,892
Total	**$0**	**0.00%**	**$300,000**	**0.89%**	**$0**	**0.00%**	**$0**	**0.00%**	**$1,520**	**0.00%**	**$301,520**	**0.89%**	**$33,429,135**	**99.11%**	**$33,730,655**

Source: Permits data provided by City of San Antonio's Development Services Department.
[1] Percentage of total construction valuation dollars awarded annually to subcontractors.

In terms of number of permits and number of unique vendors, **Exhibit 6-4** shows that 145 permits at the subcontractor level of work were issued to 74 unique non-M/WBE firms.

EXHIBIT 6-4
PERMITS UTILIZATION ANALYSIS OF SUBCONTRACTORS IN THE SAN ANTONIO METROPOLITAN STATISTICAL AREA JANUARY 1, 2003 THROUGH DECEMBER 31, 2007

NUMBER OF PERMITS ISSUED BY RACE/ETHNIC/GENDER CLASSIFICATION

Calendar Year	African American		Hispanic American		Asian American		Native American		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Permits
	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#	%[1]	#
2003	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	10	100.00%	10
2004	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	15	100.00%	15
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	3.13%	1	3.13%	31	96.88%	32
2006	0	0.00%	1	1.79%	0	0.00%	0	0.00%	1	1.79%	2	3.57%	54	96.43%	56
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	35	100.00%	35
Total	**0**	**0.00%**	**1**	**0.68%**	**0**	**0.00%**	**0**	**0.00%**	**2**	**1.35%**	**3**	**2.03%**	**145**	**97.97%**	**148**

NUMBER OF VENDORS BY RACE/ETHNIC/GENDER CLASSIFICATION

Calendar Year	African American		Hispanic American		Asian American		Native American		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Vendors
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
2003	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8	100.00%	8
2004	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	11	100.00%	11
2005	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	4.17%	1	4.17%	23	95.83%	24
2006	0	0.00%	1	3.45%	0	0.00%	0	0.00%	1	3.45%	2	6.90%	27	93.10%	29
2007	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	21	100.00%	21
Total Unique Vendors[2]	**0**	**0.00%**	**1**	**1.32%**	**0**	**0.00%**	**0**	**0.00%**	**1**	**1.32%**	**2**	**2.63%**	**74**	**97.37%**	**76**

Source: Permits data provided by City of San Antonio's Development Services Department.
[1] Percentage of total permits based on subcontractor level of work.
[2] The Total Unique Vendors counts a vendor only once for each year the firm receives work. Since a vendor could be used in multiple years, the Total Unique Vendors for the entire study period may not equal the sum of all years.

M/WBE firms accounted for more than 2 percent (2.63%) of the permits issued to vendors to perform subcontractor level of work.

6.4 Reed Construction Data – Private Sector Utilization Analysis

This section reports findings from the analysis of the utilization of M/WBE and non-M/WBE firms in San Antonio's private sector commercial construction market based on RCD.

Exhibit 6-5 reports private sector commercial construction projects for the review period totaling $148 million for prime private commercial construction, of which non-M/WBE firms received $147 million (99.28%). Total M/WBE projects were valued at $1.1 million, representing less than 1 percent (.72%) of project dollars, of which Hispanic American prime contractors accounted for all of the project awards. Based on RCD, African American-, Native American-, Asian American-, and nonminority women-owned firms were not awarded any projects.

EXHIBIT 6-5
REED CONSTRUCTION DATA UTILIZATION ANALYSIS OF PRIME CONTRACTORS IN THE SAN ANTONIO METROPOLITAN STATISTICAL AREA (MSA) BY RACE/ETHNIC/GENDER CLASSIFICATION JANUARY 1, 2001 THROUGH DECEMBER 31, 2006

Fiscal Years	African American		Hispanic American		Asian American		Native American		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms		Total Project Value
	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$	%[1]	$
2001 - 2002	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$3,268,000	100.00%	$3,268,000
2002 - 2003	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$111,795,000	100.00%	$111,795,000
2003 - 2004	$0	0.00%	$300,000	1.76%	$0	0.00%	$0	0.00%	$0	0.00%	$300,000	1.76%	$16,770,000	98.24%	$17,070,000
2004 - 2005	$0	0.00%	$768,409	5.32%	$0	0.00%	$0	0.00%	$0	0.00%	$768,409	5.32%	$13,668,582	94.68%	$14,436,991
2005 - 2006	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$0	0.00%	$1,452,000	100.00%	$1,452,000
Total	**$0**	**0.00%**	**$1,068,409**	**0.72%**	**$0**	**0.00%**	**$0**	**0.00%**	**$0**	**0.00%**	**$1,068,409**	**0.72%**	**$146,953,582**	**99.28%**	**$148,021,991**

Source: MGT developed a database which contains RCD for the City of San Antonio MSA.
[1] Percentage of total dollars awarded annually to prime contractors, excluding private commercial not-for-profit construction projects.

6.5 Private Sector Availability Analysis by Race/Gender/Ethnicity of Business Ownership for Construction Contractors

Exhibits 6-6 and **6-7** report findings based on U.S. Census SBO data for the population of available contractors in the San Antonio MSA by racial/ethnic/gender category. The availability for construction was derived from those firms that have construction or construction-related services based on North American Industry Classification System (NAICS) Code 23.[11]

[11] 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,

6.5.1 Construction Prime Availability

The availability of M/WBE and non-M/WBE prime contractors in the combined metropolitan statistical area is displayed in **Exhibit 6-6**. M/WBEs comprised 24.7 percent of all contractors, broken down by individual M/WBE category as follows:

- African American: S.
- Hispanic American: 24.5 percent
- Asian American: .S
- Native American: .S
- Nonminority women: S

EXHIBIT 6-6
AVAILABILITY OF CONTRACTORS
IN THE SAN ANTONIO METROPOLITAN STATISTICAL AREA
BY RACE/ETHNIC/GENDER CLASSIFICATION
BASED ON CENSUS DATA USING NAICS 23

BASED ON PAID EMPLOYEES ONLY

	African Americans[1]		Hispanic Americans[1]		Asian Americans[1]		Native Americans[1]		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms[2]		Total Firms[3]
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	S	0.00%	833	24.67%	S	0.00%	S	0.00%	S	0.00%	833	24.67%	2,544	75.33%	3,377

Source of Data: U.S. Census Bureau 2002, SBO, based on firms with paid employees only.
[1] Minority woman-owned firms are included in their respective minority classifications.
[2] Number of non-M/WBE firms derived by subtracting all M/WBE firms from total firms.
[3] Total firms derived from the U.S. Census Bureau, SBO.
According to U.S. Census, information was withheld for African American-, Native American-, Asian American- and non-minority women-owned firms because estimates did not meet publication standards, which can be due to gross receipts, number of employees, etc. Thus, the availability calculations were not conducted for these groups.
S denotes that findings were withheld for firms owned by Asian Americans and Native Americans because estimates did not meet publication standards.

6.5.2 Construction Subcontractor Availability

Exhibit 6-7 displays census availability percentages for subcontractors, indicating that non-M/WBE firms accounted for approximately 48.1 percent of all construction subcontractors; thus M/WBE firms accounted for approximately 51.9 percent of all construction subcontractors. M/WBE availability, by race/ethnic/gender category, was broken down as follows:

- African American firms, 0 percent
- Hispanic American firms, 43.9 percent
- Asian American firms, 0 percent
- Native American firms, 1.31 percent
- Nonminority women firms, 6.6 percent

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 6-7
AVAILABILITY OF SUBCONTRACTORS
IN THE SAN ANTONIO METROPOLITAN STATISTICAL AREA
BY RACE/ETHNIC/GENDER CLASSIFICATION
BASED ON CENSUS DATA USING NAICS 23
BASED PAID AND NO PAID EMPLOYEES

	African Americans[1]		Hispanic Americans[1]		Asian Americans[1]		Native Americans[1]		Nonminority Women		M/WBE Subtotal		Non-M/WBE Firms[2]		Total Firms[3]
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	0	0.00%	9,212	43.98%	0	0.00%	275	1.31%	1,388	6.63%	10,875	51.92%	10,072	48.08%	20,947

Source of Data: MGT developed a compiled list of firms paid for construction or construction-related services on Consortium projects, as well as firms that have bid on Consortium projects. .
[1] Minority woman-owned firms are included in their respective minority classifications.

6.6 Analysis of Disparities in Private Sector Utilization by Race/ Gender/Ethnicity of Business Ownership for Construction Prime Contractors and Subcontractors

Once the record of vendor utilization was calculated from permit data for each racial/ethnic/gender category, it could be compared to San Antonio-area vendor availability in these categories to derive an index of disparity in private sector utilization for a given M/WBE prime contractor and subcontractor category. Findings are reported in **Sections 6.6.1** and **6.6.2**. Egregious disparity between M/WBE and non-M/WBE vendor utilization is apparent, even without formal statistical analysis. Overall, based on construction prime contractor and subcontractor level activity, there was 98.9 percent and 99.11 percent non-M/WBE utilization, respectively, which indicates a substantial level of disparity.

6.6.1 Permits-Prime Contracts

This section reports disparity indices for permits based on census availability of firms within the racial, ethnic, and gender categories for firms with paid employees only. **Exhibit 6-8**, shows that Hispanic American and nonminority women contractors received just 241 of 5,775 building permits. No permits were issued to Asian American-, African American-, and Native American-owned firms for prime contractor level of work. It can still be concluded that M/WBEs were substantially underutilized for commercial construction projects at a prime contractor level and that, conversely, non-M/WBE firms were overutilized.

EXHIBIT 6-8
DISPARITY ANALYSIS OF PRIVATE SECTOR PRIME CONTRACTORS IN THE SAN ANTONIO METROPOLITAN STATISTICAL AREA BASED ON U.S. CENSUS SURVEY OF BUSINESS OWNERS DATA PAID EMPLOYEES ONLY

Classification	% of Dollars[1]	% of Available Firms[2]	Disparity Index[3]	Disparate Impact of Utilization
Fiscal Year 2002				
African American	0.00%	0.48%	0.00	Underutilization *
Hispanic American	0.00%	24.60%	0.00	Underutilization *
Asian American	0.00%	0.32%	0.00	Underutilization *
Native American	0.00%	0.16%	0.00	Underutilization *
Nonminority Women	0.00%	10.03%	0.00	Underutilization *
Non-M/WBE Firms	100.00%	64.40%	155.28	Overutilization
Fiscal Year 2003				
African American	0.00%	0.48%	0.00	Underutilization *
Hispanic American	0.07%	24.60%	0.28	Underutilization *
Asian American	0.00%	0.32%	0.00	Underutilization *
Native American	0.00%	0.16%	0.00	Underutilization *
Nonminority Women	0.24%	10.03%	2.44	Underutilization *
Non-M/WBE Firms	85.63%	64.40%	132.97	Overutilization
Fiscal Year 2004				
African American	0.00%	0.48%	0.00	Underutilization *
Hispanic American	1.54%	24.60%	6.27	Underutilization *
Asian American	0.00%	0.32%	0.00	Underutilization *
Native American	0.00%	0.16%	0.00	Underutilization *
Nonminority Women	3.70%	10.03%	36.91	Underutilization *
Non-M/WBE Firms	94.54%	64.40%	146.80	Overutilization
Fiscal Year 2005				
African American	0.00%	0.48%	0.00	Underutilization *
Hispanic American	0.56%	24.60%	2.30	Underutilization *
Asian American	0.00%	0.32%	0.00	Underutilization *
Native American	0.00%	0.16%	0.00	Underutilization *
Nonminority Women	0.11%	10.03%	1.12	Underutilization *
Non-M/WBE Firms	97.37%	64.40%	151.19	Overutilization
Fiscal Year 2006				
African American	0.00%	0.48%	0.00	Underutilization *
Hispanic American	0.58%	24.60%	2.36	Underutilization *
Asian American	0.00%	0.32%	0.00	Underutilization *
Native American	0.00%	0.16%	0.00	Underutilization *
Nonminority Women	0.92%	10.03%	9.18	Underutilization *
Non-M/WBE Firms	98.22%	64.40%	152.52	Overutilization
Fiscal Year 2007				
African American	0.00%	0.48%	0.00	Underutilization *
Hispanic American	0.33%	24.60%	1.35	Underutilization *
Asian American	0.00%	0.32%	0.00	Underutilization *
Native American	0.00%	0.16%	0.00	Underutilization *
Nonminority Women	0.16%	10.03%	1.58	Underutilization *
Non-M/WBE Firms	99.49%	64.40%	154.49	Overutilization
All Fiscal Years				
African American	0.00%	0.48%	0.00	Underutilization *
Hispanic American	0.51%	24.60%	2.06	Underutilization *
Asian American	0.00%	0.32%	0.00	Underutilization *
Native American	0.00%	0.16%	0.00	Underutilization *
Nonminority Women	0.48%	10.03%	4.76	Underutilization *
Non-M/WBE Firms	98.09%	64.40%	152.32	Overutilization

Source: MGT developed a permits and vendor database for the San Antonio Regional Consortium covering the period from January 1, 2001 through December 31, 2007.

[1] The percentage of construction valuation dollars is taken from the prime utilization exhibit shown in **Chapter 6.0, Exhibit 6-1**.

[2] The percentage of available contractors is taken from the availability exhibit shown in **Chapter 6.0, Exhibit 6-6**.

[3] The disparity index is the ratio of percent utilization to percent availability times 100.

According to U.S. Census, information was withheld for African American-, Native American-, and Asian American-owned firms because estimates did not meet publication standards, which can be due to gross receipts, number of employees, etc. Thus, the availability calculations were not conducted for African Americans, Asian Americans and Native Americans.

S denotes that findings were withheld for firms owned by Asian Americans, African Americans, and Native Americans because estimates did not meet publication standards.

* An asterisk is used to indicate a substantial level of disparity (index below 80.00).

6.6.2 Subcontracts

As **Exhibit 6-9** indicates, disparities in local utilization of construction subcontractors by race/ethnic/gender category generally mirrored the findings for prime contractors reported in **Exhibit 6-8**. Once again, only Hispanic American and nonminority-women[12] subcontractors were utilized, indicating substantial M/WBE underutilization and non-M/WBE overutilization.

[12] Overall, nonminority women received less than $2,000 in subcontracting permit dollars and only one permit.

EXHIBIT 6-9
DISPARITY ANALYSIS OF PRIVATE SECTOR SUBCONTRACTORS IN THE SAN ANTONIO METROPOLITAN STATISTICAL AREA BASED ON U.S. CENSUS SURVEY OF BUSINESS OWNERS DATA PAID AND NO PAID EMPLOYEES

Classification	% of Dollars[1]	% of Available Firms[2]	Disparity Index[3]	Disparate Impact of Utilization
Fiscal Year 2002				
African American	0.00%	0.00%	N/A	N/A
Hispanic American	0.00%	43.98%	0.00	Underutilization *
Asian American	0.00%	0.00%	N/A	N/A
Native American	0.00%	1.31%	0.00	Underutilization *
Nonminority Women	0.00%	6.63%	0.00	Underutilization *
Non-M/WBE Firms	100.00%	48.08%	207.97	Overutilization
Fiscal Year 2003				
African American	0.00%	0.00%	N/A	N/A
Hispanic American	0.00%	43.98%	0.00	Underutilization *
Asian American	0.00%	0.00%	N/A	N/A
Native American	0.00%	1.31%	0.00	Underutilization *
Nonminority Women	0.00%	6.63%	0.00	Underutilization *
Non-M/WBE Firms	100.00%	48.08%	207.97	Overutilization
Fiscal Year 2004				
African American	0.00%	0.00%	N/A	N/A
Hispanic American	0.00%	43.98%	0.00	Underutilization *
Asian American	0.00%	0.00%	N/A	N/A
Native American	0.00%	1.31%	0.00	Underutilization *
Nonminority Women	0.03%	6.63%	0.44	Underutilization *
Non-M/WBE Firms	99.97%	48.08%	207.91	Overutilization
Fiscal Year 2005				
African American	0.00%	0.00%	N/A	N/A
Hispanic American	7.28%	43.98%	16.55	Underutilization *
Asian American	0.00%	0.00%	N/A	N/A
Native American	0.00%	1.31%	0.00	Underutilization *
Nonminority Women	0.00%	6.63%	0.01	Underutilization *
Non-M/WBE Firms	92.72%	48.08%	192.84	Overutilization
Fiscal Year 2006				
African American	0.00%	0.00%	N/A	N/A
Hispanic American	0.00%	43.98%	0.00	Underutilization *
Asian American	0.00%	0.00%	N/A	N/A
Native American	0.00%	1.31%	0.00	Underutilization *
Nonminority Women	0.00%	6.63%	0.00	Underutilization *
Non-M/WBE Firms	100.00%	48.08%	207.97	Overutilization
All Fiscal Years				
African American	0.00%	0.00%	N/A	N/A
Hispanic American	0.89%	43.98%	2.02	Underutilization *
Asian American	0.00%	0.00%	N/A	N/A
Native American	0.00%	1.31%	0.00	Underutilization *
Nonminority Women	0.00%	6.63%	0.07	Underutilization *
Non-M/WBE Firms	99.11%	48.08%	206.11	Overutilization

Source: MGT developed a permits and vendor database for the San Antonio Regional Consortium covering the period from January 1, 2001 Through December 31, 2007.

[1] The percentage of construction valuation dollars is taken from the subcontractor utilization exhibit shown in **Chapter 6.0, Exhibit 6-3**.

[2] The percentage of available contractors is taken from the availability exhibit shown in **Chapter 6.0, Exhibit 6-4**.

[3] The disparity index is the ratio of percent utilization to percent availability times 100.

According to U.S. Census, information was withheld for African American- and Asian American-owned firms because estimates did not meet publication standards, which can be due to gross receipts, number of employees, etc. Thus, the availability calculations were not conducted for Asian Americans and African Americans.

* An asterisk is used to indicate a substantial level of disparity (index below 80.00).

MGT utilized two data sets to compare the utilization of vendors. The first data set contained a listing of permits issued to contractors in the San Antonio MSA. The second data set contained firms utilized by COSA during the study period.

The goal of this analysis is to examine public sector and private sector contracting patterns for construction. In doing so, MGT has compared the public sector utilization of vendors in COSA-issued data with private sector utilization of such firms as reflected in the San Antonio MSA permit data. The general questions to be answered regarding the permitting analysis included the following:

- To what extent do utilized prime contractors that appear in the COSA data set also appear in the private sector permitting data for construction contracts?
- What is the utilization of subcontractors that are in the COSA data set that are also in the permitting data set?

When San Antonio permitting patterns and COSA data were cross referenced by vendor, there were 34 firms that were issued permits by San Antonio for prime contractor level work, of which nine were M/WBEs. Of these firms, five Hispanic American- and four nonminority women-owned firms were issued permits by San Antonio. **Exhibit 6-10** details the number of firms that were utilized during the review period.

EXHIBIT 6-10
COMPARISON OF COSA VENDORS AND SAN ANTONIO PERMITS DATA
NUMBER OF FIRMS
RACE/ETHNIC/GENDER CLASSIFICATION
PRIME CONTRACTOR LEVEL PARTICIPATION

CLASSIFICATION	#
African American	0
Asian American	0
Hispanic American	5
Native American	0
Nonminority Women	4
Non-M/WBE Firms	25

Source: COSA prime construction firms and San Antonio permits prime contractor level permits.

In addition, when San Antonio permitting patterns and COSA data were cross referenced by vendor, five contractors were issued permits by San Antonio for subcontractor level permitting work. Among these contractors, one firm was owned by a Hispanic American and one nonminority women-owned firm, resulting in two M/WBE firms.

6.7 Comparison of COSA Utilization of M/WBE Contractors with M/WBE Utilization in the Private Sector

Exhibit 6-11 reports M/WBE and non-M/WBE firm utilization of prime contractors and subcontractors for public sector construction projects by the COSA and compares this record with private commercial construction utilization calculated from COSA-provided construction permit information and from private sector commercial construction project information reported by RCD for the San Antonio MSA.

Exhibit 6-11 summarizes findings from all three data sets for firm utilization at the prime and subcontractor level, and compares public sector utilization with private sector utilization based on the permit data.

EXHIBIT 6-11
COMPARISON OF M/WBE UTILIZATION PERCENTAGE OF DOLLARS
PRIVATE COMMERCIAL CONSTRUCTION

Business Category / Data Source	African American	Hispanic American	Asian American	Native American	Nonminority Women	M/WBE Firms	Other	Non-M/WBE Firms
Prime Contractors								
COSA Construction Prime Contractors (September 2004 - December 2007)	0.00%	22.44%	0.20%	0.00%	3.31%	25.95%	0.02%	74.03%
Private Construction Prime Contractors (Building Permits) Excludes Not for Profits (January 2001 - December 2006)	0.00%	0.51%	0.00%	0.00%	0.48%	0.98%	0.92%	98.09%
Private Construction Prime Contractors (Reed Construction) Excludes Not for Profits (January 2001 - December 2006)	0.00%	0.72%	0.00%	0.00%	0.00%	0.72%	0.00%	99.28%
Subcontractors	**African American**	**Hispanic American**	**Asian American**	**Native American**	**Nonminority Women**	**M/WBE Firms**	**Other**	**Non-M/WBE Firms**
COSA Construction Subcontractors (September 2004 - December 2007)	0.86%	9.43%	0.75%	0.42%	13.04%	24.50%	0.04%	75.46%
Private Construction Subcontractors (Permits) Excludes Not for Profits (January 2003 - December 2007)	0.00%	0.89%	0.00%	0.00%	0.00%	0.89%	0.00%	99.11%
Private Construction Subcontractors (Reed Construction)	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available

Sources: COSA public data, San Antonio building permit data, and Reed Construction Data.

From **Exhibit 6-11**, at the construction prime contractor level, MGT finds that M/WBEs were substantially underutilized in the private sector relative to their availability and that nonminority male-owned firms were overutilized. The M/WBE prime contractor utilization in the COSA public sector far exceeded private sector utilization more than twentyfold when compared with their public sector utilization based on permit data (25.95% to .98%). In addition, when COSA public sector utilization was compared with private sector utilization based on RCD (25.95% to .72%), COSA public sector far exceeded private sector utilization more than twentyfold. In addition, COSA public sector utilization based on a subcontracting level of work was also compared to private sector utilization based on permit data. Based on the permit data, which is presented in **Exhibit 6-11,** the

record of M/WBE utilization as construction subcontractors on COSA projects was at 24.5 percent, whereas private sector utilization was at less than 1 percent (.89%) Similar to the comparison of COSA prime utilization to private sector utilization, COSA public sector M/WBE subcontractor utilization exceeded private sector utilization more than twentyfold.

6.8 Conclusions

Exhibit 6-11 presented a summary of prime and subcontractor vendor utilization by race/ethnic/gender category comparing M/WBE utilization for COSA public sector construction projects with private sector commercial construction projects from 2002 through 2007. When M/WBE vendor lists were used to identify M/WBEs for both public sector and private sector construction projects, substantial M/WBE underutilization was evident and particularly egregious in the private sector, in which only Hispanic American and nonminority women firms were utilized among M/WBEs at both the prime and subcontractor levels. According to findings from permit data and information provided by Reed Construction Data, M/WBE firms fared better in the COSA public sector.

Capacity alone is not a sufficient explanation for these differences, especially at the subcontractor level in the construction business category, where capacity is a lesser consideration and availability far exceeds the record of utilization, especially in the private sector. When private sector M/WBE utilization at the subcontractor level for commercial building projects is only a fraction of public sector M/WBE utilization, there is evidence, supported by anecdotal comments from M/WBEs (see **Chapter 5.0**), that a number of non-M/WBEs firms utilized for public sector construction projects employ M/WBE subcontractors primarily because the municipality encourages them to do so as a condition of winning a given public contract. To the extent that M/WBE subcontractor utilization is all but absent in the private sector and to the extent that the municipality does not require contractors who apply for public sector construction projects to demonstrate a “good faith” record of their efforts to utilize M/WBE subcontractors in the private sector as well, credence may be given to the proposition established in *Croson* that government, however effective its own M/WBE policies, may be a passive participant in private sector discrimination.

7.0 STATISTICAL DISPARITY IN SMALL BUSINESS CREDIT MARKETS

7.0 STATISTICAL DISPARITY IN SMALL BUSINESS CREDIT MARKETS

7.1 Introduction

This chapter provides evidence on statistical disparities in the market for small business credit using data from the National Survey of Small Business Finance (NSSBF). The chapter begins with a brief legal discussion of the case law on the use of credit discrimination in the factual predicate for a 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. This chapter is organized into the following sections:

7.2 Lending Discrimination and the Factual Predicate for M/WBE Programs
7.3 Review of the Economic Literature
7.4 Statistical Analysis
7.5 Conclusions

7.2 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 Fifth Circuit, 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."[1] 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."[2] 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.'"[3] 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 program.[4] 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-*

[1] *Adarand v. Slater*, 228 F.3d 1147, 1170 (10th Cir 2000).
[2] *Id.*
[3] *Adarand v. Slater*, 228 F.3d 1147, 1167-68.
[4] *Concrete Works v. City and County of Denver*, 321 F.3 950 (10th Cir 2003).

> *and gender-neutral basis. This indirect discrimination is sufficient to establish a compelling governmental interest in a DBE program.*[5]

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.*[6]

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."[7] The City also introduced anecdotal evidence of lending discrimination in the Denver construction industry.[8] 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."[9]

7.3 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 lending.[10] 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

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[5] *Northern Contracting v. Illinois*, Mo 00 C 4515 (ND Il 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 7th Circuit in the *Northern Contracting* case. *Northern Contracting v. Illinois DOT,* Case No. 05-3981 (7th Cir 2007). No evidence of credit market barriers was before the Ninth Circuit in *Western States Paving v. Washington DOT,* 407 F. 3d 983 (9th Cir. 2005).
[6] *Id.*
[7] *Adarand v. Slater*, 228 F.3d 1147, 1170.
[8] See *Concrete Works* III, 86 F.Supp.2d at 1072-73.
[9] *Builders Association*, 298 F.Supp.2d 725 (N.D. Ill. 2003).
[10] See, e.g., Alicia Munnell et al., "Mortgage Lending in Boston: Interpreting the HMDA Data," 86 *American Economic Review* 25 (1996).

relied on the 1993 and 1998 NSSBF data. There has been little analysis of the 2003 NSSBF data thus far.[11]

7.3.1 Survey Evidence

There have been national and local surveys supporting the findings of discrimination in lending. As previously noted, the Tenth Circuit took judicial notice of the Denver study of lending discrimination. The Denver survey found that, controlling for sales, age of business, and net worth, denial rates were three times higher for African American firms than for nonminority firms.[12] The survey was, however, of a small sample.

A 1988 survey by Faith Ando found that 61.7 percent of African American commercial loan applications were accepted versus 89.9 percent of applications from nonminorities.[13] A U.S. Department of Commerce 1983 survey of 1,300 firms found that, after controlling for education, debt ratio, industry, experience, and credit rating for businesses with sales in excess of $500,000, African American businesses had a 17 percent lower success rate of obtaining loans than nonminorities did.[14]

7.3.2 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.[15] In a 1992 study Grown and Bates have also found lower rates of loans going to M/WBE construction firms in the CBO data.[16] 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. [17] 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.[18]

7.3.3 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

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[11] 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.

[12] Colorado Center for Community Development, "Survey of Small Business Lending in Denver" (1996).

[13] Faith Ando, "Capital Issues and the Minority-Owned Business," 16 *Review of Black Political Economy* 77 (Spring 1988).

[14] U.S. Department of Commerce, "The State of Small Business" (1986), at 237-38.

[15] T. Bates, Commercial Bank Financing of White and Black-Owned Small Business Start-Ups," 31 *Quarterly Review of Economics and Business* 65 (Spring 1991).

[16] C. Grown and T. Bates, "Commercial Bank Lending Practices and the Development of Black-Owned Construction," *Journal of Urban Affairs* (1992).

[17] T. Bates, "Commercial Bank Financing of White- and Black-Owned Small Business Startups".

[18] T. Bates, "Unequal Access: Financial Institution Lending to Black and White-Owned Small Business Start-Ups," 19 *Journal of Urban Affairs* 487 (November 1997).

American males were 13 percent less likely to secure loans than nonminority males.[19] 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.[20] Controlling for creditworthiness, African 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.[21] The 1998 NSSBF includes Dunn and Bradstreet credit ratings as well as housing and nonhousing 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.[22] 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

[19] K. Cavalluzo and L. Cavalluzo, "Market Structure and Discrimination: The Case of Small Business," 30 *Journal of Money, Credit and Banking* 771 (November 1998).
[20] D. Blanchflower, P Levine and D. Zimmerman, "Discrimination in the Small Business Credit Market" National Bureau of Economic Research working paper 6840 (1998).
[21] D. Blanchflower, P. Levine, and D. Zimmerman, "Discrimination in the Small-Business Credit Market," *Review of Economics and Statistics* (November 2003): 930-943.
[22] Ken Cavalluzzo and John Wolken, "Small Business Loan Turndowns, Personal Wealth, and Discrimination" *The Journal of Business*, volume 78 (2005), pages 2153–2178.

denied.[23] 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.[24] 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.[25]

Mitchell and Pearce estimated a model of denials jointly with a model of loan applications.[26] 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 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,"[27] 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.[28]

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

[23] 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).
[24] R. Cohn and S. Coleman, "Borrowing Behavior of Small Black-Owned Firms," 6 *The Journal of Applied Management and Entrepreneurship* 68 (2001).
[25] D. Blanchflower, P. Levine, and D. Zimmerman, "Discrimination in the Small-Business Credit Market," *Review of Economics and Statistics* 930 (November 2003).
[26] 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).
[27] K. Mitchell and D. Pearce (2005), at 46.
[28] D. Blanchflower et al (November 2003).

reduced availability of certain types of credit to M/WBEs.[29] 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.[30]

Regional Analysis

Regional analysis from the NSSBF has been conducted for other local agencies using a methodology similar to Cavalluzo and Blanchflower et al. A study of the NSSBF data for the NSSBF South Atlantic region, which includes the Virginia/District of Columbia/ Maryland area, 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.[31] 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 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.[32]

7.3.4 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.[33] 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.[34] 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

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[29] 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.

[30] 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.

[31] NERA, "Utilization of Minority Business Enterprises by the State of Maryland" (2001), chapter 4.

[32] BBC, *DBE Program Availability and Disparity Study Report*, 2007, Appendix H.

[33] E. Quigley, *Greater Philadelphia Capital Access Report*, Policy Paper No. 2000-01 (January 2000).

[34] 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).

history, African American tracts received far fewer loans than nonminority tracts.[35] 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 controlling for income, firm and residential population, industry, and regional location, receive fewer small business loans than nonminority tracts.[36]

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.[37] 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."[38]

7.4 Statistical Analysis

7.4.1 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.

7.4.2 Selected Means by Race, Ethnicity, and Gender Characteristics of Loan Applicants

For the national data, **Exhibit 7-1** 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

[35] D. Immergluck, "Redlining Redux: Black Neighborhoods, Black-owned Firms, and the Regulatory Cold Shoulder," 38 *Urban Affairs Review* 22 (2002).
[36] 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.
[37] 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).
[38] R. Fairlie and A. Robb, *Race and Entrepreneurial Success* (2008), at 114.

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 business 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 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.

7.4.3 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 males 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 be have fewer years of experience.

EXHIBIT 7-1
SELECTED SAMPLE MEANS OF LOAN APPLICANTS[39]
SURVEY OF SMALL BUSINESS FINANCE 2003

SOUTHERN REGION

	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
Credit History of Firms/Owners								
% 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
Other Firm Charateristics								
% 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[1]	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 Occupational/Academic	9.1	9.1	8.1	11.1	9.8	9.2	8	11.6
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 7-1 (Continued)
SELECTED SAMPLE MEANS OF LOAN APPLICANTS
SURVEY OF SMALL BUSINESS FINANCE 2003

SOUTHERN REGION

	All	Nonminority	Nonminority Male	Nonminority Women	African American	Hispanic American	Asian American	Women
Characteristics of Loan Application								
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.

7.4.4 Estimated Probit Model Of Loan Denial Probability

Because of the small number of observations in the West South Central Division, the model was tested on national data.[40] Then, divisional interaction terms were used to confirm that the results still held for the West South Central Division[41].

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 7-3**). Women (regardless of ethnicity or race), Asian American, and Hispanic American ownership variables are statistically insignificant at that level.

In the full model (**Exhibit 7-2**), the statistical relationship between the probability of denial and the demographic variable is not as strong. However, in the cases of nonminority, 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.[42]

[40] The Southern Region is composed of Delaware, Maryland, District of Columbia, Virginia, West Virginia, North Carolina, South Carolina, Georgia, Florida**,** Kentucky, Tennessee, Alabama, Mississippi, Arkansas, Louisiana, Oklahoma, and **Texas**. The West South Central Division is composed of: Arkansas, Louisiana, Oklahoma, and **Texas**.

[41] Please refer to Section 7.2 regarding explanation as to why these results are applied and how the results are applicable to the study.

[42] A recent similar study found that for African American owned firms in he West South Central Division had loan denial rates 41.4 percent higher than nonminority males after controlling for creditworthiness and other factors. See NERA, *Race, Sex, and Business Enterprise: Evidence from the City of Austin* (2008), Table 6.26. Other demographic groups generally did not have statistically significant differences in loan denial rates.

7.4.5 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 7-4**.

With the exception of the African American ownership variable, the demographic variable is statistically insignificant at the 5 percent level of significance (**Exhibit 7-3**). 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 7-2**. 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 7-2
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 7-3
ESTIMATED PROBIT MODEL OF LOAN DENIAL PROBABILITY
SURVEY OF SMALL BUSINESS FINANCE 2003
SOUTHERN REGION

Demographic Group	Restricted Model[1]	T-Statistic	Full Model[2]	T-Statistic	Sample Size
Nonminority Ownership	**-0.993**	**-27.58**	**-0.794**	**-4.3**	1085
Women Ownership	0.097	0.76	-0.004	-0.03	1085
Nonminority Women Ownership	**-0.973**	**-4.6**	**-0.833**	**-3.76**	1085
African American Ownership	**1.645**	**-17.5**	**1.376**	**-4.25**	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.
[1] In the restricted model, only the demographic variable is specified.
[2] In the full model, the demographic variables and those listed in Exhibit 7-2 are specified

EXHIBIT 7-4
ESTIMATED OLS REGRESSION LOAN INTEREST-RATE MODEL
SURVEY OF SMALL BUSINESS FINANCE 2003
SOUTHERN REGION

Demographic Group	Restricted Model[1]	T-Statistic	Full Model[2]	T-Statistic	Sample Size
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	**4.73**	**-3.4**	**4.28**	**-3.29**	963
Asian American Ownership	-0.73	-0.88	-0.6	-0.71	963
Hispanic AmericanOwnership	1.66	-1.63	1.86	-1.83	963

Source: Survey of Small Business Finance.
[1] In the restricted model, only the demographic variable is specified.
[2] In the full model, the demographic variables and those listed in Exhibit 7-2 are specified

7.4.6 Credit History of Firms/Owners

Regarding credit history, the frequency of owner and business related judgments, obligations, and bankruptcies were on average higher for African American-owned businesses when compared with nonminority male-owned and Asian American-owned businesses. In the case of Asian American-owned businesses, owners with judgments against them were estimated to be only 1.7 percent, whereas, in the case of nonminority male-owned businesses, owners with judgments against them were estimated at 2.1 percent. For African American-owned businesses, they were estimated at 7.4 percent. The estimated percent of firms with delinquent business obligations was 15.5 percent, 18.5 percent, and 20.0 percent for nonminority male, Hispanic American, and African American businesses, respectively. The percentage of African American businesses with owners having delinquent personal obligations is also estimated to be on average higher than those of nonminority male-owned businesses—38.4 percent versus 10.8 percent.

7.4.7 Other Firm Characteristics

Asian American-owned businesses were not, on average, substantially larger than nonminority male-owned businesses, whereas, nonminority women-owned businesses were typically much smaller than nonminority male-owned firms. Average dollar sales for nonminority male-owned firms were more than quadruple, on average, than that of African American-owned firms.

Nonminority women- and African American-owned businesses were estimated to have fewer employees than nonminority male-owned firms and Asian American-owned businesses.

7.5 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.

For the data from the Southern region of the SSBF, **Exhibit 7-5** indicates that African American- and Hispanic American-owned small businesses were much more likely, on average, to be denied credit than nonminority male-owned businesses—87.5 percent versus 18.5 percent in the first case, and 37.8 percent versus 18.5 percent in the latter. African American- and Hispanic American-owned small businesses were also charged higher interest rates on average, 11.25 percent and 10.21 percent, respectively, versus 6.33 percent for firms owned by nonminority males. The typical size of the loans applied for and denied to African American- and Hispanic American-owned businesses were smaller than for nonminority male businesses.

EXHIBIT 7-5
SELECTED SAMPLE MEANS OF LOAN APPLICANTS
SURVEY OF SMALL BUSINESS FINANCE 2003
SOUTHERN REGION

	All	Nonminority	Nonminority Male	Nonminority Women	African American	Hispanic American	Asian American	Women
% Of Firms Denied in the Last Three Years	25.7	18.5	15.5	25.9	87.5	37.8	55.4	33.2
Interest rate on approved loans (%)	6.65	6.33	6.41	6.11	11.25	10.21	5.18	6.1
Sample Size	370	318	243	75	20	12	11	87
Credit History of Firms/Owners								
% Owners with Judgments Against Them	1.8	1.4	1.7	0.7	0	2.2	0	1.6
% Firms with Judgments Against Them	1.4	1.2	1	1.5	0	0.3	0	1.6
% Firms Delinquent Business Obligations	15.4	15.5	16.1	14.3	21.8	12.6	6.9	14.7
% Owners Delinquent on Personal Obligations	13.3	10.6	12	8	43.5	24	0	12.5
% Owners Declared Bankruptcy in Past 7yrs.	3.1	2.4	2.5	2.5	0	0	0	4.1
% Firms Declared Bankruptcy in Past 7yrs.	1.1	0.9	0.6	1.5	0	0	0	2
Sample Size	1386	1177	838	341	68	69	47	396
Other Firm Charateristics								
% Women-Owned	33.8	34.1	0	100	38.7	28	31	100
% Black-Owned	6.5	0	0	0	100	2.2	0	7.4
% Hispanic-Owned	5.6	0	0	0	1.9	100	3	4.6
% Asian-Owned	3.4	0	0	0	0	1.8	0	3.1
Sales (in 1,000s of 2003 $)	963	1015	1275	523	223	632	772	508
Profits (in 1,000s of 2003 $)	189	201	270	72	45	56	276	84
Assets (in 1,000s of 2003 $)	507	532	673	258	155	361	357	251
Liabilities (in 1,000s of 2003 $)	285	304	391	135	54	148	248	122
Owner's Years of Experience	18.8	19.5	20.9	16.9	13.8	15	17.6	16.6
Owner's Share of Business (percent)	81.5	81.2	84.1	75.8	81.7	82.4	84	75.8

EXHIBIT 7-5 (Continued)
SELECTED SAMPLE MEANS OF LOAN APPLICANTS
SURVEY OF SMALL BUSINESS FINANCE 2003
SOUTHERN REGION

	All	Nonminority	Nonminority Male	Nonminority Women	African American	Hispanic American	Asian American	Women
Other Firm Charateristics								
Less Than High School[1]	2.2	1.9	1.7	2.3	0	4.4	0	2.7
High School Degree	19.2	19.3	19.3	19.5	24.8	16.1	13.7	18.7
Some College but No Degree	17.9	17.4	16.5	19.2	22.2	27.6	3.4	19.8
Associates Degree Occupational/Academic	7.5	7.4	5.4	11.2	7.9	14.7	6.2	12.1
Trade School Vocational Program	6	6.6	5.3	9.2	4.3	7.1	2.1	8
College Degree	25.4	26.7	30	20.3	24.1	16.3	25.1	19.8
Post Graduate Degree	20.5	20.7	21.9	18.4	11.8	13.8	49.5	18.9
Sole Proprietorship	41.8	41	39.2	44.3	58.6	36.5	39.3	45.7
Partnership	9.2	9.2	9.2	9.2	11.3	10.8	2.6	9.3
C Corporation	15.1	14.3	16.4	10.3	16.5	19.7	23.1	11.5
S Corporation	33.9	35.5	35.2	36.1	13.5	33.1	35	33.5
Total Number of Workers	8.6	8.8	10	6.6	4.4	7	8.2	6.3
Firm Age, in Years	13.5	14.1	14.6	13.3	10.5	9.3	11.6	12.8
% New Firms (less than 5 yrs old)	24.5	22.3	21.7	23.6	35.4	40.9	22.8	24.3
% Firms Located in MSA	79.1	76.7	79.1	72	90.6	96.2	88.9	74.6
Sample Size	1386	1177	838	341	68	69	47	396
Characteristics of Loan Application								
MRL Amount Applied (in 1,000s of 2003 $)	213	224	257	131	81	69	248	122
MRL Amount Denied (in 1,000s of 2003 $)	129	142	178	87	113	63	50	73
New Line of Credit	20.9	21.1	23	16	1.1	17.3	50.1	16.9
Capital Lease	3.3	3.9	4.8	1.9	0.6	0	0	1.6
Mortgage for Business Purpose	16	17.5	17.8	16.8	4.6	0	9.7	14
Vehicle Loan for Business Purpose	19.5	19.9	21.2	16.7	25.7	20	0	15.5
Equipment Loan	13.3	15.1	12.3	22.3	6.2	0	0	20.3
Other Loan	12.3	12.2	13.9	10.4	0	29.7	0.7	8.6
Sample Size	370	318	243	75	20	12	11	87

Source: Survey of Small Business Finance, Southern Region.

8.0 BEST PRACTICES

8.0 BEST PRACTICES

This chapter provides an overview of the program design and practices of federal, state, and local government small, minority, and women business enterprise (S/M/WBE) programs. The chapter covers S/M/WBE program design, small business size standards, policies, and practices that agencies used to stimulate S/M/WBE utilization.

Most state and local government agencies have some policy promoting local business development. Such assistance may include direct subsidies to business, 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 business.

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

There has been a linkage between SBE and M/WBE programs. Some of the SBE procurement preference programs preceded M/WBE programs (for example, the federal government); some SBE procurement programs were developed at the same time as the establishment of M/WBE programs (Florida and New Jersey); some agencies developed SBE programs as an amendment to their M/WBE programs (Phoenix, Arizona; Cleveland, Ohio; Tampa, Florida); and some SBE programs were established following the termination of M/WBE programs (Denver, Colorado; Milwaukee, Wisconsin; Fulton County, Georgia; Columbus, Ohio; Charlotte, North Carolina). Other SBE programs existed in a nominal form and were given a new impetus by the demise of M/WBE programs (for example, following Proposition 209 in California and Initiative 200 in Washington).

The following sections of this chapter provide 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. Finally, programs in the San Antonio area, such as the major annual outreach conference, have not been included in this chapter, presumably because local agencies are familiar with these efforts. However, some of the Consortium members' programs will be presented and highlighted in **Chapter 9.0**, Findings and Recommendations, of their respective reports.

The structure of the chapter is as follows:

8.1 Race- and Gender-Conscious Prime Contractor Programs
8.2 Race-Neutral Prime Contractor Programs
8.3 Race- and Gender-Conscious Subcontracting Goal Setting
8.4 Race- and Gender-Neutral Subcontracting Programs
8.5 Combined Race-Neutral and Race-Conscious Programs
8.6 Economic Development Programs
8.7 Loan Programs
8.8 Prompt Payment
8.9 Bonding
8.10 Insurance
8.11 Management and Technical Assistance Programs
8.12 M/WBE Organization

8.1 Race- and Gender-Conscious Prime Contractor Programs

8.1.1 Aspirational Goal Setting

Commitment from the top leadership is core element of most summaries of best practices in M/WBE programs.[1] 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.

Commonwealth of Virginia. Like a number of agencies, Virginia based its M/WBE Aspirational goals on the Commonwealth vendor-based estimates of availability. Goals were subdivided by ethnic/gender group, procurement type and prime/subcontractor status.

City of Phoenix, Arizona. The city of Phoenix Goal Setting Committee sets annual aspirational goals as well as individual construction project goals. The Goals Committee membership include two Equal Opportunity Department (EOD) representatives—one Certification staff member and one Contract Compliance staff member.

The Goals Committee recommends the annual goal based upon the availability of M/WBEs that can participate in projected subcontracting opportunities. The operational procedures provide more detailed information regarding the goal setting process. According to the operational procedures, the Goals Committee sets the goal by using relative availability, calculated by dividing the number of M/WBE contractors by the overall number of available contractors. To determine overall availability, the Engineering and Architectural Services Department (EASD) reviews the plan holders' lists to identify contractors in the local market "ready, willing, and able" to perform on projects anticipated to be bid in the upcoming fiscal year. EASD identifies "ready, willing, and able" M/WBE construction subcontractors by using the city of Phoenix M/WBE

[1] National Women's Business Council, *1999 NWBC Best Practices Guide: Contracting with Women* (July 1999); R. Auskalnis, C. Ketchum and C. Carter, *Purchasing From Minority Business Enterprise: Best Practices*, Center For Strategic Supply Research 1995)..

Certification Directory. An M/WBE is eliminated from the pool if the firm has not obtained plans, bid, or performed on a city contract.

Next, EOD calculates the previous two-year M/WBE "required" and "achieved" subcontractor utilization on completed projects. The total percentage achieved is subtracted from the total percentage required, providing the total race- and gender-neutral percentage. EASD subtracts the race- and gender-neutral percentage from the relative availability of M/WBE firms. The final figure is used to draft the Aspirational Annual Minority and Women-Owned Business Enterprise Utilization Goal Memorandum, which includes not only race- and gender-specific goals but also race- and gender-neutral goals. The goal memorandum is signed by the City Engineer, Equal Opportunity Director, and the Deputy City Managers overseeing the EASD and EOD. The City Manager determines whether the annual goal will be subdivided into utilization goals for specific race and gender groups.

The recommended goal is met with both race-neutral and race-conscious components. The race-neutral component of the goal is met through outreach, education, and other appropriate efforts likely to encourage and promote contracting and subcontracting by minority- and women-owned enterprises, among others. The race-conscious component is achieved through the establishment of M/WBE utilization goals on public works projects throughout the fiscal year.

8.1.2 M/WBE Price Preferences

In this procurement method, the agency provides a price preference of up to 10 percent to M/WBEs for commodity and service procurements of less than a certain dollar figure.

Port Authority of New York and New Jersey. The Port Authority of New York and New Jersey (Port Authority) provides a price preference of up to 10 percent to M/WBEs for commodity procurements of less than $500,000. The Port Authority has used bid preferences for goods and services procurement, but not for construction.

City of Phoenix, Arizona. The city of Phoenix applies a bid price incentive to bids, proposals, and quotations for goods and general services from certified M/WBE firms located in Maricopa County. The bid price incentive is 5 percent for contracts up to $250,000 in annual value and 2.5 percent for contracts from $250,000 to $500,000. The bid price incentive program is applied as follows:

- The incentive applies to any bid, proposal, or quote received from a certified M/WBE on a contract valued less than $500,000.
- The formula is the dollar amount of the M/WBE's bid, quote, or proposal multiplied by the applicable bid price incentive percentage (2.5 or 5 percent). The result of this calculation is subtracted from the M/WBE's bid. The resulting sum is compared to the lowest non-M/WBE bid.
- Confirmation of M/WBE certification must occur if an M/WBE firm is declared the low bidder as a result of the price incentive program.

- If the cost of the bid price incentive reaches $35,000 during any fiscal year, the City Manager notifies the City Council to consider whether to continue the incentive during the remainder of that fiscal year.

The bid preference does not apply to contracts with non-profit agencies, contracts for the provision of services paid for directly by citizens and not from City funds, contracts covered under Phoenix City Code regarding construction, and contracts for architectural and engineering (A&E) services.

8.1.3 M/WBE Set-Asides

Set-asides involve restricting competition for certain classes of contracts. Certain contracts may be sole sourced to M/WBEs or they may be placed in sheltered markets where competitive bidding is limited to M/WBEs. Set-asides have become less common in state and local government since the *Croson* decision. Race-conscious set-asides are still common at the federal level through the 8(a) program.

Port Authority of New York and New Jersey. Construction Management and Office of Business and Job Opportunity (OBJO) collaborate on which contracts can be set aside in construction. OBJO collaborates with Procurement to determine set-asides in goods and services.

The Port Authority aims to set aside construction contracts under $500,000 to M/WBEs unless there are technical reasons why such set-asides are not feasible. For contracts above $500,000, set asides for M/WBEs are considered on a case-by-case basis.

As part of its approach to having a narrowly-tailored program, the Port Authority approved the use of set-asides to certified and prequalified firms, where justified by findings in the disparity study. Thus, there have been set-asides in janitorial and security services, selected commodities, general contracting, electrical, and some mechanical contracts. Set-asides were considered in landscaping and pest control and, following the 1993 disparity study, the set-aside for furniture was terminated.

8.1.4 Joint Ventures

Mandatory joint ventures are a procurement method in which there is a special set-aside for a joint venture in which the M/WBE interest is no less than 20 percent of either the participation or risk/profit of the project. The Port Authority has implemented mandatory joint ventures. The Richland District in Columbia, South Carolina, has also embarked on joint venture teaming arrangements in construction.

8.1.5 Direct Sole Source M/WBE Negotiation

This is a sole source negotiation in instances where there is a very small group of pre-qualified M/WBEs in a specific professional service specialty being procured. Direct sole source procurement is less common at the state and local level. The Port Authority and the federal government engage in this type of procurement.

8.1.6 Purchasing Cards

A number of agencies promote the utilization of M/WBEs on purchasing cards. The Commonwealth of Virginia and the city of Hampton, Virginia, for example, require the purchasing card vendor to report on M/WBE utilization by agency staff. A number of universities, including the University of Wisconsin at Madison, target M/WBE vendors for purchasing card transactions for travel.

8.1.7 Small Purchases

Small purchases secured through informal procurement methods are an area in which buyers can become particularly comfortable with incumbent vendors. In 1992, the U.S. Department of Defense started the "Rule of One," requiring solicitation of at least one M/WBE on small procurement. It has become standard across many agencies (such as the Commonwealth of Virginia; state of Arizona; Charlotte, North Carolina; Hampton, Virginia; Columbia, South Carolina; and others) to require the solicitation of small and M/WBE firms for small purchases.

8.1.8 Promoting M/WBE Collaboration

If contract size cannot be reduced to match M/WBE capacity, there are instances in which M/WBE capacity can be increased to match contract size. M/WBE capacity can be increased by encouraging joint ventures among M/WBEs. M/WBE collaboration can be encouraged by citing consortium examples in Office of Business Opportunities (OBO) newsletters and increasing outreach for projects where such collaboration may be effective.

The Northeast Urban Trucking Consortium, an Oregon organization composed of seven M/WBE independent trucking firms with 15 trucks, joined together to win a $2 million trucking contract. The U.S Environmental Protection Agency (EPA) also encourages its grant recipients to promote such collaboration for large projects.[2]

8.1.9 M/WBE Liaison

Each department within the city of Houston, Texas, has an M/WBE Liaison to facilitate the implementation of the city M/WBE program within each city department.

8.2 Race-Neutral Prime Contractor Programs

It is becoming increasingly common to combine race-conscious and race-neutral procurement preferences. One approach to such a combination is the United States Department of Transportation (USDOT) Disadvantaged Business Enterprise (DBE) program. Some aspects of its program are stated in **Exhibit 8-1**.

[2] 40 C.F.R. '35.3145(d)(4).

EXHIBIT 8-1
NARROWLY TAILORED M/WBE PROGRAM FEATURES

	Narrowly Tailored Goal-Setting Features	DBE Regulations
1.	The City should not use M/WBE quotas.	49 CFR 26(43)(a)
2.	The City should use race- or gender-conscious set-asides only in extreme cases.	49 CFR 26(43)(b)
3.	The City should meet the maximum amount of M/WBE goals through race-neutral means.	49 CFR 26(51)(a)
4	The City should use M/WBE project goals only where race-neutral means are not sufficient.	49 CFR 26(51)(d)

8.2.1 SBE Set-Asides

The federal government aims to set aside every acquisition of goods and services anticipated to be between $2,500 and $100,000 for small businesses. In response to litigation and state constitution amendments limiting affirmative action, such as Proposition 209, many agencies have adopted SBE programs. A number of agencies (Phoenix, Arizona; Broward County, Florida; Dade County, Florida; Tampa, Florida; North Carolina Department of Transportation; Port Authority of New York and New Jersey) set aside contracts for SBEs.

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.[3] North Carolina law permits the waiving of bonds and licensing requirements for these small contracts let to SBEs.[4] In 2002, M/WBEs won over 35 percent of SBE contract awards. [5]

City of Phoenix, Arizona. The city of Phoenix, which uses the United States Small Business Administration (SBA) small business size standards, has a modest SBE set-aside program. The SBE program only accounted for 0.5 percent of total M/WBE utilization in construction subcontracting, and 0.2 percent of total M/WBE utilization in goods and supplies. However, there was strong M/WBE utilization in the city SBE program. In the SBE program, over 92.9 percent and 89.1 percent of the dollars went to M/WBEs in construction subcontracting and goods and supplies, respectively. Firms that were certified as both M/WBEs and SBEs were awarded $98.1 million in contract dollars.

[3] NCGS § 136-28.10(a).
[4] NCGS § 136-28.10(b.
[5] NCDOT, Small Business Enterprise Program (April 1, 2002).

Other SBE set-asides include:

- 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.[6]
- The city of San Diego, California, set aside all construction contracts up to $250,000.
- Sacramento Municipal Utility District (SMUD) set aside contracts up to $50,000.
- Hillsborough County, Florida, set aside construction contracts up to $200,000.

8.2.2 Small Business Enterprise Bid Preferences

A number of agencies have bid preferences for SBEs (Dade County, Florida; Port Authority of New York and New Jersey; SMUD; city of Sacramento, California; city of Oakland, California; East Bay Municipal Utility District). SBE bid preferences operate along similar lines as M/WBE bid preferences. A typical example is a bid preference of 5 percent on contracts under $100,000 (Sacramento, California; SMUD; Los Angeles County, California).

Port of Portland Bid Preferences for Small Business. The Port of Portland (Port) 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.

8.2.3 Other SBE Prime Contractors Assistance

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.[7]

City of Charlotte, North Carolina. The city of Charlotte has a comprehensive SBE program including SBE set-asides and business assistance. 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. Over 50 percent of SBE utilization by the city of Charlotte was with M/WBEs in FY 2002.[8]

North Carolina Department of Transportation 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

[6] Small Business Enterprise (SBE) Program Executive Order No. 2002-48 (December 18, 2002).
[7] Los Angeles Unified School District, Facilities Services Division, *Small Business Program, Fourth Quarter and Fiscal Year-End Report: 2003-2004*.
[8] City of Charlotte, Small Business Opportunity Program, December 2003.

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.

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.
- Using a modified pre-qualification process for certain construction and maintenance projects.

8.2.4 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.[9] HUBZone programs can serve as a vehicle for encouraging M/WBE contract utilization. Nationally, there are 5,357 female and minority HUBZone firms, representing 56.2 percent of total HUBZone firms.[10]

City of New York. The city of New York has a HUBZone type program providing subcontracting preferences to small construction firms (with less than $2 million in average revenue) that either perform 25 percent of their work in economically distressed areas or for which 25 percent of their employees are economically disadvantaged individuals.[11]

Miami-Dade County, Florida. Miami-Dade County, Florida, 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.[12]

State of 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

[9] 13 C.F.R. 126.200 (1999).
[10] Based on the SBA pro-net database located at http://pro-net.sba.gov/pro-net/search.html.
[11] 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.
[12] Miami Ordinance 03-237.

preference (not to exceed $50,000 on goods and services contracts in excess of $100,000) for hiring from within the enterprise zone.[13]

State of Minnesota. The state of Minnesota's bid preferences are limited to small businesses operating in high unemployment areas.

It is worth noting that some agencies have implemented HUBZone type programs and then terminated them, including New Jersey in the 1980s and Seattle, Washington's BOOST program in 2001.

8.2.5 DBE Programs

Following the federal model, some agencies have added DBE programs.[14] 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.[15] 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.[16] 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.[17] 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.

Milwaukee Emerging Business Enterprise Program. The city of Milwaukee, Wisconsin, defines disadvantage along six dimensions:

- Disadvantage with respect to education.
- Disadvantage with respect to location.
- Disadvantage with respect to employment.
- Social disadvantage (lack of traditional family structure, impoverished background, and related issues).
- Lack of business training.

[13] Cal Code Sec 4530 *et seq*.
[14] DBE programs and Airport Concession Disadvantaged Enterprise (ACDBE) programs are required to be developed and implemented as a part of the federal funding process.
[15] NC GS § 143-128.2(g).
[16] 15 USC 637(a)(5).
[17] 15 USC 637(a)(6)(A).

- Economic disadvantage (credit issues, inability to win contracts, and related issues).

The city of Milwaukee defines an emerging business as a business owned by an individual satisfying the sixth dimension of disadvantage and three out of the five other dimensions of disadvantage.[18] The city of Milwaukee has set a goal of 18 percent spending with emerging businesses, including both prime contracting and subcontracting.

8.2.6 Bidder Rotation

Some political jurisdictions use bidder rotation schemes to limit habit purchases from majority firms and to ensure that M/WBEs 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 M/WBE utilization, particularly in A&E. Some examples of bidder rotation from other agencies include:

Miami-Dade County, Florida. Miami-Dade County, Florida, 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 A&E professionals are rotated awards of county miscellaneous A&E services as prime contractors and subcontractors.

DeKalb County, Georgia. DeKalb County, Georgia, has used a form of bidder rotation called a bidder box system to promote M/WBE 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. M/WBEs were afforded an increased number of bid opportunities than would ordinarily be the case with a sequential selection process.

Port Authority of New York and New Jersey. The Port Authority has a Quick Bid rotation system for small contracts less than $500,000. In this program, the agency solicits bids via telephone and fax from a minimum of six contractors on a rotating basis. The period between bid, award, and contract start is generally not more than six weeks. Bidders are provided free construction documents with which to prepare their bids.[19]

8.2.7 State Contracts

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

[18] Milwaukee Ordinance, Emerging Business Enterprise Program, 360-01 (12).
[19] Port Authority of NY & NJ, Engineering Department, *2002 Construction Program*, at 8.

8.2.8 Outreach

Most agencies have extensive outreach programs, including match-making with procurement officials, workshops, seminars, featuring S/M/WBES 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/M/WBEs on quality assurance standards.

8.2.9 Contract Sizing

The 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.[20]

8.2.10 Construction Management, Request for Proposals, and Design-Build

One method of debundling in construction is through the use of multiprime 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 such as concrete flat work, traffic control, or hauling, the construction manager can rotate contracting opportunities over the duration of the activity.

[20] Office of Management and Budget, "Contract Bundling—A Strategy for Increasing Federal Contracting Opportunities for Small Business" (October 2002).

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

A number of universities around the country, the Charlotte-Mecklenburg School System, North Carolina; the Tri-County Metropolitan Transportation District of Oregon; and the city of Columbia, South Carolina, have had some success with this approach.[21]

8.2.11 Outsourcing

City of Indianapolis, Indiana. The city of Indianapolis increased M/WBE utilization through privatization. The city prioritized outsourcing in procurement areas where minority businesses had particular expertise and experience. The city claims to have been particularly successful in contracting out street repair.

8.2.12 Plan Rooms

Many agencies have established plan rooms for contractors to have access to plans. The Los Angeles Unified School District established nine plan rooms as part of its Small Business Program initiative.

8.2.13 Race-Neutral Joint Ventures

The city of Atlanta, Georgia, requires establishment of joint ventures on large projects of over $10 million.[22] 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 female and minority firms as well as nonminority firms. This rule has resulted in tens of millions of dollars in contract awards to female and minority firms.

8.3 Race- and Gender-Conscious Subcontracting Goal Setting

8.3.1 Narrow Tailoring Features in Subcontracting Programs

The USDOT DBE regulations that impact narrow subcontracting provisions are listed in **Exhibit 8-2**.

[21] Federal Transit Administration, *Lessons Learned #45* (May 2002). www.fta.dot.gov/library/program/ll/man/ll45.html
[22] City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

EXHIBIT 8-2
NARROWLY-TAILORED M/W/DBE PROGRAM FEATURES

	Narrowly-Tailored Goal-Setting Features	DBE Regulations
1.	The agency should use M/WBE project goals only where race-neutral means are not sufficient.	49 CFR 26(51)(d)
2.	The agency should use M/WBE project goals only where there are subcontracting possibilities.	49 CFR 26(51)(e)(1)
3.	If the agency estimates that it can meet the all M/WBE aspirational goals with race-neutral means, then the agency should not use M/WBE project goals.	49 CFR 26(51)(f)(1)
4.	If it is determined that the agency is exceeding its M/WBE aspirational goals, then the agency should reduce the use of M/WBE project goals.	49 CFR 26(51)(f)(2)
5.	If the agency exceeds M/WBE aspirational goals with race-neutral means for two years, then the agency should not set M/WBE project goals the next year.	49 CFR 26(51)(f)(3)
6.	If the agency exceeds M/WBE aspirational goals with project goals for two years then the agency should reduce use of M/WBE project goals the next year.	49 CFR 26(51)(f)(4)
7.	If the agency uses M/WBE project goals, then the agency should award only to firms that made good faith efforts.	49 CFR 26(53)(a)
8.	The agency should give bidders an opportunity to cure defects in good faith efforts.	49 CFR 26(53)(d)

8.3.2 Project Goal Setting

North Carolina Department of Transportation. The NCDOT regulations emphasize that goals should be set on projects "determined appropriate by the Department [of Transportation]."[23] 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 M/WBEs, the areas in which M/WBEs are known to provide services, and the goals set by the North Carolina General Assembly.[24] The NCDOT M/WBE regulations specify (although they do not limit to) particular areas for M/WBE 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 M/WBEs are developed.[25] 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 M/W/DBE Committee at the M/W/DBE Committee meetings.
Next, NCDOT looks at whether there are M/WBEs available based on the NCDOT M/W/DBE directory and the location of the project. The NCDOT directory is a searchable

[23] 19A NCAC 02D.1108(a).
[24] 19A NCAC 02D.1108(a).
[25] NCDOT, Division of Highways, Roadway Design and Design Services Unit, *Policy and Procedure Manual*, Chapter 10, at 4.

database that classifies firms by location, prime contractor/subcontractor status, and six-digit work type.[26] The Goal Setting Committee is assisted in this process by Equal Employment Opportunity (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 M/WBEs are not fully occupied, but prime contractors submit evidence that M/WBEs are fully occupied (for example, with invoices), then NCDOT accepts those explanations.

As part of goal setting goals NCDOT regulations provide that:

- A documented excessive subcontractor bid constitutes a basis for not subcontracting with an M/WBE.
- A documented record of poor experience constitutes a basis for not subcontracting with an M/WBE.[27]

In addition, a review of NCDOT DBE and M/WBE goals has been a regular topic at the Associated General Contractors (AGC)-DOT Joint Cooperative Committee meetings.[28]

City of Phoenix, Arizona. The city of Phoenix Goal Setting Committee is responsible for setting project goals on public works contracts bid by the city. The assigned project manager provides goal-setting information for the specific project to the Bid Specifications section of EASD at least 21 days before the project is to be advertised. The required information includes design plans, a detailed cost estimate, a project description, and the client department's construction budget.

The Goals Setting Committee identifies trade areas needed for each eligible project. The EASD staff identifies available M/WBE subcontractors that could perform in each trade area identified in the project description and provides the information to the Goals Setting Committee for use in establishing M/WBE project goals. The Goals Setting Committee develops appropriate goals for each trade area based on estimated dollar amounts and M/WBE availability. EASD publishes these goals in the bid specifications. EOD monitors projects for which M/WBE goals have been set. The Goals Setting Committee meets to establish goals on projects estimated to cost more than $50,000.

Goals may be adjusted if the Goals Setting Committee finds, after consideration of historical bidding and utilization data, that such an adjustment is necessary to ensure a narrowly-tailored goal. The Goals Setting Committee then forwards the goal to EASD for review. If EASD determines that delays or changes in the project will require modification

[26] http://apps.dot.state.nc.us/constructionunit/directory/.
[27] The last two elements are adopted by the North Carolina DOT. 19A NCAC 02D.1110(7).
[28] AGC-DOT Joint Cooperative Committee Meeting Minutes, February 2001 through August 2003.

of the goals, the recommendation is returned to the Goals Setting Committee for revision.

8.3.3 Waivers of Goals

City of Phoenix, Arizona. The city of Phoenix established a Waiver Review Committee that is responsible for deciding whether to recommend waiver requests to the City Engineer. The committee has established a Subcontracting Goals Waiver Review Form. The form lists the criteria used by the committee to determine whether to grant a waiver request. The committee reviews each category on the form and evaluates the contractor's good faith efforts in attempting to meet project goals. Bidders requesting waivers must submit a letter explaining their reason(s) for the waiver along with supporting documentation demonstrating efforts made to solicit M/WBEs as subcontractors on a project. The committee then decides whether to grant the waiver based on the total number of categories in which the contractor has sufficiently complied with the requirements. Based on interviews with city officials, the criteria listed for granting or denying a waiver are not ranked in order of importance, the criteria are not weighted, and city officials have not established a definite number of categories that need to be satisfied to obtain a waiver.

Over a five year period, the city awarded 504 projects with M/WBE goals, 25 waivers were requested by the low bidder, and ten were rejected.

City of Denver, Colorado. M/WBE good faith efforts requirements were modified to apply to both M/WBE and nonminority prime contractors. This change enhanced the narrow tailoring of the program.

8.4 Race- and Gender-Neutral Subcontracting Programs

8.4.1 SBE Program for Subcontracts

City of Charlotte, North Carolina. The city of Charlotte sets SBE projects goals for contracts.[29] The city has waiver provisions for bidders, but has rejected bids for bidder noncompliance with the SBE program. Other SBE goal programs include:

- Oakland, California – 50 percent local SBE.
- New Jersey – 25 percent (up from 15 percent).
- Connecticut – 25 percent SBE.
- Sacramento County, California – 25 percent SBE.

8.4.2 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.

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

City of Columbia, South Carolina. 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 8-3**.

EXHIBIT 8-3
MINIMUM SUBCONTRACTING REQUIREMENTS FOR COLUMBIA SUBCONTRACTOR OUTREACH PROGRAM

Projects	Minimum Subcontracting
Parks	20%
Pipelines (water and 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 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, awarding either zero or full points.

City of San Diego, California. As part of its Subcontractor Outreach Program, 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.

County of Contra Costa, California. The Contra Costa County Outreach Program sets mandatory subcontracting minimums on a contract-by-contract basis.[30] The Contra Costa County Outreach Program requires that M/WBEs be considered by contractors as possible sources of supply and subcontracting opportunities.

8.4.3 Listing of Subcontractors

The listing of subcontractors reduces the possibility of bid shopping. This also assists the city during the submission review process, goal-setting process, and goal attainment review, and assists with avoiding administrative issues of handling noncompliance after contract award.

8.4.4 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.[31] First-tier subcontractor

[30] Contra Costa County, Outreach Program, Ordinance Section 3-2 et seq.
[31] ORS § 279C.370(1)(a)(A),(B).

disclosure does not apply to contracts below $100,000, or contracts exempt from competitive bidding requirements.[32] Bidders are not required to disclose the race or gender of the first-tier subcontractors.

Bidders are allowed to substitute subcontractors.[33] 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.[34] The statute provides a process by which subcontractors can issue complaints about substitutions. Violation of subcontractor substitution rules may result in civil penalties.[35]

8.4.5 Sliding Scale

The implementation of the Orange County, Florida, M/WBE goals is adjusted by what is known as the "sliding scale." The Orange County M/WBE ordinance provides that:

> *(d) If in the bidding for a construction contract the established level and percentage subcontract goals are not achieved by the low bidder, and it is deemed that a good-faith effort for compliance has not been shown by the low bidder, then the bid shall be rejected by the chief of purchasing and contracts as nonresponsive but only if the next lowest responsive bid does not exceed the low bid by more than:*
>
> > *(1) Five and one-half percent on contract awards from $100,000.00 to $750,000.00; or*
> >
> > *(2) Four percent on contract awards from $750,000.01 to $2,000,000.00; or*
> >
> > *(3) Three percent on contract awards over $2,000,000.00.*

Notwithstanding the foregoing provisions, if the next low bid is responsive only because of the bidder having made good-faith effort (not because of having met the goals set forth in subsection (a), the board may award the contract to the next low bidder only if the value of its M/WBE participation will be equal to or greater than that of the low bidder.[36] While this provision does reduce the cost of the M/WBE program, there is evidence that the program also reduces M/WBE utilization.

8.4.6 Commercial Anti-discrimination Rules

Some courts have noted that putting in place anti-discrimination rules is an important component of race-neutral alternatives.[37] Features of anti-discrimination policies selected from other agencies (Baltimore, Maryland; Cincinnati, Ohio; Seattle,

[32] ORS § 279C.370(1)(c),(d).
[33] ORS § 279C.370(5), ORS § 279C.585.
[34] ORS § 279C.585.
[35] ORS § 279C.590.
[36] Orange County Ordinances, Division 4. Minority/Women Business Enterprise, Section 17-321(d).
[37] *Engineering Contractors v. Dade County,* 943 F.Supp. 1546 (SD Fla 1996).

Washington; Jackson, Mississippi; Miami Dade County, Florida; and city of Atlanta, Georgia Public Schools)[38] include:

- Submission of a Business Utilization report on M/WBE subcontractor utilization.
- Review of the Business Utilization report for evidence of discrimination.
- A mechanism whereby complaints may be filed against firms that have discriminated in the marketplace.
- Due process, in terms of an investigation by agency staff.
- A hearing process before an independent hearing examiner.
- An appeals process to the agency manager and ultimately to a court.
- Imposition of sanctions, including:
  - Disqualification from bidding with the agency for up to five years.
  - Termination of all existing contracts.
  - Referral for prosecution for fraud.

8.5 Combined Race-Neutral and Race-Conscious Programs

A number of agencies (Tampa, Florida; Phoenix, Arizona; Charlotte, North Carolina; Hillsborough County, Florida; Jacksonville, Florida; Port Authority of New York and New Jersey; and Connecticut) combine race-neutral and race-conscious program features.

City of Saint Paul, Minnesota. The city of Saint Paul Vendor Outreach program requires that contractors document their solicitation of bids, in addition to listing subcontracting opportunities, from SBEs, MBEs, and WBEs attending pre-bid conferences and seeking assistance from M/WBE organizations.[39] Saint 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.[40]

City of Jacksonville, Florida. The city of Jacksonville recently implemented a hybrid program by establishing a declining schedule of race-conscious targets.[41] In the first program year, Jacksonville proposes to meet 70 percent of its M/WBE 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.

State of Connecticut. The state of Connecticut reserves 25 percent of its SBE contracts for M/WBEs.

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[38] San Diego Seattle Fair Contracting Practices Ordinance 119601, Jackson Equal Business Opportunity Program, Dade County, Administrative Order No.: 3-23, Atlanta Public Schools M/WBE Policy.
[39] City of St. Paul, Vendor Outreach Program, Ordinance 84.08, .09
[40] City of St. Paul, *Vendor Outreach Program Detailed Report*, FY 2004, at 6.
[41] City of Jacksonville, Executive Order No. 04-02.

8.6 Economic Development Projects

A number of cities (including Atlanta, Georgia; Jersey City, New Jersey; and Saint Paul, Minnesota) have encouraged private sector M/WBE utilization by one of two methods: (1) asking prospective bidders to report their private sector M/WBE utilization, and (2) setting aspirational goals for private sector projects with significant city tax incentives, such as tax allocation districts and community improvement districts. The city of Oakland, California, Local Small Business Enterprise Program also provides bid preferences to SBEs on tax-assisted projects. Saint Paul and Jersey City have separate offices negotiating, tracking, and managing M/WBE participation on development projects.

City of Saint Paul, Minnesota. The city of Saint Paul has established a small developers program to diversify the pool of available developers.

8.7 Loan Programs

Many state and local agencies have loan programs to assist S/M/WBEs.

New Jersey Transit. The New Jersey Transit System (NJ Transit) established a relationship with Fleet Bank (recently acquired by Bank of America) to create the loan program. The program targets firms certified by the NJ Transit office and that either participate or intend to participate on a NJ Transit project. The NJ Transit office hired a Certified Public Accountant (CPA) to work with the businesses in preparing financial applications. The CPA conducts a complete audit of the business financials and prepares all necessary documents required for the loan. The bank trained the consultant on how the package should be filled out, reviewed, completed, and presented to the bank. The CPA addresses issues arising during bank review, including credit repair. This program has been placed on hold until the new bank, Bank of America, reviews and approves of its operation. While this is happening, NJ Transit has deposited $2 million into three minority-owned banks and is negotiating with them to offer the same type program.

Commonwealth of Virginia. The Virginia Department of Minority Business Enterprise has sponsored the Providing Access to Capital for Entrepreneurs (PACE) program since 2000. PACE participants must be for-profit firms located in the Commonwealth of Virginia. Business owners must have a net worth of less than $250,000 (excluding their business and personal residence).

The PACE program provides loan guarantees of up to 90 percent of the principal on the loan. The loans include lines-of-credit for accounts receivable and inventory, loans for working capital, and fixed asset purchases. The program has generally avoided contract financing. The loans generally mature in less than five years. Most loans are in the $40,000 to $60,000 range, with the largest loan to date being $220,000. PACE has partnered with Consolidated Bank & Trust, SunTrust Virginia, Wachovia Bank, James Monroe Bank, and First Community Bank for client financing.

State of Maryland. The Maryland Small Business Development Finance Authority (MSBDFA) offers financing for M/WBEs through the following programs:

- The Contract Financing Program 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 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 provides loan guarantees and interest rate subsidies.

8.7.1 Collateral Enhancement

City of Phoenix, Arizona. Since 1992, the city of Phoenix Expansion Assistance and Development (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.

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.

8.7.2 Linked Deposit

Other examples of lending assistance programs include 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.

State of New York. For example, 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/M/WBEs that have been awarded Port Authority 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/M/WBEs 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.

8.7.3 Loan Mobilization

City of Chicago, Illinois. In 2000, the city of Chicago revised its M/WBE ordinance to allow the city to make advance payments of 10 percent of the total contract value, up to a maximum of $200,000.

State of Florida. The state of Florida has a loan mobilization program in which minority firms that land a state contract can qualify for a state-backed loan of between $5,000 and $250,000 to be used on the project.

Greater Orlando Airport Authority. The Greater Orlando Airport Authority (GOAA) also has a loan mobilization program, the Designated Mobilization Program (DMP). The GOAA makes available certain retainers and/or designated mobilization payments to local developing business (LDB) professional services, construction and procurement firms 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.

8.8 Prompt Payment

S/M/WBE vendors still have 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:

Penalties. North Carolina state law requires that prime contractors on state projects pay subcontractors within seven days of payment. Subcontractors can charge a 1 percent fee a month for delays beyond the seven-day requirement.[42] The state of Arizona has a similar requirement.[43]

Retainage. NCDOT 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.[44]

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 used frequently according to staff interviews.

[42] NC Gen Stat Section 143-134.1(B).
[43] Arizona Revised Statutes 32-1129 et seq.
[44] 49 CFR, Part 26.29(b).

8.9 Bonding

Lack of bonding is often cited by small construction firms in interviews as the reason for not pursuing government contracting opportunities. Many M/WBEs have worked in residential or private construction that does not always require bonding, or as subcontractors who were bonded under the prime contractor. A small business surety assistance program should provide technical assistance to small firms, track subcontractor utilization by ethnicity, coordinate existing financial, as well as management and technical, assistance resources, and provide for quality surety companies to participate in the bonding program.

Some examples of bonding programs from other agencies include:

Allegheny County, Pennsylvania. Allegheny County has a bonding program in which participants are preapproved for up to $100,000 in bonding on a maximum of two projects within the county. Approved firms must attend monthly business development sessions covering financial management, taxes, marketing, and credit management. Firms are allowed to participate in the program for up to 18 months. Amwest Surety Insurance Company issues the bonds. Allegheny County guarantees the bonds through the Industrial Development Authority and Community Development Block Grant (CDBG) funds.

Lambert Saint Louis International Airport. The Contractor Assistance Program (CAP) in the Lambert Airport Expansion in Saint Louis, Missouri, assesses bonding readiness by evaluating the company's bond history, recent gross receipts, financial capacity, banking ties, and past job performance. CAP's bonding specialist then focuses assistance in areas of company weakness as well as bond applications, the firm's financial controls, and reporting tools.

More comprehensive bonding programs are found at the state level. Examples of state bonding programs include:

State of 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.

North Carolina Department of Transportation. NCDOT, 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 an NCDOT contract. The program is for bid, payment, and performance bonds of up to $1 million. The program is administered through the USDOT Office of Small and Disadvantaged Business Utilization, the Minority Business Resource Center, and participating sureties.

State of Ohio. The state of Ohio Minority Business Bonding Program provides a maximum bond amount of $1 million per company. The premium rates are determined

by the Ohio Department of Development's Office of Minority Financial Incentives on a case-by-case basis. The maximum premium is 2 percent of the penal sum of the bond. There is no charge for bid bonds if the bid is unsuccessful.

8.10 Insurance

A number of agencies use wrap up insurance on construction projects to lower insurance costs for contractors.

Port Authority of New York and New Jersey. The Port Authority 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 overcoming barriers of insurance costs to M/WBE participation in Port Authority construction projects.

City of Columbia, South Carolina. In Columbia, the Richland School District implemented an owner-controlled insurance program at several school sites.

City of San Diego, California. The city of San Diego Minor Construction Program also provides access to low cost insurance on small projects.

Port of Portland, Oregon. The Port 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.

8.11 Management and Technical Services

Los Angeles Unified School District Small Business Boot Camp. Los Angeles Unified School District established a small business boot camp that addressed certification and bonding, prequalification, safety plan development, public contract law, access to capital, how to bid on school district projects, labor compliance, ten hours of Occupational Safety and Health Administration training, mock bids, and nine plan viewing sites. As of June 2005, 151 firms had graduated from the program. From October 2003 to June 2005, $4.3 million in bonding and $6 million in contract awards

have gone to boot camp graduates. The program also had 133 A&E firms submit statements of qualifications, of which 41 firms were selected, 43 percent of whom where M/WBEs.

Greater Baltimore[45] (Maryland) Bridging the Gap. Bridging the Gap is a program created by the Greater Baltimore Committee, designed to form strategic partnerships between majority, minority, and women-owned businesses. The program hosts an online inventory of M/WBEs. This inventory helps majority-owned businesses to identify M/WBEs with whom they can do business, provides information on M/WBEs' business experience and capacity, and helps businesses to use it as a means for purchasing. The program also sponsors workshops and mentor-protégé agreements.

8.11.1 Outsourcing Management and Technical Services

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 M/WBEs being registered as qualified vendors with agencies, the number of M/WBEs graduating from subcontract work to prime contracting, and rewarding firms that utilize M/WBEs in their private sector business activities.

Port Authority of New York and New Jersey. The Port Authority has a three-year fee-for-service contract with the Regional Alliance for Small Contractors capped at $275,000.[46] Previously, the contract was a flat grant, but it was changed to a fee-for-service arrangement to reward creative uses of financial resources.

City of Austin, Texas. 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 and 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 has 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 S/M/WBEs on a monthly

[45] The Greater Baltimore area consists of Baltimore City and five surrounding counties, which are Ann Arundel County, MD; Baltimore County, MD; Carroll County, MD; Harford County, MD; and Howard County, MD.

[46] The Regional Alliance was started in 1989. For general background on the Regional Alliance see Timothy Bates, "Case Studies of City Minority Business Assistance Programs," report for the U.S. MBDA, September 1993.

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.

8.11.2 Mentor-Protégé Programs

There are a number of mentor-protégé programs around the country, the most noteworthy being the U.S. Department of Defense mentor-protégé program. Some other notable mentor-protégé programs include:

Portland Stempel Plan. In the early 1990s, the Port identified the following barriers to M/WBE utilization: ineffective working relationships between DBEs and prime contractors, job notification, size of contract, financing, and bonding. The Port proposed a mentor-protégé plan that became known as the Stempel Plan and was later adopted by the AGC. Requirements for the plan are that: participants must be current on all taxes and applicable licenses, current business must have been in continuous operation for the last 24 months, and participants must be certified by the Oregon Office of Minority, Women, and Emerging Small Business.

Milwaukee Metropolitan Sewerage District. The Milwaukee Metropolitan Sewerage District (MMSD) has a two-year mentor-protégé program that is overseen by an outside construction consulting firm. The MMSD program has had greater success using former entrepreneurs as mentors as opposed to middle-level managers in larger corporations. The mentors provide advice in bidding, estimating, and project management, as well as equipment leasing.

Port Authority of New York and New Jersey. 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 M/WBE 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 ten 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 Department of Transportation. Texas Department of Transportation (TXDOT) developed a mentoring program called Learning, Information, Networking and Collaboration (LINC), in which the TXDOT's Business Opportunity Program Section serves as the mentor to selected S/M/WBE 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 themselves to the time and effort needed for a successful mentor-protégé relationship. The duration of the LINC mentorship arrangement is one year.

Florida Business Roundtable. 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 interact with their peers. The BBIF Roundtable is funded by governmental and quasi-governmental entities.

The Business 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 Business Roundtable, business owners meet once a month and function as resources to one another. They develop creative solutions by collaborating on common obstacles. The Business Roundtable is an interactive management development tool, not a training course. In Business 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 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."

Port of Portland Mentor-Protégé Program. The prime Port management and technical assistance (M&TA) program is the mentor-protégé program (also widely known as the Stempel Plan), which has been nationally recognized as a best practice in management and technical assistance. Other agencies have come to Portland to observe the operations of the Port plan. The mentor-protégé program has been in place since 1995. Most Port M&TA is run through the mentor-protégé program, which focuses on finances, marketing, and operations. The Port's mentor-protégé program was approved by the Federal Aviation Commission in FY2000 as a Small Business Development Program.

Protégés must be current in taxes and licensing requirements, in continuous operation for the past 24 months, and be certified by the state Office of Minority, Women, and Emerging Small Businesses. Protégés also must pass an assessment evaluation. About 90 percent of mentor-protégé program participants have been construction firms, although assistance has also been provided to concessionaires. Firms are in the program two to three years on average.

The Port mentor-protégé program partners with the city of Portland, the Oregon Department of Transportation, and the AGC. The program has a supportive services budget of $75,000 for outside consultants working with protégés. One firm helps with bookkeeping and CPA reporting, one helps with operations and construction management, and another firm assists protégés with bidding and estimating. In addition to the consultants, there are two mentors for every protégé. Protégés are not charged for these services. The mentor-protégé program does not satisfy Port DBE goals or good faith efforts requirements and does not promise work to protégés.

The program has sponsored small business development sessions with the city of Portland since program inception. Since 2002, the classes have covered construction subcontracting agreements and lien rights, estimating business planning, project management, human resources, prevailing wage, balance sheet, job costing, work-in-progress schedule, leadership and motivation, marketing, how to do business with the Port and the City of Portland, general conditions, business law, costing equipment to jobs, and the basics of bonding. Course instructors have included attorneys, CPAs, engineers, construction firm owners, and Small Business Development Center staff. About 30 to 40 firms attend fall M&TA sessions every year.

Generally, the program's budget was primarily spent on bookkeeping and accounting, between 50 and 70 percent in most years. The rest of the budget was spent on business plans, operational consulting classes, and the AGC conferences.

8.12 Certification

8.12.1 Unified Certification

Different agencies may maintain different criteria for certification. Nevertheless, one package of materials should be sufficient for a certification application. A unified certification application has been developed among agencies in New York City, New York; Dallas, Texas; Memphis, Tennessee; Chicago, Illinois; Minneapolis-Saint Paul, Minnesota; Jacksonville, Florida; the state of Texas; and other areas. For example, in the Minneapolis-Saint Paul, Minnesota area, Ramsey County, Hennepin County, and the city of Minneapolis established the Central Certification (CERT) program in 1998 that provides "one stop" shopping for certification.

8.12.2 Size Standards for Certification

The U.S. Small Business Administration Office of Size Standards sets revenue and employee standards for defining small businesses. A sample of these guidelines is provided in **Exhibit 8-4** below. [47]

EXHIBIT 8-4
SELECTED FEDERAL SMALL BUSINESS SIZE LIMITATIONS

Category	Size Standard
Building Construction	<$31 million
Heavy Construction	<$31 million
Specialty Construction	<$13 million
Wholesale	<100 employees
Professional, Technical Service Services (generally)	$4.5-7.5 million
Other Services (generally)	$6.5 million

Source: SBA Office of Size Standards, 2006.

A number of agencies use either the SBA size standards or a percentage of the SBA size standard as the starting point of their size standard. For example, the Oakland, California, definition of small business is 30 percent of the SBA definition of a small business; the city of Charlotte, North Carolina, uses 25 percent of the SBA size standard.[48] Some other size standards include:

- Los Ángeles, Los Ángeles Schools, Sacramento, San Diego, California
  - <$10 million (three year average)
  - <100 employees
- Sacramento County Micro Business, California
  - <$2.5 million
  - <25 employees

[47] See sba.gov/size/sizetable2002.html for the complete table of size standards.
[48] City of Oakland, *Local and Small Local Business Enterprise Program* (2003); City of Charlotte, *SBE Certification Application* (2005).

- Hillsborough County, Florida
  - Goods and services < $1,000,000 (3 year average)
  - Construction < $2,000,000 (3 year average)
  - < 25 permanent full-time employees.

Size standards for remedial procurement programs face a dilemma. If the size standard is placed too high, large firms crowd out new firms. If the size standard is placed too low, then too many experienced firms lose the advantages of the remedial program. One approach to this dilemma is to adopt a two-tier standard and a net worth requirement for S/M/WBE certification.

State of Oregon. The state of Oregon has a two-tier system for small business certification. 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 $1.5 million for construction, or $600,000 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 million for construction, or $1 million for non-construction. [49] An emerging small business cannot be a subsidiary or a franchise. In 2006, small business program participation was extended from seven to 12 years.[50]

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 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.

- Very Small Business, defined as fewer than 15 employees and less than $1 million in revenue.

8.12.3 Personal Net Worth Limits

The USDOT DBE personal net worth limit of $750,000 is a standard net worth requirement employed by many local agencies. The USDOT net worth limit excludes the owner's home and business equity in determining net worth.

8.12.4 M/WBE Directories

A number of localities have created centralized M/WBE directories. In December 2005, Pittman Unlimited has established the Central Texas Minority Business Directory, an online minority business directory for Austin, Houston, Dallas, San Antonio, and

[49] OAR 445-050-0115.
[50] OAR 445-050-0135.

surrounding areas. The Minneapolis-Saint Paul, Minnesota, CERT directory is also posted on the Web.

8.13 M/WBE Program Organization

8.13.1 Oversight Committees

It is essential that major stakeholders (including representatives of general contractors and M/WBE contractors) are a part of discussions about the city M/WBE program. Dallas, Texas; Phoenix, Arizona; Seattle, Washington; Charlotte, North Carolina; and a number of other cities have created S/M/WBE oversight committees.

8.13.2 Ombudsman

The City of Houston, Texas. The city of Houston has an M/WBE ombudsman position in the Office of Affirmative Action and Contract Compliance to facilitate dispute resolution.

8.13.3 M/WBE Web Site

A survey of agencies has found the following information on their M/WBE Web sites: bid opportunities; vendor application and information on the loan programs; directory of certified firms; uniform certification application; M/WBE program description; SBE program description; comprehensive contracting guides; M/WBE ordinance; how to do business information; bid tabulations; status of certification applications; links to management and technical assistance providers; newsletters; data on SBE and M/WBE utilization; annual M/WBE 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.

8.13.4 M/WBE Program Data Management

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

- **Separate Reporting of M/WBE Prime Contractor and Subcontractor Utilization.** Orange County, Florida; Charlotte, North Carolina; Port Authority of New York and New Jersey.

- **Tracking M/WBE and Non-M/WBE Subcontractor Utilization.** City of Charlotte, North Carolina.

- **Tracking M/WBE Utilization in the SBE Program**. Charlotte, North Carolina; Port Authority of New York and New Jersey, Los Angeles Unified School District, California; Phoenix, Arizona.

Oregon Department of Transportation. 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.

8.13.5 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.

8.13.6 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, 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?

9.0 FINDINGS AND RECOMMENDATIONS

9.0 FINDINGS AND RECOMMENDATIONS

In November 2006, MGT of America, Inc., was retained to conduct a minority and women business enterprise disparity study for the City of San Antonio (COSA) to determine whether there was a compelling interest to establish narrowly-tailored minority- and women-owned business enterprise (M/WBE) program for COSA.[1] The study consisted of fact-finding to examine the extent to which race- and gender-conscious and neutral remedial COSA efforts had effectively eliminated ongoing effects of any past discrimination affecting COSA's relevant marketplace; to analyze COSA procurement trends and practices for the study period from September 2004 through December 2007 and to evaluate various options for future program development.

The purpose of this study was to determine if there were disparities in procurement related to the race, ethnicity, or gender of business owners awarded contracts by COSA—and if any disparities were found, to present evidence on various factors that might account for them.

The results of this study and conclusions drawn are presented in detail in **Chapters 2.0** through **8.0** of this report. The following sections summarize each of the study's findings, which are followed by related major recommendations. Commendations are also noted in those instances in which the COSA already has procedures, programs, and policies in place that respond to findings. Selected best practices are described in **Chapter 8.0** of this report. These best practices expand on the findings and recommendations that are marked with an asterisk (*).

9.1 Findings for M/WBE Utilization and Availability

Findings for Prime Contracting

FINDING 9-1: Historical M/WBE Prime Utilization

A 1987 study found that less than 2 percent of COSA contracts were awarded to S/M/WBEs. **Exhibit 9-1** below shows M/WBE utilization in the 1992 San Antonio Consortium disparity study. M/WBE percentage utilization was as high as 41.5 percent in purchasing in the 1980s.

[1] MGT was hired by the City of San Antonio to conduct the study for a consortium of San Antonio agencies that includes the City.

EXHIBIT 9-1
M/WBE PRIME UTILIZATION
CITY OF SAN ANTONIO
FY1986-87; 1989-90

	1986-87		1989-90	
	Dollars	**Percent**	**Dollars**	**Percent**
Construction	$5,497,528	7.73	$11,927,681	5.24
Services	$5,117,365	31.39	$5,537,560	17.07
Purchasing	$17,205,518	41.5	$17,722,683	25.71

Source: NERA, *The Utilization of Minority and Woman-Owned Business Enterprises in Bexar County*, 1992

FINDING 9-2: M/WBE Prime Utilization, Availability and Disparity

The dollar value of M/WBE prime utilization by COSA over the study period is shown in **Exhibit 9-2**:

- M/WBEs won prime construction contracts for $123.4 million (25.95 percent of the total). There was substantial disparity for all M/WBE groups, except Hispanic owned firms for which the disparity was not substantial.

- M/WBEs won architecture and engineering contracts for $29.2 million (48.08 percent of the total). There was substantial disparity for firms owned by African Americans, Hispanic Americans and Asian Americans.

- M/WBEs won professional services contracts for $40.3 million (12.2 percent of the total). There was substantial disparity for all M/WBE groups, except in the case of Native American for which there were no available firms.

- M/WBEs won other services contracts for $5.0 million (29.8 percent of the total). There was substantial disparity for firms owned by African American, Asian Americans and Native Americans.

- M/WBEs won goods contracts for $81.1 million (23.18 percent of the total). There was substantial disparity for firms owned by Hispanic Americans and Native Americans. Disparity for firms owned by nonminority females was not substantial.

EXHIBIT 9-2
M/WBE PRIME UTILIZATION, AVAILABILITY AND DISPARITY
CITY OF SAN ANTONIO
SEPTEMBER 2004 THROUGH DECEMBER 2007

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	Total M/WBE
Construction Contract Dollars	$3,275	$106,698,047	$932,942	$21,215	$15,748,815	$123,404,295
Construction Utilization Percent	0.01%	22.44%	0.20%	0.01%	3.31%	25.95%
Construction Availabilty Percent	0.48%	25.04%	0.32%	0.16%	10.37%	36.37%
Construction Disparity	**Yes***	**Yes**	**Yes***	**Yes***	**Yes***	**N/A**
Architecture/ Engineering Contract Dollars	$5,350	$5,011,896	$1,353,667	$0.00	$22,859,992	$29,230,905
Architecture/ Engineering Utilization Percent	0.01%	8.24%	2.23%	0.00%	37.60%	48.08%
Architecture/ Engineering Availabilty Percent	1.16%	18.02%	3.49%	0.00%	12.21%	34.88%
Architecture/ Engineering Disparity	**Yes***	**Yes***	**Yes***	**N/A**	**No**	**N/A**
Professional Services Contract Dollars	$3,615,804	$33,848,203	$152,687	$0.00	$2,761,624	$40,378,320
Professional Services Utilization Percent	1.09%	10.24%	0.05%	0.00%	0.84%	12.22%
Professional Services Availabilty Percent	3.50%	15.73%	0.35%	0.00%	8.87%	28.45%
Professional Services Disparity	**Yes***	**Yes***	**Yes***	**N/A**	**Yes***	**N/A**
Other Services Contract Dollars	$99,539	$2,825,211	$2,100	$257	$2,075,000	$5,002,109
Other Services Utilization Percent	0.59%	16.88%	0.01%	0.00%	12.40%	29.88%
Other Services Availability Percent	0.88%	13.70%	0.44%	0.18%	5.79%	20.99%
Other Services Disparity	**Yes***	**No**	**Yes***	**Yes***	**No**	**N/A**
Goods and Services Contract Dollars	$19,272,363	$33,115,563	$5,482,812	$45,966	$23,100,105	$81,016,811
Goods and Services Utilization Percent	5.51%	9.48%	1.57%	0.01%	6.61%	23.18%
Goods and Services Availability Percent	1.29%	17.68%	0.12%	0.29%	8.02%	27.40%
Goods and Services Disparity	**No**	**Yes***	**No**	**Yes***	**Yes**	**N/A**

Source: Utilization findings are taken from the exhibit previously shown in **Chapter 3.0 and Chapter 4.0**. Availability is based on bidder/vendors.
N/A-not applicable.
*substantial disparity

FINDING 9-3: Anecdotal Comments

Among the M/WBEs who responded to questions about barriers to doing business, the biggest concern was competing with large firms (43 respondents, 15.0 percent of respondents). Other key issues noted were as follows:

- Size of contracts (24 respondents, 8.4 percent).
- Selection process (26 respondents, 9.1 percent).
- Pre-qualification requirements (29 respondents, 10.1 percent).
- Performance bond requirements (17 respondents, 5.9 percent).
- Financing (12 respondents, 4.2 percent).
- Bid specifications (19 respondents, 6.6 percent).
- Limited time to respond (23 respondents, 8.0 percent).

Eight M/WBEs (2.8 percent of M/WBE respondents) reported discriminatory experiences with COSA over the past five years. Twenty-six M/WBEs (9.0 percent of M/WBE respondents) felt that an informal network had excluded them from work on COSA projects.

Findings for Subcontracting

FINDING 9-4: M/WBE Subcontractor Utilization, Availability and Disparity

The 1994 COSA disparity study found that M/WBE subcontractors won $12.2 million in subcontracts, 14.73 percent of the total, from 1989 to 1990. The dollar value of M/WBE construction subcontractors over the study period is shown in **Exhibit 9-3** below:

- One-hundred and four M/WBEs won 335 construction subcontracts for $43.9 million (24.50 percent of the total).

- There was substantial disparity in the underutilization of available African American, Asian American and Native American construction subcontractors.

EXHIBIT 9-3
M/WBE SUBCONTRACTOR UTILIZATION, AVAILABILITY AND DISPARITY
CITY OF SAN ANTONIO
SEPTEMBER 2004 THROUGH DECEMBER 2007

Business Category	African American	Hispanic American	Asian American	Native American	Nonminority Women	M/WBE
Construction Subcontractor Utilization - Dollars	$1,551,193	$16,926,658	$1,339,107	$747,012	$23,392,646	$43,956,618
Construction Subcontractor Utilization - Percent	0.86%	9.43%	0.75%	0.42%	13.04%	24.50%
Subcontractor Availability - Percent	3.46%	7.31%	1.46%	0.66%	8.38%	21.28%
Disparity	Yes*	No	Yes*	Yes*	No	N/A

Source: Subcontractor bidders; Utilization and disparity findings are taken from the exhibit previously shown in **Chapters 3.0** and **4.0**.
N/A-not applicable.
*substantial disparity

Findings for Private Sector Analysis

Chapter 2.0 above, in part discusses legal precedents wherein passive participation in private sector discrimination by government has been established through analyses reflecting underutilization of M/WBE firms, disparities in self-employment and unequal access to credit. In those cases, when combined with a nexus with government contracting, such private sector analysis forms a sufficient factual predicate to establish a compelling interest for M/WBE initiatives.

FINDING 9-5: M/WBE Underutilization in Private Sector Commercial Construction

M/WBE utilization in private sector commercial construction in the San Antonio Metropolitan Statistical Area (MSA) was quite low, as measured by data from building permits and Reed Construction Data. M/WBE utilization was low in absolute terms (close to 1 percent, **Exhibit 9-4**), in comparison to M/WBE subcontractor utilization on COSA projects (about 24.5 percent), and in comparison to M/WBE subcontractor availability, which was almost 52 percent in the 2002 Survey of Business Owners from the U.S. Census Bureau.

There was some evidence of low use of M/WBE subcontractors by COSA prime contractors in the private sector commercial construction. There were 25 nonminority male primes that had prime contracts with COSA in the building permits data, but only two M/WBE subcontractors that worked on COSA projects were found in the building permits data.

EXHIBIT 9-4
M/WBE UTILIZATION
PRIVATE COMMERCIAL CONSTRUCTION
SAN ANTONIO MSA
SEPTEMBER 2004 THROUGH DECEMBER 2007

Business Category / Data Source	African American	Hispanic American	Asian American	Native American	Nonminority Women	M/WBE Firms
Prime Contractors						
Private Construction Prime Contractors (Building Permits) Excludes Not for Profits (January 2001 - December 2006)	0.00%	0.51%	0.00%	0.00%	0.48%	0.98%
Private Construction Prime Contractors (Reed Construction) Excludes Not for Profits (January 2001 - December 2006)	0.00%	0.72%	0.00%	0.00%	0.00%	0.72%
Subcontractors	**African American**	**Hispanic American**	**Asian American**	**Native American**	**Nonminority Women**	**M/WBE Firms**
Private Construction Subcontractors (Permits) Excludes Not for Profits (January 2003 - December 2007)	0.00%	0.89%	0.00%	0.00%	0.00%	0.89%

Source: The City of San Antonio building permits data and Reed Construction Data.

FINDING 9-6: Disparities in the Census Utilization Data

There was evidence of disparities based on the firm revenue data in 2002 Survey of Business Owners from the U.S. Census Bureau (for groups for which data was available):

- ***Construction Firms.*** Hispanic American-owned firms were 13.0 percent of available firms, but represented only 3.5 percent of sales, with $619,588 in average revenue per firm, and which was only 26.9 percent of the market place average revenue per firm.

- ***Professional Services.*** Hispanic American-owned firms were 4.2 percent of available firms, but represented only 1.2 percent of sales, with $442,973 in average revenue per firm, and which was only 28.9 percent of the market place average revenue per firm. Women-owned firms were 6.4 percent of available firms, but represented only 1.3 percent of sales, with $310,725 in average revenue per firm, and which was only 20.3 percent of the market place average revenue per firm.

- ***Other Services Firms.*** Hispanic American-owned firms were 20.7 percent of available firms, but represented only 11.0 percent of sales, with $297,886 in average revenue per firm, and which was only 53.1 percent of the market place average revenue per firm. Women-owned firms were 14.6 percent of available firms, but represented only 8.0 percent of sales, with $307,513 in average revenue per firm, and which was only 54.8 percent of the market place average revenue per firm.

FINDING 9-7: Disparities in Self-Employment and Revenue Earnings

In general, findings from the U.S. Bureau of the Census Public Use Micro Sample (PUMS) 2000 data for the San Antonio metropolitan area indicate that there were statistically significant disparities in entry into and earnings from self-employment by women and minorities after controlling for education, age, wealth, and other variables as compared to nonminority males. The percentage of the self-employed nonminority male was generally two to three times that of self-employed African Americans, Hispanic Americans, and women. After controlling for education, age, wealth, and other determinants of self-employment, there were statistically significant differences for entry into self-employment for Hispanic Americans and women when all industries were combined, and for construction and professional services. Similarly, earnings from self-employment for nonminority males were generally higher than earnings from self-employment for Hispanic Americans, African Americans, and women. Again, there were statistically significant differences for earnings from self-employment for Hispanic Americans, African Americans, and women when all industries were combined, and for construction and other services.[2]

[2] Similar results on disparities in self-employment were found based on Current Population Survey (CPS) data in a recent disparity study for the City of Austin.

FINDING 9-8: Disparities in Loan Denials and Interest Rates

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. The data also found that African American-owned businesses paid approximately 30 to 150 percent more in interest than non-African American-owned firms (the average interest rate charged on approved loans was about 4.5 percent). In the local survey data, the denial rates were 9.3 percent for women-owned firms, 7.3 percent for Hispanic American owned firms, and 3.7 percent for nonminority male-owned firms (there were no loan denials for the other nine firms from other ethnic groups that applied for commercial loans).

FINDING 9-9: Regression Analysis of Firm Revenue and Capacity

In a statistical analysis of survey data from the San Antonio area among the company characteristics variables, other than M/WBE status, revenue for all groups increased as a function of company age, owner's experience, and number of employees. When controlling for the effects of variables related to company demographics (such as, company capacity, ownership level of education, and experience), M/WBE status had a negative effect on 2007 company earnings of all minority groups except for Hispanic Americans.

FINDING 9-10: Anecdotal Comments on the Private Sector

Fifteen M/WBEs (5.2 percent of M/WBE respondents) reported discriminatory behavior in the last five years in the private sector.

Findings for COSA Small Business Economic Development Advocacy (SBEDA) Program

FINDING 9-11: Small Business Enterprise (SBE) Policy

COSA has had a small business program in some form since 1983. A Small Business Advocacy Committee is in place, which meets monthly and advises COSA on S/M/WBE issues.

FINDING 9-12: S/M/WBE Goals

COSA has set overall S/M/WBE aspirational goals for construction, purchasing and professional services. M/WBE aspirational goals are set forth in **Exhibit 9-5** below. SBE goals are 50 percent across the board. COSA places good faith efforts language and specific project S/M/WBE goals into its bid documents. For discretionary contracts that are not subject to low bid requirements COSA has granted points to businesses with headquarters in San Antonio, Historically Underutilized Enterprises and for Small Business program compliance. COSA has also granted points for compliance with the SBEDA ordinance objectives for the evaluation of alternative construction delivery methods and investment banking.

EXHIBIT 9-5
EXISTING CITY OF SAN ANTONIO ASPIRATIONAL M/WBE GOALS BY ETHNIC, GENDER GROUP AND PROCUREMENT CATEGORY

	Construction	Purchasing	Professional Services*
Minority Business Enterprise	24%	15%	31%
Women-Owned Business Enterprise	11%	10%	10%
African American Owned Business Enterprise	1.5%	3%	2.2%
Small Business Enterprise	50%	50%	50%

Source: SBEDA Ordinance, Attachment A,
*includes Lease & Concessions and Other Services Contracts

FINDING 9-13: S/M/WBE Program Data

COSA tracks S/M/WBE COSA spending, in dollar and percentage terms, on an annual basis. The tracking of subcontracting information is left to departments that have not been consistent in their subcontractor data management efforts. The COSA financial system does maintain ethnicity and gender classification information. COSA has adopted the B2G data management system. It is anticipated that B2G and COSA Contract Management System (CCMS) will ensure more timely payments to subcontractors.

FINDING 9-14: Business Development

COSA has a number of relationships with local business development efforts, including partnering with the South Texas Women's Business Center and the South Texas Business Fund and hosting the Procurement Technical Assistance Center.

FINDING 9-15: Commercial Anti-discrimination Rules

COSA has had a formal commercial anti-discrimination policy in place since May 1989.[3]

9.2 Commendations and Recommendations

Commendations and Recommendations for Race-Neutral Alternatives

COMMENDATION 9-1: Outreach

COSA should be commended for its outreach efforts, including: co-sponsoring with Bexar County the annual Small, Minority, and Women Business Owners Conference (a national best practice); requiring the solicitation of S/M/WBEs on small purchases; using the South Central Texas Regional Certification Agency lists for solicitations; sponsoring workshops; partnerships with business development organizations and chambers of commerce; seeking to use M/WBEs on Texas state contracts; the Bridge to 550

[3] City of San Antonio, Code of Ordinances, Article 1, Section 2.8.

outreach efforts for the 2007 bond financed projects; and publishing *The Contracting Insider* newsletter.

RECOMMENDATION 9-2: Vendor Rotation*

COSA should consider the selective use of vendor rotation to expand utilization of under-utilized M/WBE groups. Some political jurisdictions use vendor rotation arrangements to limit habitual repetitive purchases from incumbent majority firms and to ensure that S/M/WBEs have an opportunity to bid along with majority firms. Generally a diverse teams of firms are prequalified for work and then team alternate undertaking projects. A number of agencies, including the City of Indianapolis, Fairfax County, Virginia, the Port Authority of New York and New Jersey, and Miami-Dade County, use vendor rotation to encourage utilization of under-utilized M/WBE groups, particularly in professional services.

COMMENDATION AND RECOMMENDATION 9-3: SBE Program for Prime Contracts*

COSA should be commended for its longstanding SBE program. A strong SBE program is central to maintaining a narrowly tailored program to promote M/WBE utilization. In particular, COSA should focus on increasing M/WBE utilization through the SBE program. COSA does not face constitutional restrictions on its SBE program, only those procurement restrictions imposed by state law. Specific suggestions for COSA's SBE program can be found in features of other SBE programs around the United States, including:

- Setting aside contracts (typically up to $50,000) for SBEs (City of Phoenix, Arizona, SBE Program; Broward County, Florida, SBE Program; Miami-Dade County, Florida, Community SBE Program)

- Setting aside small financial consulting projects (Port Authority of New York and New Jersey SBE Program).

- Providing bid preferences to SBEs in bidding on contracts (Miami-Dade County, Florida, Community SBE Program; Port Authority of New York and New Jersey SBE Program; East Bay Municipal Utility District Contract Equity Program, Port of Portland).[4]

- Setting SBE goals on formal and informal contracts (City of Charlotte, North Carolina, SBE Program).

- Setting department goals for SBE utilization (City of Charlotte, North Carolina, SBE Program).

- Access to low cost insurance on small projects (City of San Diego, California, Minor Construction Program).

[4] The Port of Portland found that 10 percent bid preferences were more effective than 5 percent bid preferences.

- Providing bid preferences to SBEs on tax-assisted projects (City of Oakland, California, Local Small Business Enterprise Program, and Port of Portland Emerging Small Business Program).

- Making SBE utilization part of department performance reviews (City of Charlotte, North Carolina, SBE Program).

- Mentor-protégé programs for small businesses (Port of Portland Emerging Small Business Program).

COMMENDATION AND RECOMMENDATION 9-4: SBE Program for Subcontracts

Small business programs are an important component of race-neutral alternatives to address identified disparities in purchasing. COSA should be commended for setting SBE goals and good faith efforts on subcontracts. COSA should consider imposing mandatory subcontracting clauses where such clauses would promote S/M/WBE utilization, and be consistent with industry practice.[5]

RECOMMENDATION 9-5: 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.[6] To qualify as a HUBZone firm, a small business must meet the following criteria: (1) it must be owned and controlled by U.S. citizens; (2) at least 35 percent of its employees must reside in a HUBZone; and (3) its principal place of business must be located in a HUBZone.[7] The same preferences that can be given to SBEs can be given to HUBZone firms, such as contract set-asides.[8]

HUBZone programs can serve as a vehicle for encouraging M/WBE contract utilization. In the state of Texas, there are 813 women and minority HUBZone firms, representing 74.7 percent of total HUBZone firms.[9] In the San Antonio MSA, there are 140 M/WBE HUBZone firms, 80.9 percent of total HUBZone firms. COSA's Procurement Technical Assistance Center should be commended for holding workshops on the federal HUBZone program.

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[5] San Diego as part of its Subcontractor Outreach Program (SCOPe) has mandatory outreach, mandatory use of subcontractors, and mandatory submission of an outreach document. Whether a contract has subcontracting is determined by the engineer on the project.

[6] The federal HUBZone program should be distinguished from the State of Texas HUB program which does not certify firms based on location in distressed areas.

[7] 13 C.F.R. 126.200 (1999). The state of California provides a 5 percent preference for a business work site located in state enterprise zones and an additional 1-4 percent preference (not to exceed $50,000 on goods and services contracts in excess of $100,000) for hiring from within the enterprise zone. (Cal Code Sec 4530 *et seq*.) Minnesota's bid preferences are limited to small businesses operating in high unemployment areas.

[8] 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. (Miami Ordinance 03-237).

[9] Based on the SBA pro-net database located at http://pro-net.sba.gov/pro-net/search.html.

COMMENDATION AND RECOMMENDATION 9-6: Commercial Anti-discrimination Rules*

COSA should be commended for having a commercial anti-discrimination policy. Some courts have noted that establishing anti-discrimination rules is an important component of race-neutral alternatives. Features of a complete anti-discrimination policy selected from other entities include:

- Submission of a business utilization report on M/WBE subcontractor utilization.
- Review of the business utilization report for evidence of discrimination.
- A mechanism whereby complaints may be filed against firms that have discriminated in the marketplace.
- Due process, in terms of an investigation by agency staff.
- A hearing process before an independent hearing examiner.
- An appeals process to the agency manager and ultimately to a court.
- Imposition of sanctions, including:
  - Disqualification from bidding with the agency for up to five years.
  - Termination of all existing contracts.
  - Referral for prosecution for fraud.

COMMENDATION and RECOMMENDATION 9-7: Business Development Assistance*

COSA should be commended for its business development initiatives, including COSA collaboration with the Procurement Technical Assistance Center. COSA should evaluate the impact of these initiatives on S/M/WBE utilization. COSA should follow the example of the Port Authority of New York and New Jersey, for which management and technical assistance contracts have been structured to include incentives for producing results, such as increasing the number of M/WBEs being registered as qualified vendors with the Port, and increasing the number of M/WBEs graduating from subcontract work to prime contracting.

M/WBE Policy Commendations and Recommendations

RECOMMENDATION 9-8: Narrowly Tailored S/M/WBE Program

This study provides evidence to support the establishment of a moderate program to promote M/WBE utilization. This conclusion is based primarily on some 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, some evidence of passive participation in private sector disparities, and some anecdotal evidence of discrimination. COSA should tailor its women and minority participation policy to remedy each of these specific disparities.

The case law involving federal DBE programs provide important insight into the design of local M/WBE programs. In January 1999, the United States Department of Transportation (USDOT) published its final DBE rule in Title 49, Code of Federal Regulations, Part 26 (49 CFR 26). The federal courts have consistently found the DBE regulations to be narrowly tailored.[10] The federal DBE program has the features in **Exhibit 9-6** that contribute to this characterization as a narrowly tailored remedial procurement preference program. COSA should adopt these features in any new narrowly tailored M/WBE program.

EXHIBIT 9-6
NARROWLY TAILORED M/WBE PROGRAM FEATURES

Narrowly Tailored Goal-Setting Features	DBE Regulations
COSA should not use quotas.	49 CFR 26(43)(a)
COSA 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)
COSA should meet the maximum amount of its M/WBE goals through race-neutral means.	49 CFR 26(51)(a)
COSA should use M/WBE contract goals only where race-neutral means are not sufficient.	49 CFR 26(51)(d)
COSA should use M/WBE goals only where there are subcontracting possibilities.	49 CFR 26(51)(e)(1)
If COSA estimates that it can meet the entire M/WBE goal with race-neutral means, then COSA should not use contract goals.	49 CFR 26(51)(f)(1)
If it is determined that COSA is exceeding its goal, then COSA should reduce the use of M/WBE contract goals.	49 CFR 26(51)(f)(2)
If COSA exceeds goals with race-neutral means for two years, then COSA should not set contract goals the next year.	49 CFR 26(51)(f)(3)
If COSA exceeds M/WBE goals with contract goals for two years, then COSA should reduce use of contract goals the next year.	49 CFR 26(51)(f)(4)
If COSA uses M/WBE goals, then COSA should award only to firms that made good faith efforts.	49 CFR 26(53)(a)
COSA should give bidders an opportunity to cure defects in good faith efforts.	49 CFR 26(53)(d)

COMMENDATION AND RECOMMENDATION 9-8: Annual Aspirational M/WBE Goals

COSA should set 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 an SBE program, race-neutral joint ventures, outreach, and adjustments in COSA procurement policy. As in the DOT DBE program goals on particular projects should in general vary from overall aspirational goals. Possible revised aspirational goals based on M/WBE availability are proposed below in **Exhibit 9-7**. These aspirational goals can be further decomposed by procurement category, ethnicity and gender.

[10] *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000), *Gross Seed. v. State of Nebraska*, 345 F.3d 968 (8th Cir. 2003); cert denied, 158 L.Ed. 2d 729 (2004), *Northern Contracting v. Illinois DOT,* 2005 U.S. Dist. LEXIS 19868 (ND IL 2005).

EXHIBIT 9-7
PROPOSED M/WBE ASPIRATIONAL GOALS
CITY OF SAN ANTONIO
BY PROCUREMENT CATEGORY

Procurement Category	Aspirational Goal
Construction Prime Contractors	35%
Construction Subcontractors	22%*
Architecture & Engineering	35%
Professional Services	30%
Other Services	21%
Goods	28%

Source: Availability estimates are taken from the exhibits previously shown in **Chapter 3.0**.
*of total subcontract dollar value

RECOMMENDATION 9-9: Joint Ventures

COSA should consider adopting a joint venture policy similar to the one implemented by the city of Atlanta. The City of Atlanta requires establishment of joint ventures on large projects of over $10 million.[11] Primes are required to 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 female and minority firms as well as nonminority firms. This rule has resulted in tens of millions of dollars in contract awards to female and minority firms.

COMMENDATION AND RECOMMENDATION 9-10: M/WBE Subcontractor Plans*

COSA should be commended for having good faith efforts requirements on contracts and improving its contract compliance process. COSA should consider adjusting the good faith effort requirements in its contracts. The basis for retaining good faith efforts requirements is some disparities in construction subcontracting, the very low utilization in private sector commercial construction and other evidence of private sector disparities, even after controlling for capacity and other race neutral variables. 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. Accordingly, the following narrow tailoring elements should be considered:

1. Good faith effort requirements should apply to both M/WBE and nonminority prime contractors.

2. Projects goals should vary by project and reflect realistic M/WBE availability for particular projects.

3. A documented excessive subcontractor bid can be a basis for not subcontracting with an M/WBE.

[11] City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

4. A documented record of poor performance can be a basis for not subcontracting with an M/WBE.[12]

COSA's good faith effort requirements are generally well-crafted and do satisfy points 1, 3, and 4 noted above, but evidence was not found of wide variance in project goals.[13]

COMMENDATION AND RECOMMENDATION 9-11: RFP Language*

COSA should be commended for seeking S/M/WBE utilization in investment banking and other nontraditional areas of professional services, given the disparities identified above. COSA should continue putting in its RFPs, particularly for large projects, language asking proposers about their strategies for M/WBE inclusion on the project. A number of agencies, including the Port Authority of New York and New Jersey, have had success in soliciting creative responses to these requests, even in areas such as large-scale insurance contracts.

COMMENDATION AND RECOMMENDATION 9-12: Economic Development*

COSA should be commended for the level of effort expended on S/M/WBE inclusion for economic development projects (for example, tax increment financing and public improvement districts) in collaboration with Bexar County. Such efforts are a national best practice. Jersey City and the City of Saint Paul have established offices that focus on employment and S/M/WBE utilization on economic development projects. COSA should also consider establishing a Small Developer Ownership Construction Program, following the example of the City of Saint Paul.

COMMENDATION AND RECOMMENDATION 9-13: Certification*

COSA should be commended for its participation in the regional certification body.

Two-Tier Size Standards. The federal case law points to the use of size standards and net worth requirements as one factor in the narrow tailoring of remedial procurement programs. At present, COSA uses the SBA size standard, having previously used a percentage of the SBA size standard.

Size standards for remedial procurement programs still face a dilemma. If the size standard is placed too high, large firms crowd out new firms. If the size standard is placed too low, too many experienced firms lose the advantages of the remedial program. One solution to this dilemma is to adopt a two-tier standard for M/WBE and SBE certification. The states of Oregon and New Jersey and the federal government use a two-tier size standard. Thus, for example, contracts could be set aside for small and very small firms and goals that included very large S/M/WBEs could be established on large projects. A standard approach is to use the SBA size standard for small firms and a percentage of the SBA size standard (e.g., 25 or 50 percent) for very small firms.

Program Participation Limits. Another graduation provision is to restrict the overall amount of dollars a program participant can receive. For example, the city of New York

[12] The last two elements were adopted by the North Carolina Department of Transportation (NCDOT). 19A NCAC 02D.1110(7).
[13] NCDOT project goal setting is discussed in the Best Practices chapter.

graduates firms that have received more than $15 million in prime contracts within the past three years.[14]

COMMENDATION AND RECOMMENDATION 9-14: M/WBE Program Data Management

COSA should be commended for implementing the B2G data management system. It is important for COSA to closely monitor the utilization of all businesses by race, ethnicity, and gender, and by prime and subcontractor utilization, over time to determine whether COSA's S/M/WBE policy has the potential to eliminate race and gender disparities without applying specific race and gender goals.

RECOMMENDATION 9-15: Performance Measures*

COSA should add performance measures other than S/M/WBE percentage utilization. Some suggested measures come from Florida Department of Transportation's Small Business Initiative (discussed in the best practices section of this report). COSA should develop additional measures to gauge the effectiveness of its efforts. Possible measures include:

- Growth in the number of S/M/WBEs winning their first award from the COSA.
- Growth in percentage of S/M/WBE utilization by COSA.
- Growth in S/M/WBE prime contracting.
- Growth in S/M/WBE subcontractors to prime contractors.
- Number of S/M/WBEs that receive bonding.
- Number of S/M/WBEs that successfully graduate from the program.
- Number of graduated firms that successfully win COSA projects.
- Percentage of S/M/WBE utilization for contracts not subject to competitive bidding requirements.
- Growth in the number of S/M/WBEs utilized by COSA.
- Number of joint ventures involving S/M/WBEs.
- Largest contract won by an S/M/WBE.
- Comparability in annual growth rates and median sales for S/M/WBEs and non-S/M/WBEs in COSA contracts.

[14] Local Laws of New York, Section 6-1292 (c) (17).

APPENDICES

APPENDIX A:
DATA COLLECTION SHEET

APPENDIX A

SAN ANTONIO REGIONAL BUSINESS DISPARITY STUDY

DATA COLLECTION SHEET

_____
Entity/Agency Name

IFB/RFP/RFQ Number _____
(Please circle/indicate the appropriate one)
Job Order Number (SAWS) _____
Contract Number _____

Project/Contract Type
- o Construction
- o Architecture/Engineering
- o Other Professional Services (such as consulting, legal services)
- o Non Professional Services (such as maintenance)
- o Supplies/Commodities

PROJECT/ CONTRACT NAME AND DESCRIPTION/SCOPE OF SERVICES

_____
_____
_____
_____
_____
_____

PRIME CONTRACTOR INFORMATION

Prime Contractor (Name):_____

Address:_____

City:_____

State:_____

Zip Code: _____

Contact Person: _____

E-mail: _____

Telephone:_____

Ethnicity/Race/Gender Status:		**Certification Status:**	
African American		MBE	
Hispanic American		SBE	
Asian American		WBE	
Non-Minority White Female		DBE	
Non-Minority White Male		Other:	

AWARD/PAYMENT INFORMATION

Prime Contract Original Amount: $_____ Amount Actually Paid on Contract: $_____

Contract Award Date: _____ Payment Date: _____

Were there change orders to this contract? Yes: _____ No: _____

If Yes, Amount of Change Orders (1) _____ (2) _____ (3) _____ (4) _____
(5) _____ (6) _____ (7) _____ (8) _____ (9) _____ (10) _____

BID INFORMATION

PROCEDURE: Competitive _____ Competitive Negotiation ____ Quote ____
Emergency/Rush _____ Sole Source _____ Other ____

List ALL Bidders including the Successful Bidder

Bidder Name	City	State	Zip Code	Ethnicity and Gender	Certification	Base Bid Amount	Final Bid Amount

SUBCONTRACTOR/SUBCONSULTANT INFORMATION (USE ADDITIONAL SHEET IF NEEDED)
(Caution: List only those subcontractors used by the successful bidder.)

Subcontractor Name	Award Amount	Actual Payment	Payment Date	Description of Work	Ethnicity and Gender	Certification

SUBCONTRACTORS/SUB-CONSULTANTS LISTED BY EACH BIDDER
Record **ALL** subcontractors listed by **ALL** Bidders, minority and non-minority

Name	Award Amount	Work Description	Ethnicity and Gender	Certification

Completed by: _____ Verified by: _____ Date: _____

APPENDIX B: PERSONAL (FACE-TO-FACE) INTERVIEW GUIDE

APPENDIX B

PERSONAL INTERVIEWS
SAN ANTONIO REGIONAL BUSINESS DISPARITY STUDY
DISPARITY STUDY

Interviewer: _____ **Date:** _____ **Time:** _____

Place: _____

Contact Name: _____

Contact Title: _____

Name of Company: _____

Address: _____

City: _____ **State:** _____ **Zip Code:** _____

Telephone: _____ **Fax:** _____

Email Address: _____ **Business Hours:** _____

CONFIDENTIALITY STATEMENT

Please read the following to interviewee.

This interview is on behalf of San Antonio Regional Business Consortium (Consortium). This interview is part of a comprehensive study of the Consortium's procurement of services and products. The Consortium is committed to improving business with all their 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 including businesses owned by individuals, as well as, small, minority, women, disadvantaged, historically underutilized, 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 the Consortium and its members.

BEGIN QUESTIONS – PLEASE BE SURE THAT THE RESPONDENT IS SPECIFIC IN PROVIDING THE JURISDICTION/CONSORTIUM MEMBER

As a reminder the members of the Consortium are as follows:

City of San Antonio

Bexar County

CPS Energy

Alamo Regional Mobility Authority

Brooks Development Authority

Edwards Aquifer Authority

Port Authority of San Antonio

San Antonio Water System

University Health System

San Antonio Housing Authority

San Antonio International Airport

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

READ LIST

θ [1] Building Construction (general contractor) –

Specify: _____

θ [2] Special Trade Contractor (electrical, painting, heavy construction, etc.) –

Specify: _____

θ [3] Professional Services –

Specify: _____

θ [4] General/Personal Services (security, training, maintenance, etc.) –

Specify: _____

θ [5] Supplies and Equipment (small procurement items) –

Specify: _____

θ 99 No Response

Q2. In what year was your company established? _____.

θ 9999 No Response (Don't Know)

Q3. Is company a sole proprietor, partnership, corporation or other?

____ θ1 Sole proprietor
____ θ2 Corporation
____ θ3 Limited Liability Corporation
____ θ7 Other (Specify)_____
____ θ4 Partnership
____ θ5 Limited Liability Partnership
____ θ6 Non-Profit Organization
____ θ9 No Response

Q4. Excluding yourself, (if owner), on average, how many employees does your company keep on the payroll?

_____θ1 Full Time _____θ2 Part-time/Cyclical θ 999999 No Response **6 digits**

Q5. Which of the following categories best approximates your company's gross revenues for calendar year 2005?

READ LIST

____θ1 up to $50,000?
____θ2 $50,001 to $100,000?
____θ3 $100,001 to $300,000?
____θ4 $300,001 to $500,000?
____θ5 $500,001 to $1,000,000?
____θ6 $1,000,001 to $3,000,000?
____θ7 $3,000,001 to $5,000,000?
____θ8 $5,000,001 to $10,000,000?
____θ10 Over $10 million?
____θ 99 No Response

Q6. Is 51 percent of your company owned and controlled by a woman or women?

____ θ1 Yes ____ θ 2No ____ θ9 No Response

Q7. Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:

NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.
READ LIST

θ0 Anglo/Caucasian
θ1 African/African American
θ2 Asian
θ3 Hispanic or Latino
θ4 American Indian or Alaska Native
θ5 Native Hawaiian or Other Pacific Islander
θ6 Other (please specify) _____
θ 9 No Response

Q8. What is the highest level of education completed by the owner of your company? Would you say:

READ LIST

____θ1 Some high school
____θ2 High school graduate
____θ3 Trade or technical education
____θ 99 No Response
____θ4 Some college
____θ5 College degree
____θ6 Post graduate degree

Q9. How many years of experience in your company's business line do the primary owner of your firm have?

_____ Years (2 digits)

Q10. Are you in the same line of business as when you established your business?

____θ^1 Yes ____θ^2 No

Explain.

Q11. Are you required to have bonding for the type of work your company bids?

____θ^1 Yes ____θ^2 No Skip to Q14 ____θ^{99} DK Skip to Q14 (2 digits)

Q12. What is your current aggregate bonding limit?

θ^1 Below $100,000
θ^2 $100,001 to $250,000
θ^3 $250,001 to $500,000
θ^4 $500,001 to $1million
θ^5 $1,000,001 to $1,500,000
θ^6 1,500,001 to $3 million
θ^7 $3,000,001 to $5 million
θ^8 Over $5 million
θ^9 None

Q13. What is your current single project bonding limit?

θ^1 Below $100,000
θ^2 $100,001 to $250,000
θ^3 $250,001 to $500,000
θ^4 $500,001 to $1million
θ^5 $1,000,001 to $1,500,000
θ^6 1,500,001 to $3 million
θ^7 $3,000,001 to $5 million
θ^8 Over $5 million
θ^9 None

Q14. Since January 1, 2002, how many times has your company done the following in the public sector and private sector?

A. Submitted bids or proposals for projects as a prime contractor on projects for:

	Yes	No	# of times	DK	NA
City of San Antonio	1	2		3	4 (712)
Bexar County	1	2		3	4 (713)
CPS Energy	1	2		3	4 (714)
Alamo Regional Mobility Authority	1	2		3	4 (715)
Brooks Development Authority	1	2		3	4 (716)
Edwards Aquifer Authority	1	2		3	4 (717)
Port Authority of San Antonio	1	2		3	4 (718)
San Antonio Water System	1	2		3	4 (719)
University Health System	1	2		3	4 (720)
San Antonio Housing Authority	1	2		3	4 (721)
San Antonio International Airport	1	2		3	4 (722)

B. Awarded contracts as a prime contractor on projects for:

	Yes	No	# of times	DK	NA
City of San Antonio	1	2		3	4 (712)
Bexar County	1	2		3	4 (713)
CPS Energy	1	2		3	4 (714)
Alamo Regional Mobility Authority	1	2		3	4 (715)
Brooks Development Authority	1	2		3	4 (716)
Edwards Aquifer Authority	1	2		3	4 (717)
Port Authority of San Antonio	1	2		3	4 (718)
San Antonio Water System	1	2		3	4 (719)
University Health System	1	2		3	4 (720)
San Antonio Housing Authority	1	2		3	4 (721)
San Antonio International Airport	1	2		3	4 (722)

C. Submitted a quote for goods, services, equipment on contracts/purchase orders for:

	Yes	No	# of times	DK	NA
City of San Antonio	1	2		3	4 (712)
Bexar County	1	2		3	4 (713)
CPS Energy	1	2		3	4 (714)
Alamo Regional Mobility Authority	1	2		3	4 (715)
Brooks Development Authority	1	2		3	4 (716)
Edwards Aquifer Authority	1	2		3	4 (717)
Port Authority of San Antonio	1	2		3	4 (718)
San Antonio Water System	1	2		3	4 (719)
University Health System	1	2		3	4 (720)
San Antonio Housing Authority	1	2		3	4 (721)
San Antonio International Airport	1	2		3	4 (722)

Awarded a contract for goods, services, equipment on contracts/purchase orders for:

	Yes	No	# of times	DK	NA
City of San Antonio	1	2		3	4 (712)
Bexar County	1	2		3	4 (713)
CPS Energy	1	2		3	4 (714)
Alamo Regional Mobility Authority	1	2		3	4 (715)
Brooks Development Authority	1	2		3	4 (716)
Edwards Aquifer Authority	1	2		3	4 (717)
Port Authority of San Antonio	1	2		3	4 (718)
San Antonio Water System	1	2		3	4 (719)
University Health System	1	2		3	4 (720)
San Antonio Housing Authority	1	2		3	4 (721)
San Antonio International Airport	1	2		3	4 (722)

D. Submitted bids or proposals for projects as a prime contractor on Private Sector Projects

_____1-10 _____11-25 _____26-50 _____51-100

_____Over 100 _____NA

E. Awarded a project as a prime contractor on Private Sector Projects

_____1-10 _____11-25 _____26-50 _____51-100

_____Over 100 _____NA

PLEASE BE SURE THAT THE RESPONDENT IS SPECIFIC IN PROVIDING THE JURISDICTION/CONSORTIUM MEMBER

Q15. Are there any factors (such as insurance bonding requirements, size of project) that have interfered with your ability to bid or provide a quote on a member of the Consortium's projects?

_____θ^{1} Yes _____θ^{2} No _____θ^{99} DK

If yes, please provide as much detail as possible.

Q16. Do any of the members of the Consortium have any practices or procedures that have prevented you from bidding or receiving any contracts or purchase orders?

_____θ^{1} Yes _____θ^{2} No _____θ^{99} DK

[Get details.]

Q17. Have any of the members of the Consortium made any attempts to encourage you to bid on their procurement?

_____θ^{1} Yes _____θ^{2} No _____θ^{99} DK

If so, describe the outreach efforts. If not, please indicate any outreach efforts you would like to see implemented.

Q18. Have any of the members of the Consortium been helpful when you have questions or need information about the procurement process? (Explain.)

_____θ^{1} Yes _____θ^{2} No _____θ^{99} DK

If yes, please provide as much detail as possible.

Q18a. If yes, has the information provided been timely and accurate?

[Get details.]

Q19. Generally, are members of the Consortium courteous and responsive when you interact with them?

	Yes	No	DK	NA
City of San Antonio	1	2	3	4
Bexar County	1	2	3	4
CPS Energy	1	2	3	4
Alamo Regional Mobility Authority	1	2	3	4
Brooks Development Authority	1	2	3	4
Edwards Aquifer Authority	1	2	3	4
Port Authority of San Antonio	1	2	3	4
San Antonio Water System	1	2	3	4
University Health System	1	2	3	4
San Antonio Housing Authority	1	2	3	4
San Antonio International Airport	1	2	3	4

(Probe for examples depending upon response.)

Q20. Do you feel as though your company has ever been treated unfairly in the selection process by the members of the Consortium?

	Yes	No	DK	NA
City of San Antonio	1	2	3	4
Bexar County	1	2	3	4
CPS Energy	1	2	3	4
Alamo Regional Mobility Authority	1	2	3	4
Brooks Development Authority	1	2	3	4
Edwards Aquifer Authority	1	2	3	4
Port Authority of San Antonio	1	2	3	4
San Antonio Water System	1	2	3	4
University Health System	1	2	3	4
San Antonio Housing Authority	1	2	3	4
San Antonio International Airport	1	2	3	4

[If yes, get examples!]

Q21. In you opinion, on a scale from 1 to 5, 5 being *Extremely Fair*, please indicate the members of the Consortium fairness in the selection process?

	Extremely Fair	Fair	Neutral	Unfair	Extremely Unfair	DK
The City of San Antonio	1	2	3	4	5	99
Bexar County	1	2	3	4	5	99
CPS Energy	1	2	3	4	5	99
Alamo Regional Mobility Authority	1	2	3	4	5	99
Brooks Development Authority	1	2	3	4	5	99
Edwards Aquifer Authority	1	2	3	4	5	99
Port Authority of San Antonio	1	2	3	4	5	99
San Antonio Water System	1	2	3	4	5	99
University Health System	1	2	3	4	5	99
San Antonio Housing Authority	1	2	3	4	5	99
San Antonio International Airport	1	2	3	4	5	99

[Get examples!]

Q21a. Do you think the members of the Consortium favor some companies over others?

_____θ^{1} Yes _____θ^{2} No _____θ^{99} DK

[If yes, find out why!]

Q22. To the best of your knowledge, have you ever been the low bidder on a project and not been awarded the contract or purchase order by a member of the Consortium ?

_____θ^{1} Yes _____θ^{2} No _____θ^{99} DK

[If yes, get details.]

Q23. What factors would you say most frequently prevent you from winning contracts or purchase orders?

[Get details.]

Q24. Have you ever protested a contract or purchase order award?

_____θ^{1} Yes _____θ^{2} No _____θ^{99} DK

[If yes, get details.]

Q25. Do you think your company will be retaliated against if you lodge a complaint with the a member of the Consortium?

_____θ^{1} Yes _____θ^{2} No _____θ^{99} DK

Q25a. If so, why?

Q26. What can the members of the Consortium do to improve the procurement and selection process?

Q27. Do you think that unions and/or project labor agreements have been a barrier in getting contracts?

_____θ^{1} Yes _____θ^{2} No _____θ^{99} DK

Q27a. If so, why?

READ THE FOLLOWING:

The next set of questions is designed for firms that have served as a subcontractor to a prime contractor.

Q28. Have you ever served as a subcontractor on a member of the Consortium's projects?

	Yes	No	DK	NA
City of San Antonio	1	2	3	4
Bexar County	1	2	3	4
CPS Energy	1	2	3	4
Alamo Regional Mobility Authority	1	2	3	4
Brooks Development Authority	1	2	3	4
Edwards Aquifer Authority	1	2	3	4
Port Authority of San Antonio	1	2	3	4
San Antonio Water System	1	2	3	4
University Health System	1	2	3	4
San Antonio Housing Authority	1	2	3	4
San Antonio International Airport	1	2	3	4

(If respondent answers NO, ask Q28, and then skip to Question #33.)

If respondent answers YES, ask Q28, and continue on.)

Q28a. Are there any factors (such as lack of information or financing) that prevent you firm from serving as a subcontractor on a member of the Consortium's projects?

	Yes	No	DK	NA
City of San Antonio	1	2	3	4
Bexar County	1	2	3	4
CPS Energy	1	2	3	4
Alamo Regional Mobility Authority	1	2	3	4
Brooks Development Authority	1	2	3	4
Edwards Aquifer Authority	1	2	3	4
Port Authority of San Antonio	1	2	3	4
San Antonio Water System	1	2	3	4
University Health System	1	2	3	4
San Antonio Housing Authority	1	2	3	4
San Antonio International Airport	1	2	3	4

Q29. How often have you served as a subcontractor on these projects?

	# of times	DK	NA
City of San Antonio		3	4 (712)
Bexar County		3	4 (713)
CPS Energy		3	4 (714)
Alamo Regional Mobility Authority		3	4 (715)
Brooks Development Authority		3	4 (716)
Edwards Aquifer Authority		3	4 (717)
Port Authority of San Antonio		3	4 (718)
San Antonio Water System		3	4 (719)
University Health System		3	4 (720)
San Antonio Housing Authority		3	4 (721)
San Antonio International Airport		3	4 (722)

Q30. Have you ever been informed that you were the low bidder for a member of the Consortium's project or services, were awarded a contract, and then found out that another subcontractor was performing the work?

	Yes	No	DK	NA
City of San Antonio	1	2	3	4
Bexar County	1	2	3	4
CPS Energy	1	2	3	4
Alamo Regional Mobility Authority	1	2	3	4
Brooks Development Authority	1	2	3	4
Edwards Aquifer Authority	1	2	3	4
Port Authority of San Antonio	1	2	3	4
San Antonio Water System	1	2	3	4
University Health System	1	2	3	4
San Antonio Housing Authority	1	2	3	4
San Antonio International Airport	1	2	3	4

Q30a. If yes, can you explain the circumstances of the situation?

Q30b. What action did you take?

Q31. Do you think prime contractors show any favoritism toward particular subcontractors when it comes to procuring services and products for City public or development projects?

	Yes	No	DK	NA
City of San Antonio	1	2	3	4
Bexar County	1	2	3	4
CPS Energy	1	2	3	4
Alamo Regional Mobility Authority	1	2	3	4
Brooks Development Authority	1	2	3	4
Edwards Aquifer Authority	1	2	3	4
Port Authority of San Antonio	1	2	3	4
San Antonio Water System	1	2	3	4
University Health System	1	2	3	4
San Antonio Housing Authority	1	2	3	4
San Antonio International Airport	1	2	3	4

Q31a. If yes, can you explain how they show favoritism?

Q32. In your opinion, how frequently have prime contractors that you've subcontracted with to perform work or provide services, delayed payment for the work or services that you performed?

_____θ^1 Always
_____θ^2 Often
_____θ^3 Sometimes
_____θ^4 Seldom
_____θ^5 Never
_____θ^6 Not Applicable

READ THE FOLLOWING:

The next set of questions is designed for firms that are minority or woman owned. If the respondent is not an M/WBE, skip to Question 43.

Q33. Do you think certification has an effect on the ability to your company to compete with other businesses?

Why or why not?

Q34. Do you notice any difference in the willingness of primes to small, minority, disadvantaged, historically underutilized, or woman businesses in the public or private sector? If so, explain the differences.

Q35. Do you think primes will use small, minority, disadvantaged, historically underutilized, or woman businesses if there are no S/M/WBE or HUB programs/goals?

Why or why not?

Q36. What do you feel are the biggest obstacles faced small, minority, disadvantaged, historically underutilized, or woman businesses?? Elaborate.

Q37. As a prime or subcontractor did you experience discriminatory behavior from one of the following agencies in the last five years when bidding on a contract?

Yes=1
No=2
DK=3
NA-Did not bid=4
[REQUIRE ANSWER]

	Yes	No	DK	NA-Did not Bid
City of San Antonio	1	2	3	4 (646)
Bexar County	1	2	3	4 (647)
CPS Energy	1	2	3	4 (648)
Alamo Regional Mobility Authority	1	2	3	4 (649)
Brooks Development Authority	1	2	3	4 (650)
Edwards Aquifer Authority	1	2	3	4 (651)
Port Authority of San Antonio	1	2	3	4 (652)
San Antonio Water System	1	2	3	4 (653)
University Health System	1	2	3	4 (654)
San Antonio Housing Authority	1	2	3	4 (655)
San Antonio International Airport	1	2	3	4 (656)

Q38. What was the most noticeable way you became aware of the discrimination against your company by:

READ CHOICES

Verbal Comment=1
Written Statement=2
Action Taken Against the Company=3
DK=4

[REQUIRE ANSWER]
[READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Verbal Comment	Written Statement	Action taken against the company	DK
The City of San Antonio	1	2	3	4 (657)
Bexar County	1	2	3	4 (658)
CPS Energy	1	2	3	4 (659)
Alamo Regional Mobility Authority	1	2	3	4 (660)
Brooks Development Authority	1	2	3	4 (661)
Edwards Aquifer Authority	1	2	3	4 (662)
Port Authority of San Antonio	1	2	3	4 (663)
San Antonio Water System	1	2	3	4 (664)
University Health System	1	2	3	4 (665)
San Antonio Housing Authority	1	2	3	4 (666)
San Antonio International Airport	1	2	3	4 (667)

Q39 What of the following do you consider the main reason for your company being discriminated against by:

READ CHOICES

Owner's race or ethnicity=1
Owner's sex=2
Time in business=3
Company size=4
Company experience=5
DK=6

	Owner's race or ethnicity	Owner's sex	Time in business	Company size	Company experience	DK
The City of San Antonio	1	2	3	4	5	6 (668)
Bexar County	1	2	3	4	5	6 (669)
CPS Energy	1	2	3	4	5	6 (670)
Alamo Regional Mobility Authority	1	2	3	4	5	6 (671)
Brooks Development Authority	1	2	3	4	5	6 (672)
Edwards Aquifer Authority	1	2	3	4	5	6 (673)
Port Authority of San Antonio	1	2	3	4	5	6 (674)
San Antonio Water System	1	2	3	4	5	6 (675)
University Health System	1	2	3	4	5	6 (676)
San Antonio Housing Authority	1	2	3	4	5	6 (677)
San Antonio International Airport	1	2	3	4	5	6 (678)

Q39a. Do you feel that the discrimination was due to: (READ LIST)

_____θ^1 Owner's race or ethnicity
_____θ^2 Owner's sex
_____θ^3 Owner's disability
_____θ^4 Time in business
_____θ^5 Other _____
_____θ^9 No answer/DK

Q39b. When did discrimination occur: (READ LIST)

_____θ^1 During bidding process (before the contract award)
_____θ^2 After contract awarded
_____θ^4 Other _____
_____θ^9 No answer/DK

If compliant filed, find out where

Q40. Do you feel as though you have experienced discriminatory behavior from other public or private sector organizations? Elaborate.

The next set of questions is designed for nonminority male and businesses. (If respondent is not a white male, skip to Question #47.)

Q41. Do you think your company has ever suffered from reverse discrimination? If so, can you provide any details?

Q42. Do you think the ability of small, minority, disadvantaged, historically underutilized, or woman businesses to get certified gives them a competitive advantage? Why or why not?

Q43. Are you aware of any practices that prime contractors use to get around having to use small, minority, or woman businesses? Describe.

Q44. Do you notice any differences in the willingness of primes to use small, minority, or woman businesses in the public and private sector? If so, explain the differences.

Q45. What are the biggest obstacles faced by your firm in conducting business with any of the members of the Consortium?

Q46. Do you think small, minority, or woman businesses face challenges not faced by white males? If so, what.

The final two questions are designed for all to respond.

FINAL QUESTIONS – ALL FIRMS

Q47. Do you feel there is an informal network that gives an advantage to select businesses?

_____θ^{1} Yes _____θ^{2} No _____θ^{99} DK

If yes, how does it operate? Please have the respondent indicate the governmental

Q48. 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?

_____θ^{1} Yes _____θ^{2} No _____θ^{99} DK

Q53 a. If yes, What are your comments

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 SAN ANTONIO REGIONAL BUSINESS CONSORTIUM.

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 C: UTILIZATION DETAILS

APPENDIX C
UTILIZATION DETAILS

CITY OF SAN ANTONIO
UTILIZATION DETAILS - Architecture & Engineering
LIST OF UNIQUE FIRMS BY PURCHASING ORGANIZATION

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	2 TEN ARCHITECTS INC	HISPANIC AMERICAN
PUBLIC WORKS	2 TEN ARCHITECTS INC	HISPANIC AMERICAN
PUBLIC WORKS	2 TEN ARCHITECTS INC	HISPANIC AMERICAN
PARKS & RECREATION	3 T I INC	HISPANIC AMERICAN
PARKS & RECREATION	ABASOLO ARCHAEOLOGICAL CONSULTANTS	NONMINORITY MALE
PARKS & RECREATION	ADAMS ENVIRONMENTAL INC	NONMINORITY FEMALE
COMMUNITY INITIATIVE	ADOLFO SULLIVAN JR	AFRICAN AMERICAN
PARKS & RECREATION	AEHS INC ACCOUNTS RECEIVABLE	HISPANIC AMERICAN
SOLID WASTE MNGMT	AEHS INC ACCOUNTS RECEIVABLE	HISPANIC AMERICAN
POLICE	AIRBORNE FLAG & FLAGPOLE LLC	NONMINORITY MALE
PUBLIC WORKS	ALAMO ANALYTICAL LABORATORIES LTD	ASIAN AMERICAN
PARKS & RECREATION	ALAMO ARCHITECTS INC	NONMINORITY MALE
PUBLIC WORKS	ALAMO ARCHITECTS INC	NONMINORITY MALE
PUBLIC WORKS	ALAMO CONSULTING ENGINEERING	NONMINORITY MALE
SOLID WASTE MNGMT	ALAMO ENVIRONMENTAL	HISPANIC AMERICAN
SOLID WASTE MNGMT	ALAMO ENVIRONMENTAL INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	ALAMO INSPECTION SERVICE INC	NONMINORITY MALE
PUBLIC WORKS	ALBERT E MCCALL	NONMINORITY MALE
PARKS & RECREATION	ALDERSON & ASSOCS INC	NONMINORITY MALE
ITSD	ALEXANDER UTILITY ENGINEERING INC	
	ALEXANDER UTILITY ENGINEERING INC	
PARKS & RECREATION	ALFONSO C GUARNERO	HISPANIC AMERICAN
PUBLIC WORKS	ALFONSO C GUARNERO	HISPANIC AMERICAN
PARKS & RECREATION	ALFONSO C GUARNERO	HISPANIC AMERICAN
FIRE	ALFONSO C GUARNERO	HISPANIC AMERICAN
ALAMODOME	AM GOODSON CO	NONMINORITY MALE
AVIATION	ARIAS & ASSOCS INC	HISPANIC AMERICAN
PARKS & RECREATION	ARIAS & ASSOCS INC	HISPANIC AMERICAN
PARKS & RECREATION	ARIAS ENTERPRISES INC	HISPANIC AMERICAN
PUBLIC WORKS	BAIN MEDINA BAIN INC	NONMINORITY FEMALE
PARKS & RECREATION	BAIN MEDINA BAIN INC	NONMINORITY FEMALE
ASSET MANAGEMENT	BAIN MEDINA BAIN INC	NONMINORITY FEMALE
PARKS & RECREATION	BANESTER SERVICES LTD	HISPANIC AMERICAN
AVIATION	BEATY PALMER ARCHITECTS INC	NONMINORITY MALE
PARKS & RECREATION	BEATY PALMER ARCHITECTS INC	NONMINORITY MALE
PUBLIC WORKS	BEATY PALMER ARCHITECTS INC	NONMINORITY MALE
ASSET MANAGEMENT	BENDER INC	NONMINORITY FEMALE
AVIATION	BENDER INC	NONMINORITY FEMALE
PUBLIC WORKS	BENDER INC	NONMINORITY FEMALE
PARKS & RECREATION	BENDER INC	NONMINORITY FEMALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PUBLIC WORKS	BILL REIFFERT & ASSOCS INC	NONMINORITY FEMALE
PUBLIC WORKS	BROWN ENGINEERING CO	NONMINORITY MALE
PUBLIC WORKS	BURY & PARTNERS SA INC	
PARKS & RECREATION	C F ZAVALA GROUP INC	
SOLID WASTE MNGMT	C H 2 M HILL INC	
PARKS & RECREATION	C N G ENGINEERING PLLC	AFRICAN AMERICAN
PUBLIC WORKS	CALLE & ASSOCS INC	
PUBLIC WORKS	CANTYCO INC	
PUBLIC WORKS	CATHERINE NORED	
PARKS & RECREATION	CATHERINE NORED	
AVIATION	CHESNEY MORALES ASSOCS INC	HISPANIC AMERICAN
PUBLIC WORKS	CHESNEY MORALES ASSOCS INC	HISPANIC AMERICAN
PUBLIC WORKS	CHIANG PATEL & YERBY INC	ASIAN AMERICAN
PARKS & RECREATION	CIVIL DESIGN SERVICES INC	
AVIATION	CIVIL DESIGN SERVICES INC	
PUBLIC WORKS	CIVIL DESIGN SERVICES INC	
PUBLIC WORKS	CIVIL ENGINEERING CONSULTANTS	NONMINORITY MALE
PARKS & RECREATION	CIVIL ENGINEERING CONSULTANTS	NONMINORITY MALE
PARKS & RECREATION	CLAUNCH & MILLER	
AVIATION	CLAUNCH & MILLER	
PUBLIC WORKS	CLAUNCH & MILLER	
PARKS & RECREATION	CODE COMPLIANCE CONSULTANTS	HISPANIC AMERICAN
PUBLIC WORKS	CWS ARCHITECTS	HISPANIC AMERICAN
AVIATION	DANYSH & ASSOCS INC	
AVIATION	DE LARA ARCHITECTS INC	
PARKS & RECREATION	DEBRA J DOCKERY ARCHITECH PC	NONMINORITY FEMALE
PUBLIC WORKS	DEBRA J DOCKERY ARCHITECH PC	NONMINORITY FEMALE
CUST SERV/311 SYSTEM	DEBRA J DOCKERY ARCHITECH PC	NONMINORITY FEMALE
AVIATION	DEH STRUCTURAL ENGINEERING CO	
AVIATION	DRASH CONSULTING ENGINEERS INC	NONMINORITY FEMALE
PUBLIC WORKS	DRASH CONSULTING ENGINEERS INC	NONMINORITY FEMALE
SOLID WASTE MNGMT	DRASH CONSULTING ENGINEERS INC	NONMINORITY FEMALE
PUBLIC WORKS	DRASH CONSULTING ENGINEERS INC	NONMINORITY FEMALE
ASSET MANAGEMENT	DUGGER CANADAY GRAFE INC	NONMINORITY MALE
PUBLIC WORKS	DURAND HOLLIS RUPE ARCHITECTS INC	HISPANIC AMERICAN
AVIATION	DURAND HOLLIS RUPE ARCHITECTS INC	HISPANIC AMERICAN
PARKS & RECREATION	DURAND HOLLIS RUPE ARCHITECTS INC	HISPANIC AMERICAN
PARKS & RECREATION	E S MORAN CONSULTING ENGINEER INC	
PUBLIC WORKS	FACILITY PROGRAMMING LTD	NONMINORITY MALE
PUBLIC WORKS	FERNANDEZ FRAZER WHITE	HISPANIC AMERICAN
PARKS & RECREATION	FERNANDEZ FRAZER WHITE	HISPANIC AMERICAN
FIRE	FISHER ENGINEERING INC	HISPANIC AMERICAN
PARKS & RECREATION	FISHER HECK INC ARCHITECT	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PUBLIC WORKS	FISHER HECK INC ARCHITECT	
PUBLIC WORKS	FORD ENGINEERING INC	NONMINORITY FEMALE
PARKS & RECREATION	FORD POWELL & CARSON	NONMINORITY MALE
PUBLIC WORKS	FORD POWELL & CARSON	NONMINORITY MALE
PARKS & RECREATION	FRANCISCO AGUILERA	HISPANIC AMERICAN
PUBLIC WORKS	FRANK L GRANT	
PUBLIC WORKS	FREESE & NICHOLS INC	
PUBLIC WORKS	G G C ENGINEERS INC	
PUBLIC WORKS	G G I ENGINEERS	
AVIATION	GARCIA & WRIGHT CONSULTING	HISPANIC AMERICAN
PUBLIC WORKS	GAYTAN ENGINEERING	HISPANIC AMERICAN
SOLID WASTE MNGMT	GEO STRATA ENVIRONMENTAL	NONMINORITY FEMALE
PARKS & RECREATION	GEORGE VENI & ASSOCS	
PARKS & RECREATION	GEOTECHNICAL CONSULTANTS INC	NONMINORITY FEMALE
ASSET MANAGEMENT	GIBBONS SURVERYING & MAPPING INC	NONMINORITY FEMALE
PUBLIC WORKS	GIVLER ENGINEERING INC	NONMINORITY MALE
	GLOBALSCOPE COMMUNICATIONS	HISPANIC AMERICAN
PUBLIC WORKS	GROVES & ASSOCS INC	
NEIGHBORHOOD ACTION	H W I CAPITAL LLC	NONMINORITY MALE
PUBLIC WORKS	HALLENBERGER ENGINEERING	
PUBLIC WORKS	HARTNETT ENGINEERED	NONMINORITY MALE
SOLID WASTE MNGMT	HARTNETT ENGINEERED	NONMINORITY MALE
PUBLIC WORKS	HESSON ANDREWS & SOTOMAYOR	NONMINORITY MALE
PUBLIC WORKS	HOYT CONSULTING ENGINEERS INC	
FIRE	JAMES E WESTBROOK	
FIRE	JAMES T RODRIGUEZ	HISPANIC AMERICAN
PUBLIC WORKS	JASTER QUINTANILLA & ASSOCS INC	ASIAN AMERICAN
ASSET MANAGEMENT	JASTER QUINTANILLA & ASSOCS INC	ASIAN AMERICAN
PARKS & RECREATION	JASTER QUINTANILLA & ASSOCS INC	ASIAN AMERICAN
AVIATION	JASTER QUINTANILLA & ASSOCS INC	ASIAN AMERICAN
NEIGHBORHOOD ACTION	JASTER QUINTANILLA & ASSOCS INC	ASIAN AMERICAN
PUBLIC WORKS	JESUS GARCIA JR	
PARKS & RECREATION	JOHN R LAFFOON	
PARKS & RECREATION	JOSHUA ENGINEERING GROUP INC	HISPANIC AMERICAN
AVIATION	JOSHUA ENGINEERING GROUP INC	HISPANIC AMERICAN
PARKS & RECREATION	JOYCE FISHER HEIN	NONMINORITY FEMALE
PUBLIC WORKS	K E I CONSULTANTS INC	
PUBLIC WORKS	K M NG & ASSOC INC	ASIAN AMERICAN
PARKS & RECREATION	K M NG & ASSOC INC	ASIAN AMERICAN
ASSET MANAGEMENT	KAREN MAHAFFY	
DEVELOPMENT SERVICES	KEEP SA BEAUTIFUL INC	
PUBLIC WORKS	KELL MUNOZ WIGODSKY INC	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
	KENNETH W DONOUGHUE	
FIRE	LISA WALKER LANDSCAPE DESIGN INC	NONMINORITY FEMALE
PUBLIC WORKS	LLOYD WALKER JARY & ASSOCS	NONMINORITY MALE
PUBLIC WORKS	LOCKWOOD ANDREWS & NEWNAM INC	
CODE COMPLIANCE	LUIS S FARAKLAS P E	HISPANIC AMERICAN
PUBLIC WORKS	LUNDY & FRANKE	NONMINORITY FEMALE
PARKS & RECREATION	LUNDY & FRANKE	NONMINORITY FEMALE
PUBLIC WORKS	M W CUDE ENGINEERS LLC	NONMINORITY MALE
PUBLIC WORKS	MACINA BOSE COPELAND &	NONMINORITY FEMALE
ASSET MANAGEMENT	MACINA BOSE COPELAND &	NONMINORITY FEMALE
GRANTS MONITOR/ADMN	MACTEC ENGINEERING &	
PARKS & RECREATION	MADELINE ANZ SLAY ARCHITECTURE PLLC	NONMINORITY FEMALE
AVIATION	MADELINE ANZ SLAY ARCHITECTURE PLLC	NONMINORITY FEMALE
PUBLIC WORKS	MADELINE ANZ SLAY ARCHITECTURE PLLC	NONMINORITY FEMALE
PUBLIC WORKS	MAESTAS & BAILEY INC	HISPANIC AMERICAN
PUBLIC WORKS	MAINST ARCHITECTS INC	
PUBLIC WORKS	MARGON INC	
ALAMODOME	MARMON MOK LLP	NONMINORITY MALE
PUBLIC WORKS	MARMON MOK LLP	NONMINORITY MALE
AVIATION	MARMON MOK LLP	NONMINORITY MALE
FIRE	MARTINEZ ENGINEERING INC	
SOLID WASTE MNGMT	MEDINA CONSULTING CO INC	NONMINORITY FEMALE
PARKS & RECREATION	MICHAEL GERARD CHATELLE	NONMINORITY MALE
PARKS & RECREATION	MOGAS & GONZALEZ	
SA METRO HEALTH DIST	NATHAN ALTERMAN ELECTRIC CO	NONMINORITY MALE
PUBLIC WORKS	ONEILL CONRAD OPPELT ARCHITECTS INC	
PUBLIC WORKS	OPERATIONAL TECHNOLOGIES	HISPANIC AMERICAN
PUBLIC WORKS	OVERBY DESCAMPS ENGINEERS	HISPANIC AMERICAN
PARKS & RECREATION	OVERLAND PARTNERS	NONMINORITY MALE
AVIATION	PAPE DAWSON ENGINEERS INC	NONMINORITY MALE
PUBLIC WORKS	PAPE DAWSON ENGINEERS INC	NONMINORITY MALE
SOLID WASTE MNGMT	PAPE DAWSON ENGINEERS INC	NONMINORITY MALE
PARKS & RECREATION	PAPE DAWSON ENGINEERS INC	NONMINORITY MALE
PARKS & RECREATION	PATRICK G COVELL	NONMINORITY MALE
AVIATION	PAUL KINNISON JR	
PUBLIC WORKS	PAUL KINNISON JR	
PARKS & RECREATION	PAUL KINNISON JR	
PARKS & RECREATION	PETROLEUM PLACE ENERGY SOLUTIONS LP	
PARKS & RECREATION	PLACE COLLABORATIVE INC	NONMINORITY MALE
PUBLIC WORKS	POZNECKI CAMARILLO & ASSOCS INC	HISPANIC AMERICAN
PARKS & RECREATION	POZNECKI CAMARILLO & ASSOCS INC	HISPANIC AMERICAN
PUBLIC WORKS	PYLE & KLEIN CONSULTING	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	R & H LAND DESIGNS INC	HISPANIC AMERICAN
PARKS & RECREATION	RAMON M ESQUIVEL	
PUBLIC WORKS	REHLER VAUGHN & KOONE INCE	NONMINORITY MALE
PARKS & RECREATION	REHLER VAUGHN & KOONE INCE	NONMINORITY MALE
DEVELOPMENT SERVICES	REHLER VAUGHN & KOONE INCE	NONMINORITY MALE
PARKS & RECREATION	RIALTO STUDIO INC	NONMINORITY MALE
AVIATION	RICHARD N BERRY PE INC	NONMINORITY MALE
PUBLIC WORKS	RIO PERLA PROPERTIES LP	
PUBLIC WORKS	ROBERT B HAHN	NONMINORITY MALE
PUBLIC WORKS	ROBERT C WATTS ARCHITECT	
NEIGHBORHOOD ACTION	ROBERT V JIMENEZ & ASSOCS	
PUBLIC WORKS	ROSIN JOHNSON INC	
PUBLIC WORKS	S I A ENGINEERING	ASIAN AMERICAN
PUBLIC WORKS	S M GALINDO ENGINEERS INC	HISPANIC AMERICAN
PUBLIC WORKS	SALDANA & ASSOCS	
PARKS & RECREATION	SALDANA & ASSOCS	
PARKS & RECREATION	SAN ANTONIO DESIGN GROUP INC	HISPANIC AMERICAN
PUBLIC WORKS	SAN ANTONIO DESIGN GROUP INC	HISPANIC AMERICAN
PUBLIC WORKS	SAN ANTONIO PARTNERSHIP	HISPANIC AMERICAN
PARKS & RECREATION	SAN ANTONIO PARTNERSHIP	HISPANIC AMERICAN
PUBLIC WORKS	SCIENCE APPLICATIONS INTERNATIONAL	
PUBLIC WORKS	SINCLAIR & ASSOCS INC	NONMINORITY MALE
PUBLIC WORKS	SLAY ENGINEERING CO INC	NONMINORITY MALE
PUBLIC WORKS	SOUTH TEXAS ENGINEERING INC	
FIRE	SOUTHWEST RESEARCH INSTITUTE	NONMINORITY MALE
PARKS & RECREATION	SPEEGLE & ASSOCS ARCHITECTURE	
PUBLIC WORKS	STEPHEN A CADY	
ASSET MANAGEMENT	STEPHEN G COOK ENGINEERING INC	
COMMUNITY INITIATIVE	STEPHEN G COOK ENGINEERING INC	
PUBLIC WORKS	STRUCTURAL ENGINEERING	HISPANIC AMERICAN
PUBLIC WORKS	SUN BELT ENGINEERS INC	NONMINORITY MALE
PUBLIC WORKS	TAYLOR & MULLINS	
PARKS & RECREATION	TERRA DESIGN GROUP	NONMINORITY MALE
PUBLIC WORKS	TERRAZAS & ASSOCS INC	
PARKS & RECREATION	TOM B ELLIS	
ECONOMIC & EMP DEV	TOYOTA MOTOR MANUFACTURING TEXAS IN	NONMINORITY MALE
PARKS & RECREATION	UNINTECH CONSULTING ENGINEERS INC	ASIAN AMERICAN
PUBLIC WORKS	UNINTECH CONSULTING ENGINEERS INC	ASIAN AMERICAN
PARKS & RECREATION	V W BROOKS INC	NONMINORITY MALE
AVIATION	VICKREY & ASSOCS CONSULTING	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	VICKREY & ASSOCS CONSULTING	NONMINORITY FEMALE
PARKS & RECREATION	VICKREY & ASSOCS CONSULTING	NONMINORITY FEMALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PUBLIC WORKS	W 3 ARCHITECTS INC	
PUBLIC WORKS	W F CASTELLA & ASSOC INC	NONMINORITY FEMALE
PUBLIC WORKS	WESTEAST DESIGN GROUP LLC	
PUBLIC WORKS	WEYMAN & ASSOCS INC	
PUBLIC WORKS	YORK INTERNATIONAL INC A JOHNSON	NONMINORITY MALE

CITY OF SAN ANTONIO
UTILIZATION DETAILS - CONSTRUCTION
LIST OF UNIQUE FIRMS BY PURCHASING ORGANIZATION CODE

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	3 T I INC	HISPANIC AMERICAN
PUBLIC WORKS	3 T I INC	HISPANIC AMERICAN
ASSET MANAGEMENT	3 T I INC	HISPANIC AMERICAN
LIBRARY	3 T I INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	A & J FENCE INC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	A 1 AUTOMATIC DOOR SYSTEMS	NONMINORITY MALE
ASSET MANAGEMENT	A 1 AUTOMATIC DOOR SYSTEMS	NONMINORITY MALE
LIBRARY	A 1 AUTOMATIC DOOR SYSTEMS	NONMINORITY MALE
PARKS & RECREATION	A 1 AUTOMATIC DOOR SYSTEMS	NONMINORITY MALE
LIBRARY	A 1 FIRE & SAFETY CO	NONMINORITY MALE
SOLID WASTE MNGMT	A 1 FIRE & SAFETY CO	NONMINORITY MALE
CONV FACILTIES	A 1 FIRE & SAFETY CO	NONMINORITY MALE
COMMUNITY INITIATIVE	A 1 FIRE & SAFETY CO	NONMINORITY MALE
ALAMODOME	A 1 FIRE & SAFETY CO	NONMINORITY MALE
FLEET MAINT OPS	A 1 FIRE & SAFETY CO	NONMINORITY MALE
DOWNTOWN OPERATIONS	A 1 FIRE & SAFETY CO	NONMINORITY MALE
ASSET MANAGEMENT	A 1 FIRE & SAFETY CO	NONMINORITY MALE
FIRE	A 1 FIRE & SAFETY CO	NONMINORITY MALE
POLICE	A 1 FIRE & SAFETY CO	NONMINORITY MALE
	A 1 FIRE & SAFETY CO	NONMINORITY MALE
MUNICIPAL COURT	A 1 FIRE & SAFETY CO	NONMINORITY MALE
SA METRO HEALTH DIST	A 1 FIRE & SAFETY CO	NONMINORITY MALE
NEIGHBORHOOD ACTION	A E H S INC	HISPANIC AMERICAN
CULTURAL AFFAIRS	A I A SA	
ALAMODOME	A M GOODSON CO	NONMINORITY MALE
PARKS & RECREATION	A P RESOURCES INC	
PUBLIC WORKS	A S C PAVING	HISPANIC AMERICAN
AVIATION	A S C PAVING	HISPANIC AMERICAN
CULTURAL AFFAIRS	A TO Z RENTALS	NONMINORITY MALE
COMMUNITY INITIATIVE	AARDVARK KIETH MOVING CO	NONMINORITY FEMALE
PARKS & RECREATION	ABEL Z ELIZONDO	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	ABRAHAM MORALES	NONMINORITY MALE
PUBLIC WORKS	ACCORD GENERAL CONTRACTING INC	NONMINORITY MALE
PUBLIC WORKS	ACI GENERAL CONTRACTORS INC	NONMINORITY MALE
COMMUNITY INITIATIVE	ACME ACE LUMBER & SUPPLY CO	NONMINORITY MALE
ANIMAL CARE SERVICES	ACME SAFE & LOCK CO	NONMINORITY MALE
ASSET MANAGEMENT	ACME SAFE & LOCK CO	NONMINORITY MALE
COMMUNITY INITIATIVE	ACME SAFE & LOCK CO	NONMINORITY MALE
NEIGHBORHOOD ACTION	ADELA H CUEVAS	
NEIGHBORHOOD ACTION	ADRIAN E GARCIA	
PARKS & RECREATION	ADRIAN J CURIEL	HISPANIC AMERICAN
POLICE	ADRIAN J CURIEL	HISPANIC AMERICAN
	AIR JIREH SERVICES	HISPANIC AMERICAN
ASSET MANAGEMENT	AIR JIREH SERVICES	HISPANIC AMERICAN
LIBRARY	AIR JIREH SERVICES	HISPANIC AMERICAN
ASSET MANAGEMENT	AIR KON SERVICE INC	NONMINORITY MALE
ALAMODOME	AIR KON SERVICE INC	NONMINORITY MALE
LIBRARY	AIR KON SERVICE INC	NONMINORITY MALE
	AIR KON SERVICE INC	NONMINORITY MALE
PURCH & CNTRCT SERV	AIR KON SERVICE INC	NONMINORITY MALE
CUST SERV/311 SYSTEM	AIR KON SERVICE INC	NONMINORITY MALE
POLICE	AIR KON SERVICE INC	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ANIMAL CARE SERVICES	AIR KON SERVICE INC	NONMINORITY MALE
SA METRO HEALTH DIST	AIR KON SERVICE INC	NONMINORITY MALE
FIRE	AIR KON SERVICE INC	NONMINORITY MALE
PARKS & RECREATION	AIR STREAM GENERAL CONSTRUCTION	HISPANIC AMERICAN
COMMUNITY INITIATIVE	AIR SYSTEMS	HISPANIC AMERICAN
AVIATION	AIR SYSTEMS	HISPANIC AMERICAN
ALAMODOME	AL FRANZ FENCE CO	
	AL PRO SERVICE	
FIRE	ALADDIN CLEANING & RESTORATION	HISPANIC AMERICAN
ASSET MANAGEMENT	ALAMO ASPHALT CO	NONMINORITY FEMALE
AVIATION	ALAMO BLDG SPECIALTIES	
ALAMODOME	ALAMO CONCRETE PRODUCTS LTD	NONMINORITY MALE
ALAMODOME	ALAMO CONCRETE TILE INC	NONMINORITY MALE
ASSET MANAGEMENT	ALAMO CONTROLS INC	NONMINORITY MALE
PARKS & RECREATION	ALAMO CROSSLINK POWDER COATING	
LIBRARY	ALAMO DOOR SYSTEMS	NONMINORITY MALE
AVIATION	ALAMO DOOR SYSTEMS	NONMINORITY MALE
FIRE	ALAMO DOOR SYSTEMS	NONMINORITY MALE
	ALAMO DOOR SYSTEMS	NONMINORITY MALE
AVIATION	ALAMO ENVIRONMENTAL INC	HISPANIC AMERICAN
	ALAMO ENVIRONMENTAL INC	HISPANIC AMERICAN
CONV FACILTIES	ALAMO INDUSTRIAL GROUP	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	ALAMO INSPECTION SERVICE INC	NONMINORITY MALE
CULTURAL AFFAIRS	ALAMO LEGACY & MISSIONS ASSOC INC	
CULTURAL AFFAIRS	ALAMO MUSIC CTR INC	
COMMUNITY INITIATIVE	ALAMO ROOFING & METAL CO INC	
CULTURAL AFFAIRS	ALAMO TRAVEL GROUP	HISPANIC AMERICAN
AVIATION	ALAMO WELDING & BOILER WORKS	NATIVE AMERICAN
ASSET MANAGEMENT	ALAMO WELDING & BOILER WORKS	NATIVE AMERICAN
DOWNTOWN OPERATIONS	ALAMO WELDING & BOILER WORKS	NATIVE AMERICAN
LIBRARY	ALAMO WELDING & BOILER WORKS	NATIVE AMERICAN
PARKS & RECREATION	ALBERT F CARBAJAL	HISPANIC AMERICAN
FLEET MAINT OPS	ALCOR PETRO LAB LLP	
PARKS & RECREATION	ALEJANDRO MATA	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	ALEX DE LA LUZ	
NEIGHBORHOOD ACTION	ALFONSO GODINA	NONMINORITY MALE
NEIGHBORHOOD ACTION	ALFREDO H ALDABA	NONMINORITY MALE
PUBLIC WORKS	ALICE ROOFING & SHEETMETAL WORKS IN	
PARKS & RECREATION	ALL PRO GENERAL CONSTRUCTION INC	HISPANIC AMERICAN
PARKS & RECREATION	ALL PRO SERVICE	NONMINORITY MALE
SOLID WASTE MNGMT	ALLIED WASTE	
ASSET MANAGEMENT	ALPHA BUILDING CORP	NONMINORITY FEMALE
POLICE	ALTEX ELECTRONICS INC	NONMINORITY MALE
PARKS & RECREATION	AMANDA GEINSLER	
CONV FACILTIES	AMERICAN COMMERCIAL SERVICES	NONMINORITY FEMALE
PARKS & RECREATION	AMERICAN LEAK DETECTION	NONMINORITY MALE
ASSET MANAGEMENT	AMERICAN ROOFING &	NONMINORITY MALE
PARKS & RECREATION	AMERICAN ROOFING &	NONMINORITY MALE
ALAMODOME	AMERICAN ROOFING &	NONMINORITY MALE
NEIGHBORHOOD ACTION	AMERICAN SC DEMOLITIAN	HISPANIC AMERICAN
CODE COMPLIANCE	AMERICAN SC DEMOLITIAN	HISPANIC AMERICAN
	AMERICAN SC DEMOLITIAN	HISPANIC AMERICAN
PUBLIC WORKS	AMSTAR INC	HISPANIC AMERICAN
PARKS & RECREATION	AMSTAR INC	HISPANIC AMERICAN
ASSET MANAGEMENT	AMTECH LIGHTING SERVICES	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PUBLIC WORKS	ANDRE P CANNON	
PARKS & RECREATION	ANDREW P CASIANO	
PARKS & RECREATION	ANGELA ALATORRE	
NEIGHBORHOOD ACTION	ANNE MARIES RESTAURANT	
PARKS & RECREATION	ANTI CORROSION & WATER	
PUBLIC WORKS	APEX ENTERPRISES INC	
PARKS & RECREATION	AQUA SPINKLER CO	
ALAMODOME	ARCHITECTURAL DIVISION 8	NONMINORITY MALE
ASSET MANAGEMENT	ARCHITECTURAL DIVISION 8	NONMINORITY MALE
COMMUNITY INITIATIVE	ARCHITECTURAL DIVISION 8	NONMINORITY MALE
CONV FACILTIES	ARCHITECTURAL DIVISION 8	NONMINORITY MALE
ASSET MANAGEMENT	ARIAS ENTERPRISES INC	HISPANIC AMERICAN
FIRE	ARIAS ENTERPRISES INC	HISPANIC AMERICAN
PURCH & CNTRCT SERV	ARIAS ENTERPRISES INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	ARMANDO ARIZOLA	NONMINORITY MALE
CODE COMPLIANCE	ARMANDO SALAZAR	NONMINORITY MALE
NEIGHBORHOOD ACTION	ARMANDO WINN BENAVIDES	
DOWNTOWN OPERATIONS	ARTHUR F LOPEZ	
CULTURAL AFFAIRS	ARTPACE	
NEIGHBORHOOD ACTION	ARTURO P CALDERON	
COMMUNITY INITIATIVE	ATLAS MECHANICAL	HISPANIC AMERICAN
FIRE	ATLAS MECHANICAL	HISPANIC AMERICAN
POLICE	ATLAS MECHANICAL	HISPANIC AMERICAN
	ATLAS MECHANICAL	HISPANIC AMERICAN
PARKS & RECREATION	ATS CONSTRUCTION INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	ATS CONSTRUCTION INC	HISPANIC AMERICAN
FIRE	ATS CONSTRUCTION INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	ATS CONSTRUCTION INC	HISPANIC AMERICAN
CULTURAL AFFAIRS	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE
LIBRARY	AUTO BRITE CO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	AUTO WORKS INC	
	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
ASSET MANAGEMENT	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
PARKS & RECREATION	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
LIBRARY	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
GRANTS MONITOR/ADMN	AVANCE SAN ANTONIO	
GRANTS MONITOR/ADMN	AVENIDA GUADALUPE ASSOC	
PARKS & RECREATION	B & B MASONRY	HISPANIC AMERICAN
ASSET MANAGEMENT	BAKER DIST	NONMINORITY MALE
POLICE	BANESTER SERVICES LTD	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	BANESTER SERVICES LTD	HISPANIC AMERICAN
PARKS & RECREATION	BARBARA CRANE	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	BARBARA P COLLINS	
AVIATION	BARLETT COCKE WALBRIDGE A JOINT VEN	NONMINORITY MALE
DOWNTOWN OPERATIONS	BARLOW CONSTRUCTION LLC	NONMINORITY MALE
FIRE	BARLOW CONSTRUCTION LLC	NONMINORITY MALE
ASSET MANAGEMENT	BARON LONG CONSTRUCTION	NONMINORITY MALE
PARKS & RECREATION	BARON LONG CONSTRUCTION	NONMINORITY MALE
PUBLIC WORKS	BARON LONG CONSTRUCTION	NONMINORITY MALE
	BARTEK CONSTRUCTION CO	NONMINORITY MALE
DOWNTOWN OPERATIONS	BASIC INDUSTRIES OF SOUTH TEXAS LTD	NONMINORITY MALE
PARKS & RECREATION	BASIC INDUSTRIES OF SOUTH TEXAS LTD	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
GRANTS MONITOR/ADMN	BEAT AIDS INC	
POLICE	BECKWITH ELECTRONIC ENGINEERING CO	HISPANIC AMERICAN
LIBRARY	BECKWITH ELECTRONIC ENGINEERING CO	HISPANIC AMERICAN
ASSET MANAGEMENT	BECKWITH ELECTRONIC ENGINEERING CO	HISPANIC AMERICAN
PUBLIC WORKS	BELDON ROOFING & REMODELING CO	NONMINORITY MALE
CONV FACILTIES	BELDON ROOFING & REMODELING CO	NONMINORITY MALE
AVIATION	BELDON ROOFING & REMODELING CO	NONMINORITY MALE
NEIGHBORHOOD ACTION	BELIA FERNANDEZ	
NEIGHBORHOOD ACTION	BELIA MUNOZ	
NEIGHBORHOOD ACTION	BEN SCHOENBAUM LC	NONMINORITY FEMALE
SA METRO HEALTH DIST	BENJAMIN GARZA	NONMINORITY MALE
POLICE	BENNIES TV SALES & SERVICE INC	NONMINORITY FEMALE
ALAMODOME	BENTLEY SHEET METAL & ROOFING INC	
PUBLIC WORKS	BENTLEY SHEET METAL & ROOFING INC	
CULTURAL AFFAIRS	BETT BUTLER	
SOLID WASTE MNGMT	BEXAR ELECTRIC CO LTD	NONMINORITY MALE
FIRE	BEXAR ELECTRIC CO LTD	NONMINORITY MALE
SOLID WASTE MNGMT	BEXAR ENVIRONMENTAL INC	NONMINORITY FEMALE
COMMUNITY INITIATIVE	BEXAR FIRE & SAFETY EQUIP	HISPANIC AMERICAN
PARKS & RECREATION	BEXAR FLOOR COVERING CO	NONMINORITY MALE
COMMUNITY INITIATIVE	BEXAR FLOOR COVERING CO	NONMINORITY MALE
POLICE	BEXAR FLOOR COVERING CO	NONMINORITY MALE
ASSET MANAGEMENT	BEXAR LANDSCAPING CO INC	HISPANIC AMERICAN
CULTURAL AFFAIRS	BIHL HAUS ARTS INC	
SA METRO HEALTH DIST	BILL EMBREY ROOFING CO IN	NONMINORITY MALE
DOWNTOWN OPERATIONS	BILL EMBREY ROOFING CO IN	NONMINORITY MALE
FIRE	BILL EMBREY ROOFING CO IN	NONMINORITY MALE
ASSET MANAGEMENT	BILL EMBREY ROOFING CO IN	NONMINORITY MALE
PARKS & RECREATION	BILL EMBREY ROOFING CO IN	NONMINORITY MALE
PUBLIC WORKS	BILL FITZGIBBONS	
NEIGHBORHOOD ACTION	BOLADO ENVIRONMENTAL & CONSTRUCTION	HISPANIC AMERICAN
PARKS & RECREATION	BRENDA MALDONADO	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	BRUNO ESTRADA	
ASSET MANAGEMENT	BRYAN GOBEL	
NEIGHBORHOOD ACTION	BUDGET SIGNS INC	NONMINORITY MALE
POLICE	C A LANDRY PARTNERS	
ASSET MANAGEMENT	C A LANDRY PARTNERS	
FIRE	C A LANDRY PARTNERS	
PUBLIC WORKS	C A LANDRY PARTNERS	
PARKS & RECREATION	C A ONE ELECTRIC CONTRACTORS	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	C E GROUP INC	NONMINORITY FEMALE
PUBLIC WORKS	C H GUENTHER & SON INC	
PARKS & RECREATION	CACTUS MAX	
PARKS & RECREATION	CAMPOS UTILITIES INC	HISPANIC AMERICAN
LIBRARY	CANTU CONTRACTING INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	CANVAS SPECIALTIES INC	NONMINORITY FEMALE
ITSD	CAPPADONNA ELECTRICAL CONT INC	
SA METRO HEALTH DIST	CARL ELECTRIC CO INC	
AVIATION	CARL ELECTRIC CO INC	
NEIGHBORHOOD ACTION	CARLOS LOPEZ	HISPANIC AMERICAN
PARKS & RECREATION	CARLOS ABELAR	HISPANIC AMERICAN
PARKS & RECREATION	CARLOS TREVINO	
ALAMODOME	CARRIER COMMERCIAL SERVICE	NONMINORITY MALE
COMMUNITY INITIATIVE	CARRIER COMMERCIAL SERVICE	NONMINORITY MALE

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UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	CASARES SAND PITT TRUCKING INC	
CULTURAL AFFAIRS	CATERING BY ROSEMARY INC	NONMINORITY FEMALE
AVIATION	CATO ELECTRIC CO	NONMINORITY MALE
FIRE	CATO ELECTRIC CO	NONMINORITY MALE
PUBLIC WORKS	CATO ELECTRIC CO	NONMINORITY MALE
PARKS & RECREATION	CATO ELECTRIC CO	NONMINORITY MALE
	CATO ELECTRIC CO	NONMINORITY MALE
POLICE	CATO ELECTRIC CO	NONMINORITY MALE
	CAZADORES CONSTRUCTION LLC	
PARKS & RECREATION	CEASAR RODRIGUEZ	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	CECILIA R GONZALES	
FIRE	CEILING PRO OF SAN ANTONIO LLC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	CELIA MAGALLANES	
NEIGHBORHOOD ACTION	CELIA ROBALIN	HISPANIC AMERICAN
PUBLIC WORKS	CENTRAL ELECTRIC	HISPANIC AMERICAN
CULTURAL AFFAIRS	CENTRO ALAMEDA INC	
ASSET MANAGEMENT	CENTRO ALAMEDA INC	
ECONOMIC & EMP DEV	CENTRO SA	NONMINORITY MALE
DOWNTOWN OPERATIONS	CENTRO SA	NONMINORITY MALE
SOLID WASTE MNGMT	CESA CONTRACTORS INC	
DOWNTOWN OPERATIONS	CHAMPION ELECTRIC CONTRACTOR LLC	HISPANIC AMERICAN
PARKS & RECREATION	CHARLEEN TREVINO	
CODE COMPLIANCE	CHARLES M WILFORD	NONMINORITY MALE
PARKS & RECREATION	CHARLOTTES CONCRETE INC	
PURCH & CNTRCT SERV	CHEMICAL LIME LTD	
PUBLIC WORKS	CHEMRON INC	NONMINORITY FEMALE
CULTURAL AFFAIRS	CHILDRENS FINE ARTS SER	
POLICE	CHISM CO	NONMINORITY MALE
ASSET MANAGEMENT	CHISM CO	NONMINORITY MALE
AVIATION	CIMA CONTRACTING SERVICES INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	CLARENCE HOLLOWAY II	AFRICAN AMERICAN
PUBLIC WORKS	CLARK CONSTRUCTION CO INC	NONMINORITY MALE
POLICE	CLEAR CHOICE FLOORING	NONMINORITY FEMALE
CULTURAL AFFAIRS	COASTAL AWARD RIBBONS	
DOWNTOWN OPERATIONS	CODE COMPLIANCE CONSULTANTS	HISPANIC AMERICAN
PUBLIC WORKS	COLLECTIVE CONTRACTING INC	NONMINORITY MALE
CULTURAL AFFAIRS	COMMERCE STREET STAGE	
COMMUNITY INITIATIVE	COMMERCIAL KITCHEN REPAIR CO	NONMINORITY MALE
PARKS & RECREATION	COMMERCIAL KITCHEN REPAIR CO	NONMINORITY MALE
PURCH & CNTRCT SERV	COMPLETE COMMUNICATIONS SERVICES	NONMINORITY FEMALE
ITSD	COMPLETE COMMUNICATIONS SERVICES	NONMINORITY FEMALE
PARKS & RECREATION	CON COR INC APM LLC	NONMINORITY MALE
ASSET MANAGEMENT	CON COR INC APM LLC	NONMINORITY MALE
NEIGHBORHOOD ACTION	CONCEPCION A PEREZ	
PARKS & RECREATION	CONCRETE RENOVATIONS INC	NONMINORITY MALE
CULTURAL AFFAIRS	CONJUNTO HERITAGE TALLER	HISPANIC AMERICAN
ALAMODOME	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
AVIATION	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
ASSET MANAGEMENT	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
COMMUNITY INITIATIVE	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
PUBLIC WORKS	CONSTRUCTORS & ASSOCS INC	
AVIATION	CONSTRUCTORS & ASSOCS INC	
PARKS & RECREATION	CONSTRUCTORS & ASSOCS INC	
NEIGHBORHOOD ACTION	CONSUELO E ALEJANDRO	NONMINORITY MALE

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
NEIGHBORHOOD ACTION	CONSUELO GONZALEZ	HISPANIC AMERICAN
AVIATION	CRAFCO OF TEXAS INC	NONMINORITY MALE
POLICE	CRAM ROOFING CO INC	NONMINORITY MALE
LIBRARY	CRITTER CONTROL	NONMINORITY MALE
GRANTS MONITOR/ADMN	CTR ON INDEPENDENT	
ALAMODOME	CULLIGAN WATER CONDITIONING CO	NONMINORITY MALE
PARKS & RECREATION	CURTIS HUNT RESTORATIONS INC	NONMINORITY FEMALE
ASSET MANAGEMENT	D E S MECHANICAL	
AVIATION	D M J M AVIATION	NONMINORITY MALE
COMMUNITY INITIATIVE	DANIEL A HOLT	NONMINORITY MALE
ASSET MANAGEMENT	DANIEL A HOLT	NONMINORITY MALE
CODE COMPLIANCE	DANIEL GOMEZ JR	HISPANIC AMERICAN
PARKS & RECREATION	DAVEY TREE & SHRUB	NONMINORITY MALE
ASSET MANAGEMENT	DAVID DILLON	NONMINORITY MALE
PARKS & RECREATION	DAVID G GARCIA JR	HISPANIC AMERICAN
CODE COMPLIANCE	DAVID JIMENEZ	HISPANIC AMERICAN
CODE COMPLIANCE	DAVID LEIVA	HISPANIC AMERICAN
COMMUNITY INITIATIVE	DAVID PRICE	
PARKS & RECREATION	DAVID SMITH	OTHER
NEIGHBORHOOD ACTION	DAVIE ARIZPE	
PARKS & RECREATION	DAVILA PLUMBING	HISPANIC AMERICAN
PUBLIC WORKS	DAVILA PLUMBING	HISPANIC AMERICAN
FLEET MAINT OPS	DE LA GARZA FENCE & SUPPLY CO	HISPANIC AMERICAN
POLICE	DE LA GARZA FENCE & SUPPLY CO	HISPANIC AMERICAN
FIRE	DE LA GARZA FENCE & SUPPLY CO	HISPANIC AMERICAN
ASSET MANAGEMENT	DE LA GARZA FENCE & SUPPLY CO	HISPANIC AMERICAN
ITSD	DE LA GARZA FENCE & SUPPLY CO	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	DEAN M TILLERY	NONMINORITY MALE
ASSET MANAGEMENT	DEBRA J DOCKERY ARCHITECH PC	NONMINORITY FEMALE
MANAGEMENT & BUDGET	DENNIS A BALTUSKONIS	
NEIGHBORHOOD ACTION	DIANA VILLARREAL	
DOWNTOWN OPERATIONS	DIXIE FLAG	NONMINORITY MALE
NEIGHBORHOOD ACTION	DOLORES MEDRANO	NONMINORITY FEMALE
ASSET MANAGEMENT	DON BROWN ELEVATOR INSPECTIONS	
CONV FACILTIES	DON BROWN ELEVATOR INSPECTIONS	
ALAMODOME	DONNY BEICKER	HISPANIC AMERICAN
PARKS & RECREATION	DONNY CAMPOS	HISPANIC AMERICAN
PARKS & RECREATION	DONSAN CONSTRUCTION LLC INC	HISPANIC AMERICAN
PUBLIC WORKS	DONSAN CONSTRUCTION LLC INC	HISPANIC AMERICAN
PUBLIC WORKS	DOOLEY SERVICE CORP INC	
PARKS & RECREATION	DOUGLAS R DUDYCHA	NONMINORITY MALE
NEIGHBORHOOD ACTION	DRAGO INVESTMENTS LTD	NONMINORITY MALE
NEIGHBORHOOD ACTION	DUGGER CANADAY GRAFE INC	NONMINORITY MALE
ALAMODOME	DULANEY EXTERIOR SOLUTIONS LTD	NONMINORITY FEMALE
CULTURAL AFFAIRS	DWAIN YAKE SMITH	
LIBRARY	DYNAMIC AIR SERVICE CO	
CULTURAL AFFAIRS	E S D & ASSOCS	NONMINORITY FEMALE
PUBLIC WORKS	E Z BEL CONSTRUCTION LTD	
CAP IMPRV MGMT SERV	E Z BEL CONSTRUCTION LTD	
NEIGHBORHOOD ACTION	EARL GREENWOOD	NONMINORITY MALE
SA METRO HEALTH DIST	EARTH TECH INC	NONMINORITY MALE
AVIATION	EAST END GLASS CO INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	EAST END GLASS CO INC	NONMINORITY MALE
	ED LONGS METAL WORKS	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	EIAD A ALTAKROURI	NONMINORITY MALE

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
SA METRO HEALTH DIST	ELENA CASEY	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	ELENA LEOS	NONMINORITY FEMALE
PARKS & RECREATION	ELIZABETH GARCIA	HISPANIC AMERICAN
PARKS & RECREATION	ELIZABETH GARCIA	HISPANIC AMERICAN
CODE COMPLIANCE	ELIZABETH HERNANDEZ	NONMINORITY FEMALE
SOLID WASTE MNGMT	ELLA S A CONTRACTING LP	NONMINORITY MALE
NEIGHBORHOOD ACTION	ENEMENCIA AGUILAR	NONMINORITY MALE
ALAMODOME	ENTECH SALES & SERVICE	NONMINORITY MALE
NEIGHBORHOOD ACTION	ENVIRONMENTAL OCCUPATIONAL	
GRANTS MONITOR/ADMN	ERIC V SEEMANN	
LIBRARY	ERIN A CLAY	
NEIGHBORHOOD ACTION	ERNESTINA COURVIER	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	ERNESTINA CRUZ	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	ESTHER SAENZ	
NEIGHBORHOOD ACTION	EUFEMIA RICE	NONMINORITY FEMALE
CONV FACILTIES	EUREKA SHEET METAL INC	
ASSET MANAGEMENT	EXPRESS FLOOR SERVICES LT	NONMINORITY MALE
POLICE	EXPRESS FLOOR SERVICES LT	NONMINORITY MALE
LIBRARY	EXPRESS FLOOR SERVICES LT	NONMINORITY MALE
AVIATION	EXPRESS FLOOR SERVICES LT	NONMINORITY MALE
ALAMODOME	F & W ELECTRIC	NONMINORITY MALE
DOWNTOWN OPERATIONS	F & W ELECTRIC	NONMINORITY MALE
PARKS & RECREATION	F A NUNNELLY CO	NONMINORITY MALE
GRANTS MONITOR/ADMN	F D C S A BINZ LTD	
CULTURAL AFFAIRS	FEDERAL COURT REPORTERS	HISPANIC AMERICAN
CULTURAL AFFAIRS	FEDEX KINKOS OFFICE & PRINT SERVICE	NONMINORITY MALE
NEIGHBORHOOD ACTION	FELICITAS BUENO	NONMINORITY FEMALE
PARKS & RECREATION	FELIX FENCE CO	HISPANIC AMERICAN
SOLID WASTE MNGMT	FELIX FENCE CO	HISPANIC AMERICAN
POLICE	FELIX FENCE CO	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	FELIX MEZA	NONMINORITY MALE
PARKS & RECREATION	FERNANDO CARMONA	HISPANIC AMERICAN
CULTURAL AFFAIRS	FERNANDO ESTABAN FLORES	HISPANIC AMERICAN
COMMUNITY INITIATIVE	FIRE ALARM CONTROL SYSTEMS INC	
ASSET MANAGEMENT	FIRE QUEST INC	NONMINORITY MALE
ALAMODOME	FIVE STAR ELECTRIC MOTORS INC	NONMINORITY MALE
ALAMODOME	FIVE STAR ELECTRIC MOTORS INC	NONMINORITY MALE
ASSET MANAGEMENT	FIVE STAR ELECTRIC MOTORS INC	NONMINORITY MALE
CONV FACILTIES	FIVE STAR ELECTRIC MOTORS INC	NONMINORITY MALE
PARKS & RECREATION	FLOOR COVERING UNLIMITED	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	FLORENCIO MARTINEZ	
PUBLIC WORKS	FMG CONTRACTING	HISPANIC AMERICAN
POLICE	FOERWOOD INC	
DOWNTOWN OPERATIONS	FRAME RITE INC	HISPANIC AMERICAN
PARKS & RECREATION	FRAME RITE INC	HISPANIC AMERICAN
CULTURAL AFFAIRS	FRANCISCO JAVIER GALVAN	
FIRE	FRED G MARTINEZ	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	FRED REINA	
NEIGHBORHOOD ACTION	FRIESENHAHN EXCAVATION & DEMOLITION	NONMINORITY FEMALE
FIRE	FRONTIER MOWING INC	NONMINORITY FEMALE
AVIATION	FRONTIER PAVEMENT SPECIALISTS INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	FRONTIER PAVEMENT SPECIALISTS INC	NONMINORITY FEMALE
PARKS & RECREATION	G G & G GENERAL CONSTRUCTION INC	HISPANIC AMERICAN
PARKS & RECREATION	G G & G GENERAL CONSTRUCTION INC	HISPANIC AMERICAN
FLEET MAINT OPS	G G & G GENERAL CONSTRUCTION INC	HISPANIC AMERICAN

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
DOWNTOWN OPERATIONS	GARCES IRON WORKS INC	NONMINORITY MALE
AVIATION	GARCO CONTRACTING CO INC	HISPANIC AMERICAN
ALAMODOME	GENERAL NEON SIGN	NONMINORITY FEMALE
AVIATION	GENERAL NEON SIGN	NONMINORITY FEMALE
ALAMODOME	GEORGE W WORTH	NONMINORITY MALE
NEIGHBORHOOD ACTION	GEORGE ZAPATA	NONMINORITY MALE
ALAMODOME	GERARD ELECTRIC INC	NONMINORITY FEMALE
	GERARD ELECTRIC INC	NONMINORITY FEMALE
POLICE	GERARD ELECTRIC INC	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	GLORIA DOMINGUEZ	
FIRE	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
CONV FACILTIES	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
SA METRO HEALTH DIST	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
PARKS & RECREATION	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
ASSET MANAGEMENT	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
AVIATION	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
LIBRARY	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
SA METRO HEALTH DIST	GOODMAN SIGN ART INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	GRACE V CLARK	NONMINORITY FEMALE
FIRE	GRANDE TRUCK CENTER INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	GRAYBAR ELECTRIC CO	NONMINORITY MALE
	GRAYBAR ELECTRIC CO	NONMINORITY MALE
CONV FACILTIES	GRAYBAR ELECTRIC CO	NONMINORITY MALE
PUBLIC WORKS	GRECO CONSTRUCTION	NONMINORITY MALE
PARKS & RECREATION	GRECO CONSTRUCTION	NONMINORITY MALE
PARKS & RECREATION	GREGORY RODRIGUEZ	
NEIGHBORHOOD ACTION	GUADALUPE DE LA LUZ	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	GUADALUPE L ESPINOZA	
PUBLIC WORKS	GUENTHER DEVELOPMENT LLC	
PARKS & RECREATION	GUILLERMO LOPEZ	HISPANIC AMERICAN
CODE COMPLIANCE	GWENS SHREDDING SERVICE LLC	NONMINORITY MALE
	H G FIRE SYSTEMS LP	NONMINORITY MALE
PARKS & RECREATION	H KARP CO	
PARKS & RECREATION	H S C ELECTRIC CO INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	HADAR CONSTRUCTION SERVICES LLC	
NEIGHBORHOOD ACTION	HANSCO INC	
LIBRARY	HARRELL OVERHEAD DOOR	HISPANIC AMERICAN
SOLID WASTE MNGMT	HARTNETT ENGINEERED	NONMINORITY MALE
ASSET MANAGEMENT	HAYDEN ENTERPRISES INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	HELEN MARTINEZ	
CONV FACILTIES	HELI ARC FABRICATION & WELDING	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	HENRIETTA COFFEE	
NEIGHBORHOOD ACTION	HENRY PEREZ CONTRACTING	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	HERBERT H CONSTRUCTION	NONMINORITY MALE
PARKS & RECREATION	HERBERT H CONSTRUCTION	NONMINORITY MALE
	HICKS CO	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	HILARIA C ALEJANDRO	
ALAMODOME	HOLES OF SA INC	NONMINORITY MALE
CONV FACILTIES	HOLES OF SA INC	NONMINORITY MALE
ASSET MANAGEMENT	HOLES OF SA INC	NONMINORITY MALE
AVIATION	HOLES OF SA INC	NONMINORITY MALE
PARKS & RECREATION	HOLES OF SA INC	NONMINORITY MALE
POLICE	HOLES OF SA INC	NONMINORITY MALE
ALAMODOME	HOLMAN BOILER WORKS INC	NONMINORITY MALE

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ALAMODOME	HOLT CO OF TEXAS	NONMINORITY MALE
ALAMODOME	HOLT POWER SYSTEMS	NONMINORITY MALE
NEIGHBORHOOD ACTION	HOUSING & COMMUNITY SERVICES INC	
GRANTS MONITOR/ADMN	HOUSING & COMMUNITY SERVICES INC	
	HUNTER DEMOLITION & WRECKING CORP	NONMINORITY MALE
AVIATION	HUSTON MACHINE SHOP	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	IMPACT RECOVERY STYSTMS INC	
SA METRO HEALTH DIST	INDUSTRIAL SCALE SERVICE	
ITSD	INTEGRITEL INC	NONMINORITY MALE
	INTEGRITEL INC	NONMINORITY MALE
PARKS & RECREATION	INTERPOOL INC	NONMINORITY FEMALE
PARKS & RECREATION	J B M FABRICATION INC	HISPANIC AMERICAN
	J E TRAVIS PAINTING INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	J G G INTEGRATED CONSTRUCTION LLC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	J R A DESIGN & CONSTRUCTION	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	J R RAMON & SONS INC	
SOLID WASTE MNGMT	J R RAMON & SONS INC	
ASSET MANAGEMENT	J ROSS BOLES CO INC	NONMINORITY MALE
PUBLIC WORKS	J T MICHEL LTD	NONMINORITY MALE
NEIGHBORHOOD ACTION	JAIGON ENTERPRISES INC	
CULTURAL AFFAIRS	JAIME LOPEZ	
PARKS & RECREATION	JAKECO CONSTRUCTION	NONMINORITY FEMALE
PARKS & RECREATION	JAY ATKINSON	NONMINORITY MALE
NEIGHBORHOOD ACTION	JEFFERSON WOODLAWN LAKE CDC	
POLICE	JERRY MOYA	
PARKS & RECREATION	JESSE LUJAN	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	JESSIE KING	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	JESUS M ERRISURIZ	
NEIGHBORHOOD ACTION	JOE M QUINONEZ	
CODE COMPLIANCE	JOE ROCHA	NONMINORITY MALE
NEIGHBORHOOD ACTION	JOHN H SOROLA INC	HISPANIC AMERICAN
POLICE	JOHN LEFRANCOIS JR	
PUBLIC WORKS	JOHN STUART SITEWORK LTD	
FIRE	JOHNNIES PLASTIC INC	
ALAMODOME	JONATHAN E WHITLOCK	
PARKS & RECREATION	JORGE M TREVINO	
NEIGHBORHOOD ACTION	JOSE ANTONIO NAVARRO	
NEIGHBORHOOD ACTION	JOSE GALLEGOS	NONMINORITY MALE
NEIGHBORHOOD ACTION	JOSE H ONTIVEROS	
NEIGHBORHOOD ACTION	JOSE PONCE	NONMINORITY MALE
FIRE	JUAN CARDONA JR	HISPANIC AMERICAN
ASSET MANAGEMENT	JUAN CARDONA JR	HISPANIC AMERICAN
PARKS & RECREATION	JUAN CARDONA JR	HISPANIC AMERICAN
LIBRARY	JUAN CARDONA JR	HISPANIC AMERICAN
CULTURAL AFFAIRS	JUAN E HERNANDEZ	
NEIGHBORHOOD ACTION	JUAN MORENO	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	JULIO CESAR NIETO	NONMINORITY MALE
PARKS & RECREATION	JULIO CESAR NIETO	NONMINORITY MALE
CULTURAL AFFAIRS	JUMP START PERFORMANCE CO	
CONV FACILTIES	JUPE CO INC	NONMINORITY FEMALE
SA METRO HEALTH DIST	K COMM INC	NONMINORITY MALE
PUBLIC WORKS	K G M E INC	HISPANIC AMERICAN
PUBLIC WORKS	K L & J LIMITED PARTNERSHIP	NONMINORITY MALE
PUBLIC WORKS	K M NG & ASSOC INC	ASIAN AMERICAN
PARKS & RECREATION	K M NG & ASSOC INC	ASIAN AMERICAN

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ASSET MANAGEMENT	KARL HEINZ KESSLEE	HISPANIC AMERICAN
CULTURAL AFFAIRS	KATHY R LITTLE	AFRICAN AMERICAN
PUBLIC WORKS	KEGLEY INC	NONMINORITY FEMALE
AVIATION	KELLERS FLOORING AMERICA	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	KING INSPECTIONS INC	
	KLEEN AIR SERVICE OF TEXAS	HISPANIC AMERICAN
AVIATION	KLEEN AIR SERVICE OF TEXAS	HISPANIC AMERICAN
AVIATION	KLINGER SPECIALTIES DIRECT INC	NONMINORITY FEMALE
PUBLIC WORKS	KMAC CONSTRUCTION SERVICES INC	NONMINORITY MALE
CULTURAL AFFAIRS	KNIGHT VENTURES INC	NONMINORITY FEMALE
	KOETTER FIRE PROTECTION	NONMINORITY MALE
NEIGHBORHOOD ACTION	KRISHNA PUJA INC	OTHER
PUBLIC WORKS	KUNZ CONSTRUCTION CO INC	NONMINORITY MALE
PARKS & RECREATION	L V A CONSTRUCTION CO	HISPANIC AMERICAN
CULTURAL AFFAIRS	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
FLEET MAINT OPS	LACHAPPELLE ELECTRIC CO	
PARKS & RECREATION	LARRY MALDONADO	NONMINORITY MALE
LIBRARY	LEGEND PLUMBING CO	
ASSET MANAGEMENT	LEGEND PLUMBING CO	
FIRE	LEGEND PLUMBING CO	
PARKS & RECREATION	LEGEND PLUMBING CO	
PARKS & RECREATION	LEH CONTRACTORS INC	NONMINORITY FEMALE
FIRE	LEO PAEZ GUERRERO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	LEO PAEZ GUERRERO	HISPANIC AMERICAN
ASSET MANAGEMENT	LEO PAEZ GUERRERO	HISPANIC AMERICAN
PARKS & RECREATION	LEO PAEZ GUERRERO	HISPANIC AMERICAN
PUBLIC WORKS	LEVY CO LP	NONMINORITY MALE
DOWNTOWN OPERATIONS	LINDA B CLAY	
PUBLIC WORKS	LOUIS J MAGRO	HISPANIC AMERICAN
PARKS & RECREATION	LUIS JUIEL	
COMMUNITY INITIATIVE	LUIS JUIEL	
FLEET MAINT OPS	LUNDBERG MASONRY INC	NONMINORITY MALE
PUBLIC WORKS	M & M CONTRACTING OF TEXAS INC	NONMINORITY MALE
AVIATION	M & M CONTRACTING OF TEXAS INC	NONMINORITY MALE
	M & M METALS INC	
ALAMODOME	M & M METALS INC	
ALAMODOME	M & Z BRANDT ENGINEERING CO	
PARKS & RECREATION	M B METAL CONST INC	
PUBLIC WORKS	M D CARPENTER CO INC	NONMINORITY MALE
PARKS & RECREATION	M D CARPENTER CO INC	NONMINORITY MALE
ALAMODOME	M JACKS FIRE & SAFETY	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	MAGDALENA M MIRELES	HISPANIC AMERICAN
PARKS & RECREATION	MAGO CONSTRUCTION	HISPANIC AMERICAN
LIBRARY	MALDONADO NURSERY & LANDSCAPE	HISPANIC AMERICAN
COMMUNITY INITIATIVE	MALDONADO NURSERY & LANDSCAPE	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	MANUEL MEDRANO JR	NONMINORITY MALE
PARKS & RECREATION	MANUEL ORTIZ CONSTRUCTION LLC	HISPANIC AMERICAN
PUBLIC WORKS	MARCH CONSTRUCTION INC	
NEIGHBORHOOD ACTION	MARGARITA GARCIA	NONMINORITY MALE
NEIGHBORHOOD ACTION	MARGARITA R GALAN	
NEIGHBORHOOD ACTION	MARGARITA VASQUEZ	
NEIGHBORHOOD ACTION	MARIA AGUILAR	
NEIGHBORHOOD ACTION	MARIA B VELASQUEZ	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	MARIA G HUERTA	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	MARIA GUERRERO	HISPANIC AMERICAN

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
NEIGHBORHOOD ACTION	MARIA R GARCIA	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	MARIA TRISTAN	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	MARIA VICTORIA PENA	NONMINORITY MALE
NEIGHBORHOOD ACTION	MARIANO BRYAND	
PARKS & RECREATION	MARMOLEJO CONSTRUCTION CO INC	HISPANIC AMERICAN
	MAROTTA ENTERPRISES INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	MARTIN GOMEZ JR	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	MARY CANALES	
PARKS & RECREATION	MARY CARMEN CORTEZ	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	MARY HERRERA	NONMINORITY FEMALE
AVIATION	MCKENZIE EQUIPMENT CO	NONMINORITY FEMALE
ASSET MANAGEMENT	MCNIEL ROOFING & SHEET METAL INC	NONMINORITY MALE
PARKS & RECREATION	MCNIEL ROOFING & SHEET METAL INC	NONMINORITY MALE
PUBLIC WORKS	MCNIEL ROOFING & SHEET METAL INC	NONMINORITY MALE
PARKS & RECREATION	MEDA INC	NONMINORITY MALE
PARKS & RECREATION	MEIER BROS INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	MERCED SUNCREST HILLS LLC	
POLICE	METALCRAFTERS INC	NONMINORITY MALE
PUBLIC WORKS	METROPOLITAN CONTRACTING CO	
LIBRARY	METROPOLITAN CONTRACTING CO	
LIBRARY	MICHAEL G BUSTOS	
PURCH & CNTRCT SERV	MICHAEL GUTIERREZ	
CULTURAL AFFAIRS	MICHAEL MEHL	
PARKS & RECREATION	MIGUEL A DIAZ	HISPANIC AMERICAN
PARKS & RECREATION	MIGUEL AMARO JR	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	MIKE SERRATA	
AVIATION	MINER LTD	NONMINORITY MALE
ALAMODOME	MISSION CONTROLS & SUPPLY	NONMINORITY MALE
ALAMODOME	MORRISON SUPPLY CO	NONMINORITY MALE
AVIATION	MR ROOTER	
	MULDER FIRE PROTECTION	NONMINORITY MALE
ALAMODOME	MULDER FIRE PROTECTION	NONMINORITY MALE
ASSET MANAGEMENT	MULTILINK SECURITY INC	NONMINORITY MALE
GRANTS MONITOR/ADMN	N H S OF SA	
CODE COMPLIANCE	NARCISO V MENDOZA	
SA METRO HEALTH DIST	NATHAN ALTERMAN ELECTRIC CO	NONMINORITY MALE
NEIGHBORHOOD ACTION	NATIONAL BLUE PRINT CO	HISPANIC AMERICAN
CODE COMPLIANCE	NEMORIO HERNANDEZ	NONMINORITY MALE
CONV FACILTIES	NEWPORT SALES INC	NONMINORITY MALE
ASSET MANAGEMENT	NEWSOME ENTERPRISE INC	
ASSET MANAGEMENT	NIKOLAI ELEVATOR CO	NONMINORITY MALE
	NIKOLAI ELEVATOR CO	NONMINORITY MALE
PARKS & RECREATION	NIKOLAI ELEVATOR CO	NONMINORITY MALE
NEIGHBORHOOD ACTION	NINFA GAMEZ	NONMINORITY FEMALE
COMMUNITY INITIATIVE	NITE PROFESSIONAL PROTECTION INC	
NEIGHBORHOOD ACTION	NOEMI C SAENZ	NONMINORITY MALE
CULTURAL AFFAIRS	NONPROFIT RESOURCE CENTER OF TEXAS	
PUBLIC WORKS	NORMAN BREMER CORP	NONMINORITY MALE
NEIGHBORHOOD ACTION	OFELIA G RIVAS	
AVIATION	OLDCASTLE PRECAST INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	OLGA H SALAZAR	NONMINORITY MALE
LIBRARY	OMNI LIFTS INC	NONMINORITY MALE
ALAMODOME	OMNI LIFTS INC	NONMINORITY MALE
SA METRO HEALTH DIST	OMNI LIFTS INC	NONMINORITY MALE
	OMNI LIFTS INC	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
DOWNTOWN OPERATIONS	OMNIBUS M INC	NONMINORITY MALE
	ONE STOP SERVICES INC	HISPANIC AMERICAN
AVIATION	ONE STOP SERVICES INC	HISPANIC AMERICAN
CULTURAL AFFAIRS	PACK PRO OF TEXAS INC	
	PAT MURPHY PAINTING	NONMINORITY MALE
GRANTS MONITOR/ADMN	PATRICIAN MOVEMENT	
PARKS & RECREATION	PATRICK G COVELL	NONMINORITY MALE
NEIGHBORHOOD ACTION	PAULA G REYES	NONMINORITY MALE
PUBLIC WORKS	PECO ADMINISTRATION LLC	NONMINORITY MALE
NEIGHBORHOOD ACTION	PEDRO L SALDANA	
POLICE	PEERLESS EQUIPMENT CO	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	PETRA CANO	NONMINORITY MALE
NEIGHBORHOOD ACTION	PETRA RANGEL CAMPIRANO	NONMINORITY MALE
FLEET MAINT OPS	PETROLEUM SOLUTIONS	NONMINORITY MALE
	PLANT INTERSCAPES INC	NONMINORITY MALE
POLICE	PLATES BACKHOE SERVICE INC	NONMINORITY MALE
ECONOMIC & EMP DEV	PORT AUTHORITY OF SAN ANTONIO	
PARKS & RECREATION	POUTRA ENTERPRISES	
PARKS & RECREATION	PREMIER COURTS	NONMINORITY MALE
ASSET MANAGEMENT	PRIMO PAINTING CONTRACTOR INC	HISPANIC AMERICAN
FIRE	PRIMO PAINTING CONTRACTOR INC	HISPANIC AMERICAN
PARKS & RECREATION	PRINCIPLE CONTRACTING SERVICES LLC	ASIAN AMERICAN
ASSET MANAGEMENT	PROFESSIONAL TEST & BALANCE SERVICE	NONMINORITY MALE
CULTURAL AFFAIRS	PROMOTIONAL & LOGO SOLUTIONS	HISPANIC AMERICAN
PUBLIC WORKS	PRONTO SANDBLASTING & COATING	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	PROPANE ENERGY LTD	
DEVELOPMENT SERVICES	PROTECTION DEVELOPMENT	NONMINORITY MALE
ASSET MANAGEMENT	PUMP DOCTORS LLC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	QUALTECH ENVIRONMENTAL	NONMINORITY MALE
ASSET MANAGEMENT	R & R ENTERPRISES	NONMINORITY MALE
DOWNTOWN OPERATIONS	R A C INC	
COMMUNITY INITIATIVE	R A C INC	
LIBRARY	R A C INC	
POLICE	R K CONSTRUCTION CO	NONMINORITY MALE
PARKS & RECREATION	R K CONSTRUCTION CO	NONMINORITY MALE
PUBLIC WORKS	R L JONES CO LP	NONMINORITY MALE
PUBLIC WORKS	R L ROHDE GENERAL CONTRACTING	HISPANIC AMERICAN
PARKS & RECREATION	RAM BUILDING SERVICES LLC	HISPANIC AMERICAN
PUBLIC WORKS	RAM BUILDING SERVICES LLC	HISPANIC AMERICAN
ALAMODOME	RAMOS & ASSOCS	HISPANIC AMERICAN
PARKS & RECREATION	RAMOS CONTRACTING INC	HISPANIC AMERICAN
	RAMOS CONTRACTING INC	HISPANIC AMERICAN
POLICE	RANDALL LINGO	
ASSET MANAGEMENT	RANDY EIKEN & ROB GREEN	
PARKS & RECREATION	RANSOR INC	NONMINORITY FEMALE
CODE COMPLIANCE	RAUL CERDA	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	RAUL G FLORES	HISPANIC AMERICAN
CULTURAL AFFAIRS	READY 48 LLC	
CODE COMPLIANCE	REYNALDO ALANIZ	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	REYNALDO MOLINA	NONMINORITY MALE
NEIGHBORHOOD ACTION	RICHARD LIRA HOMES INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	RINGNEY H MENA	HISPANIC AMERICAN
ALAMODOME	RISKE FLEET SERVICES	NONMINORITY MALE
PARKS & RECREATION	RIVER CITY FIRE & SAFETY EQUIP	HISPANIC AMERICAN
ASSET MANAGEMENT	RIVER CITY WATER TREATMENT	NONMINORITY FEMALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
CONV FACILTIES	ROBBI COWLEY	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	ROBERT HERNANDEZ	NONMINORITY MALE
GRANTS MONITOR/ADMN	ROBERT SHULTZ	
PURCH & CNTRCT SERV	ROGERS GARDENS	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	ROGERS GARDENS	HISPANIC AMERICAN
PUBLIC WORKS	ROLAND RODRIGUEZ	
NEIGHBORHOOD ACTION	ROSE M PADILLA	NONMINORITY FEMALE
PARKS & RECREATION	ROSEMARIE MARIE	
POLICE	ROTHE DEVELOPMENT INC	NONMINORITY FEMALE
PARKS & RECREATION	RST CONSTRUCTION INC	HISPANIC AMERICAN
FIRE	RUBEN HERRERA	
SOLID WASTE MNGMT	RUBEN L RODRIQUEZ	HISPANIC AMERICAN
PARKS & RECREATION	RUBIOLA CONSTRUCTION	NONMINORITY MALE
CONV FACILTIES	RUDD & ADAMS MASONRY INC	
PARKS & RECREATION	RUDY R REYES	
NEIGHBORHOOD ACTION	RUTH R DIAZ	HISPANIC AMERICAN
ITSD	RX TECHNOLOGY	HISPANIC AMERICAN
PARKS & RECREATION	RYAN L STEPHENS	
ANIMAL CARE SERVICES	S O S LIQUID WASTE HAULERS	NONMINORITY MALE
DOWNTOWN OPERATIONS	S O S LIQUID WASTE HAULERS	NONMINORITY MALE
ASSET MANAGEMENT	SABINAL GROUP	HISPANIC AMERICAN
PUBLIC WORKS	SABINAL GROUP	HISPANIC AMERICAN
PUBLIC WORKS	SALINAS CONSTRUCTION TECHNOLOGIES L	HISPANIC AMERICAN
CODE COMPLIANCE	SAMMY SALVADOR MANZELLO JR	
PUBLIC WORKS	SAMUEL & SIRIANNI MANAGEMENT INC	
AVIATION	SAMUELS GLASS CO	NONMINORITY FEMALE
ASSET MANAGEMENT	SAMUELS GLASS CO	NONMINORITY FEMALE
	SAMUELS GLASS CO	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	SAMUELS GLASS CO	NONMINORITY FEMALE
ANIMAL CARE SERVICES	SAMUELS GLASS CO	NONMINORITY FEMALE
PURCH & CNTRCT SERV	SAMUELS GLASS CO	NONMINORITY FEMALE
POLICE	SAMUELS GLASS CO	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	SAN ANTONIO ALTERNATIVE HOUSING	NONMINORITY FEMALE
GRANTS MONITOR/ADMN	SAN ANTONIO ALTERNATIVE HOUSING	NONMINORITY FEMALE
CULTURAL AFFAIRS	SAN ANTONIO BUSINESS JOURNAL	NONMINORITY MALE
PUBLIC WORKS	SAN ANTONIO CONSTRUCTORS LTD	NONMINORITY MALE
CAP IMPRV MGMT SERV	SAN ANTONIO CONSTRUCTORS LTD	NONMINORITY MALE
CULTURAL AFFAIRS	SAN ANTONIO CURRENT	
PARKS & RECREATION	SAN ANTONIO PARTNERSHIP	HISPANIC AMERICAN
FIRE	SAN ANTONIO QUALITY FENCE	NONMINORITY MALE
PARKS & RECREATION	SAN ANTONIO QUALITY FENCE	NONMINORITY MALE
PUBLIC WORKS	SAN ANTONIO QUALITY FENCE	NONMINORITY MALE
SA METRO HEALTH DIST	SAN ANTONIO SILVER RECOVERY	NONMINORITY MALE
CULTURAL AFFAIRS	SAN ANTONIO UNDERGROUND FILM	HISPANIC AMERICAN
CONV FACILTIES	SAN COAT INC	NONMINORITY MALE
CULTURAL AFFAIRS	SAN FERNANDO CATHEDRAL	
DOWNTOWN OPERATIONS	SAN JACINTO MATERIALS	NONMINORITY MALE
PUBLIC WORKS	SANDOVAL CONSTRUCTION CO	
NEIGHBORHOOD ACTION	SANDRA ANN TAMBUNGA	
NEIGHBORHOOD ACTION	SARA S RUIZ	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	SARAH GARCIA	NONMINORITY MALE
ALAMODOME	SCHAEFER & SCHAEFER	
DOWNTOWN OPERATIONS	SCHAEFER & SCHAEFER	
	SCHINDLER ELEVATOR CORP	NONMINORITY MALE
SA METRO HEALTH DIST	SCHINDLER ELEVATOR CORP	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ASSET MANAGEMENT	SCHINDLER ELEVATOR CORP	NONMINORITY MALE
DOWNTOWN OPERATIONS	SCHINDLER ELEVATOR CORP	NONMINORITY MALE
NEIGHBORHOOD ACTION	SERGIO J GONZALEZ	
ALAMODOME	SERVICE MECHANICAL GROUP INC	NONMINORITY MALE
ALAMODOME	SERVICE MECHANICAL GROUP INC	NONMINORITY MALE
PUBLIC WORKS	SHANNON MONK INC	NONMINORITY MALE
SOLID WASTE MNGMT	SHANNON MONK INC	NONMINORITY MALE
PARKS & RECREATION	SHEAMAR INC	HISPANIC AMERICAN
FIRE	SHOOK MOBILE TECHNOLOGY	HISPANIC AMERICAN
POLICE	SHOOK MOBILE TECHNOLOGY	HISPANIC AMERICAN
PARKS & RECREATION	SHORTY INC	NONMINORITY MALE
	SIEMENS BUILDING TECHNOLOGY	NONMINORITY MALE
ITSD	SIEMENS BUILDING TECHNOLOGY	NONMINORITY MALE
ASSET MANAGEMENT	SIEMENS BUILDING TECHNOLOGY	NONMINORITY MALE
LIBRARY	SIGN ANTONIO	NONMINORITY MALE
PUBLIC WORKS	SILVERADO BROTHERS CONSTRUCTION	HISPANIC AMERICAN
CAP IMPRV MGMT SERV	SILVERADO BROTHERS CONSTRUCTION	HISPANIC AMERICAN
CODE COMPLIANCE	SILVIA F DE LOS REYES	NONMINORITY MALE
SA METRO HEALTH DIST	SIMPLEXGRINNELL LP	NONMINORITY MALE
PURCH & CNTRCT SERV	SIMPLEXGRINNELL LP	NONMINORITY MALE
LIBRARY	SIMPLEXGRINNELL LP	NONMINORITY MALE
ALAMODOME	SIMPLEXGRINNELL LP	NONMINORITY MALE
CONV FACILTIES	SIMPLEXGRINNELL LP	NONMINORITY MALE
ASSET MANAGEMENT	SIMPLEXGRINNELL LP	NONMINORITY MALE
COMMUNITY INITIATIVE	SIMPLEXGRINNELL LP	NONMINORITY MALE
SOLID WASTE MNGMT	SIMPLEXGRINNELL LP	NONMINORITY MALE
POLICE	SIMPLEXGRINNELL LP	NONMINORITY MALE
SA METRO HEALTH DIST	SKELTON TIME & CONTROLS INC	NONMINORITY MALE
	SKELTON TIME & CONTROLS INC	NONMINORITY MALE
PARKS & RECREATION	SKYLIGHTS OVER TEXAS INC	HISPANIC AMERICAN
PUBLIC WORKS	SLICK CREEK LLC	NONMINORITY MALE
CULTURAL AFFAIRS	SMITHPRINT	
ALAMODOME	SNH SERVICES	
SOLID WASTE MNGMT	SONIA MACIAS	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	SOUTH WEST TEXAS ENVIRONMENTAL	
	SOUTHWEST SOUND & ELECTRONICS INC	NONMINORITY MALE
CONV FACILTIES	SOUTHWEST SOUND & ELECTRONICS INC	NONMINORITY MALE
ALAMODOME	SPG MOQUETTE INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	STEPHANIE FLORES	NONMINORITY MALE
ASSET MANAGEMENT	STEVE GOODING	NONMINORITY MALE
CULTURAL AFFAIRS	STONEMETAL PRESS	
PUBLIC WORKS	STREET RETAIL SAN ANTONIO	
GRANTS MONITOR/ADMN	STREET RETAIL SAN ANTONIO	
ALAMODOME	STRUMBONO LLC	
	SUHOR INDUSTRIES INC	
AVIATION	SUNBELT ELECTRIC SERVICE	HISPANIC AMERICAN
FLEET MAINT OPS	SUNSHINE INSULATION	NONMINORITY MALE
PARKS & RECREATION	SUSAN I BUDGE	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	SUSANA YANES GONZALES	NONMINORITY FEMALE
PARKS & RECREATION	T C L CONSTRUCTION ENT	HISPANIC AMERICAN
	T C L CONSTRUCTION ENT	HISPANIC AMERICAN
FLEET MAINT OPS	T C L CONSTRUCTION ENT	HISPANIC AMERICAN
FIRE	T C Q CONSTRUCTION INC	
PARKS & RECREATION	TAFOLLA FENCE CO	HISPANIC AMERICAN
PUBLIC WORKS	TAFOLLA FENCE CO	HISPANIC AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
CONV FACILTIES	TECHNOS CORP	
PURCH & CNTRCT SERV	TEJAS PREMIER BUILDING CONTRACTOR I	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	TERESA SEPULVEDA	NONMINORITY MALE
FIRE	TEXAS CURB CUT	NONMINORITY FEMALE
PARKS & RECREATION	TEXAS CURB CUT	NONMINORITY FEMALE
PARKS & RECREATION	TEXAS CUTTING & CORING LP	OTHER
FIRE	TEXAS CUTTING & CORING LP	OTHER
FIRE	TEXAS ELECTRONIC SYSTEMS SPECIALIST	NONMINORITY MALE
POLICE	TEXAS ELECTRONIC SYSTEMS SPECIALIST	NONMINORITY MALE
CONV FACILTIES	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
ASSET MANAGEMENT	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
ALAMODOME	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
LIBRARY	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
FIRE	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
FLEET MAINT OPS	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
SA METRO HEALTH DIST	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
SOLID WASTE MNGMT	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
POLICE	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
AVIATION	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
ALAMODOME	TEXAS NEON ADV CO	
CONV FACILTIES	TEXAS SCENIC CO INC	NONMINORITY MALE
COMMUNITY INITIATIVE	TEXAS SCENIC CO INC	NONMINORITY MALE
PUBLIC WORKS	TEXAS SCENIC CO INC	NONMINORITY MALE
	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
DOWNTOWN OPERATIONS	TEXAS WIRED MUSIC INC	NONMINORITY FEMALE
POLICE	TEXDOOR INC	NONMINORITY FEMALE
ANIMAL CARE SERVICES	TEXDOOR INC	NONMINORITY FEMALE
COMMUNITY INITIATIVE	TEXDOOR INC	NONMINORITY FEMALE
SA METRO HEALTH DIST	TEZEL & COTTER AIR COND LP	NONMINORITY MALE
NEIGHBORHOOD ACTION	THOMASESINCLAIR	
DOWNTOWN OPERATIONS	TOBYB URROWS	
NEIGHBORHOOD ACTION	TOMASITAS CARRANZA	
CONV FACILTIES	TOMCO INC	NONMINORITY MALE
LIBRARY	TORMAX DOOR SYSTEMS	
ASSET MANAGEMENT	TORMAX DOOR SYSTEMS	
NEIGHBORHOOD ACTION	TORRES DESIGNS	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	TRINIDAD C GARCIA	
NEIGHBORHOOD ACTION	TRINIDAD ROBERTS	
DOWNTOWN OPERATIONS	TROPICAL PAINTING LLC	HISPANIC AMERICAN
PARKS & RECREATION	TROPICAL PAINTING LLC	HISPANIC AMERICAN
PARKS & RECREATION	TRUEGREEN CHEMLAWN	NONMINORITY MALE
POLICE	TURNER & CO	
PARKS & RECREATION	TURNER ROOFING CO	
CONV FACILTIES	TUTTLE PLUMBING	NONMINORITY FEMALE
POLICE	TWIN TILE CO	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	UNITED DOOR SERVICES	HISPANIC AMERICAN
PARKS & RECREATION	UNITED DOOR SERVICES	HISPANIC AMERICAN
PUBLIC WORKS	UNITED ELECTRICAL CONTRACTORS INC	HISPANIC AMERICAN
PARKS & RECREATION	UNITED ELECTRICAL CONTRACTORS INC	HISPANIC AMERICAN
ALAMODOME	UNITED RENTALS	NONMINORITY MALE
ASSET MANAGEMENT	UNITED RENTALS	NONMINORITY MALE
CUST SERV/311 SYSTEM	UNITED SEWER CONTRACTOR INC	HISPANIC AMERICAN
POLICE	UNIVERSAL AUTOMATIC DOORS	NONMINORITY FEMALE
	UNIVERSAL AUTOMATIC DOORS	NONMINORITY FEMALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	UNIVERSAL AUTOMATIC DOORS	NONMINORITY FEMALE
COMMUNITY INITIATIVE	UNIVERSAL AUTOMATIC DOORS	NONMINORITY FEMALE
ASSET MANAGEMENT	UNIVERSAL MARBLE IMPORTS CORP	NONMINORITY MALE
CULTURAL AFFAIRS	URBAN 15 GROUP	
PARKS & RECREATION	V W BROOKS INC	NONMINORITY MALE
CODE COMPLIANCE	VALADEZ SHREDDING SERVICE INC	
DEVELOPMENT SERVICES	VALCO CONSTRUCTION INC	
PARKS & RECREATION	VALEMAS INC	HISPANIC AMERICAN
PUBLIC WORKS	VALEMAS INC	HISPANIC AMERICAN
FIRE	VAMVORAS LTD	NONMINORITY MALE
PUBLIC WORKS	VAUGHN CONSTRUCTION CO INC	
AVIATION	VENICE ART TERRAZZO CO INC	HISPANIC AMERICAN
CONV FACILTIES	VENICE ART TERRAZZO CO INC	HISPANIC AMERICAN
	VENICE ART TERRAZZO CO INC	HISPANIC AMERICAN
PARKS & RECREATION	VENUSTIANO CARRANZA	HISPANIC AMERICAN
PARKS & RECREATION	VERONICA LONGORIA	HISPANIC AMERICAN
PARKS & RECREATION	VERTEX CORP	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	VICTOR GURRERO	
PUBLIC WORKS	W R GRIGGS CONSTRUCTION CO INC	NONMINORITY MALE
PARKS & RECREATION	WALLACE L BOLDT	NONMINORITY FEMALE
PUBLIC WORKS	WALLACE L BOLDT	NONMINORITY FEMALE
	WALLACE MASONRY CO INC	
AVIATION	WALLACE MASONRY CO INC	
AVIATION	WALLER HOLDINGS LLC	NONMINORITY MALE
ASSET MANAGEMENT	WALLER HOLDINGS LLC	NONMINORITY MALE
DOWNTOWN OPERATIONS	WALLER HOLDINGS LLC	NONMINORITY MALE
COMMUNITY INITIATIVE	WALLER HOLDINGS LLC	NONMINORITY MALE
LIBRARY	WALLER HOLDINGS LLC	NONMINORITY MALE
ASSET MANAGEMENT	WALTER E SMOTEK	
POLICE	WARD SYSTEMS	NONMINORITY MALE
CULTURAL AFFAIRS	WATERMARK GROUP INC	
	WATSON RESOURCES INC	NONMINORITY MALE
AVIATION	WATSON RESOURCES INC	NONMINORITY MALE
ALAMODOME	WESTERN STATES FIRE	NONMINORITY MALE
ASSET MANAGEMENT	WESTERN STATES FIRE	NONMINORITY MALE
PARKS & RECREATION	WESTFIELD CONSTRUCTION LP	
AVIATION	WILL FIX IT PLUMBING	NONMINORITY MALE
POLICE	WILL PEARSON	NONMINORITY MALE
PARKS & RECREATION	WILLIAM G PORTER	NONMINORITY MALE
ALAMODOME	WILLIAM H JONES	NONMINORITY MALE
CULTURAL AFFAIRS	WILLIAM LEWIS III	
NEIGHBORHOOD ACTION	WILLIAM OCONNOR	
PUBLIC WORKS	WINTERS CONSTRUCTION INC	
PARKS & RECREATION	WITTE MUSEUM	
SA METRO HEALTH DIST	WOODTRONICS INC	
PUBLIC WORKS	YANTIS CO	
AVIATION	YANTIS CO	
AVIATION	YBARRA GROUP INC	HISPANIC AMERICAN
	YBARRA GROUP INC	HISPANIC AMERICAN
ASSET MANAGEMENT	YBARRA GROUP INC	HISPANIC AMERICAN
PARKS & RECREATION	YBARRA GROUP INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	YOLANDA PEREZ	NONMINORITY FEMALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PUBLIC WORKS	YORK INTERNATIONAL INC	NONMINORITY MALE
	YORK INTERNATIONAL INC	NONMINORITY MALE
ASSET MANAGEMENT	YORK INTERNATIONAL INC	NONMINORITY MALE
ITSD	YORK INTERNATIONAL INC	NONMINORITY MALE
PARKS & RECREATION	YURAS INC	
PUBLIC WORKS	ZACHRY CONSTRUCTION CORP	NONMINORITY MALE

CITY OF SAN ANTONIO
UTILIZATION DETAILS - GOODS AND SUPPLIES
LIST OF UNIQUE FIRMS BY PURCHASING ORGANIZATION

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
CVB	1080 INC	NONMINORITY MALE
FIRE	24 HOUR POWER LLC	OTHER
POLICE	2ND CHANCE HOBBIES	
LIBRARY	410 PRINTING CTR &	NONMINORITY FEMALE
FLEET MAINT OPS	87 GEAR PARTS SERVICE	NONMINORITY MALE
ALAMODOME	911 UNIFORMS INC	HISPANIC AMERICAN
CODE COMPLIANCE	911 UNIFORMS INC	HISPANIC AMERICAN
MUNICIPAL COURT	911 UNIFORMS INC	HISPANIC AMERICAN
	911 UNIFORMS INC	HISPANIC AMERICAN
PARKS & RECREATION	A & H INDUSTRIES INC	NONMINORITY MALE
PARKS & RECREATION	A & H INDUSTRIES INC	NONMINORITY MALE
COMMUNITY INITIATIVE	A & J PARTY RENTALS	
LIBRARY	A 1 AUTOMATIC DOOR SYSTEMS	NONMINORITY MALE
COMMUNITY INITIATIVE	A 1 AUTOMATIC DOOR SYSTEMS	NONMINORITY MALE
SOLID WASTE MNGMT	A 1 SCALE SERVICE INC	NONMINORITY MALE
COMMUNITY INITIATIVE	A A A STAMP & ENGRAVING CO	HISPANIC AMERICAN
PUBLIC WORKS	A A A STAMP & ENGRAVING CO	HISPANIC AMERICAN
LIBRARY	A A A STAMP & ENGRAVING CO	HISPANIC AMERICAN
AVIATION	A B C AUTO INTERIOR DECORATORS	NONMINORITY MALE
NEIGHBORHOOD ACTION	A DREAM WEAVER	AFRICAN AMERICAN
AVIATION	A H R AVIONICS INC	NONMINORITY FEMALE
POLICE	A H R AVIONICS INC	NONMINORITY FEMALE
CVB	A I A SA	
CULTURAL AFFAIRS	A I A SA	
PARKS & RECREATION	A M C INDUSTRIES INC	NONMINORITY MALE
ALAMODOME	A M GOODSON CO	NONMINORITY MALE
SA METRO HEALTH DIST	A M TEX GRAPHICS & SIGNS	
CULTURAL AFFAIRS	A TO Z RENTALS	NONMINORITY MALE
CONV FACILTIES	A+ STERLING TERMITE & PEST CONTROL	HISPANIC AMERICAN
PARKS & RECREATION	A+ STERLING TERMITE & PEST CONTROL	HISPANIC AMERICAN
ASSET MANAGEMENT	A+ STERLING TERMITE & PEST CONTROL	HISPANIC AMERICAN
COMMUNITY INITIATIVE	AARDVARK KIETH MOVING CO	NONMINORITY FEMALE
CUST SERV/311 SYSTEM	AARDVARK KIETH MOVING CO	NONMINORITY FEMALE
SA METRO HEALTH DIST	AARDVARK KIETH MOVING CO	NONMINORITY FEMALE
CONV FACILTIES	AARON OFFICE FURNITURE INC	
AVIATION	ABBEY EVENT SERVICES	
PARKS & RECREATION	ABBEY EVENT SERVICES	
PARKS & RECREATION	ABEL Z ELIZONDO	HISPANIC AMERICAN
PUBLIC WORKS	ABLE TIRE CO	HISPANIC AMERICAN
LIBRARY	ABSOLUTELY EVERTHING	HISPANIC AMERICAN
EXTERNAL RELATIONS	ABSOLUTELY EVERTHING	HISPANIC AMERICAN
AVIATION	ACCENT PUBLISHING & IMAGING	HISPANIC AMERICAN
PARKS & RECREATION	ACCENT PUBLISHING & IMAGING	HISPANIC AMERICAN
LIBRARY	ACCENT PUBLISHING & IMAGING	HISPANIC AMERICAN
FINANCE	ACCU PRINT	NONMINORITY MALE
CITY MANAGER	ACCU PRINT	NONMINORITY MALE
	ACCU PRINT	NONMINORITY MALE
ANIMAL CARE SERVICES	ACCU PRINT	NONMINORITY MALE
SA METRO HEALTH DIST	ACCU PRINT	NONMINORITY MALE
FLEET MAINT OPS	ACCU PRINT	NONMINORITY MALE
INTERNAL REVIEW	ACCU PRINT	NONMINORITY MALE
HUMAN RESOURCES	ACCU PRINT	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	ACCU PRINT	NONMINORITY MALE
PARKS & RECREATION	ACCURATE PEST CONTROL	NONMINORITY MALE
COMMUNITY INITIATIVE	ACCURATE PEST CONTROL	NONMINORITY MALE
CULTURAL AFFAIRS	ACCUTRONICS INC	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	ACCUTRONICS INC	HISPANIC AMERICAN
MUNICIPAL COURT	ACCUTRONICS INC	HISPANIC AMERICAN
ANIMAL CARE SERVICES	ACCUTRONICS INC	HISPANIC AMERICAN
CITY CLERK	ACCUTRONICS INC	HISPANIC AMERICAN
DEVELOPMENT SERVICES	ACCUTRONICS INC	HISPANIC AMERICAN
PLANNING	ACCUTRONICS INC	HISPANIC AMERICAN
CONV FACILTIES	ACCUTRONICS INC	HISPANIC AMERICAN
SOLID WASTE MNGMT	ACCUTRONICS INC	HISPANIC AMERICAN
INTERNATIONAL AFFAIR	ACCUTRONICS INC	HISPANIC AMERICAN
	ACCUTRONICS INC	HISPANIC AMERICAN
AVIATION	ACCUTRONICS INC	HISPANIC AMERICAN
POLICE	ACCUTRONICS INC	HISPANIC AMERICAN
PUBLIC WORKS	ACCUTRONICS INC	HISPANIC AMERICAN
ASSET MANAGEMENT	ACCUTRONICS INC	HISPANIC AMERICAN
ALAMODOME	ACCUTRONICS INC	HISPANIC AMERICAN
PARKS & RECREATION	ACCUTRONICS INC	HISPANIC AMERICAN
ASSET MANAGEMENT	ACE BOLT & SCREW CO INC	NONMINORITY MALE
FIRE	ACE BOLT & SCREW CO INC	NONMINORITY MALE
ALAMODOME	ACE BOLT & SCREW CO INC	NONMINORITY MALE
PUBLIC WORKS	ACE BOLT & SCREW CO INC	NONMINORITY MALE
FLEET MAINT OPS	ACE BOLT & SCREW CO INC	NONMINORITY MALE
PARKS & RECREATION	ACE BOLT & SCREW CO INC	NONMINORITY MALE
SOLID WASTE MNGMT	ACE BOLT & SCREW CO INC	NONMINORITY MALE
AVIATION	ACE BOLT & SCREW CO INC	NONMINORITY MALE
POLICE	ACE BOLT & SCREW CO INC	NONMINORITY MALE
CONV FACILTIES	ACE BOLT & SCREW CO INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	ACE BOLT & SCREW CO INC	NONMINORITY MALE
	ACE BOLT & SCREW CO INC	NONMINORITY MALE
LIBRARY	ACE BOLT & SCREW CO INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	ACE BOLT & SCREW CO INC	NONMINORITY MALE
SA METRO HEALTH DIST	ACE RENT ALL INC	NONMINORITY MALE
ASSET MANAGEMENT	ACE SPRING SERVICE INC	NONMINORITY MALE
FLEET MAINT OPS	ACE SPRING SERVICE INC	NONMINORITY MALE
	ACE SPRING SERVICE INC	NONMINORITY MALE
FIRE	ACE SPRING SERVICE INC	NONMINORITY MALE
AVIATION	ACE SPRING SERVICE INC	NONMINORITY MALE
COMMUNITY INITIATIVE	ACME ACE LUMBER & SUPPLY CO	NONMINORITY MALE
PARKS & RECREATION	ACME BRICK CO	NONMINORITY MALE
PUBLIC WORKS	ACME LUMBER & SUPPLY CO	NONMINORITY MALE
COMMUNITY INITIATIVE	ACME LUMBER & SUPPLY CO	NONMINORITY MALE
ASSET MANAGEMENT	ACME PEST ELIMINATION	
PUBLIC WORKS	ACME SOAP CO INC	NONMINORITY FEMALE
PARKS & RECREATION	ACORN PARTNERS	
SA METRO HEALTH DIST	ACUITY SPECIALTY PRODUCTS GROUP INC	NONMINORITY MALE
AVIATION	ACUITY SPECIALTY PRODUCTS GROUP INC	NONMINORITY MALE
PUBLIC WORKS	ACUITY SPECIALTY PRODUCTS GROUP INC	NONMINORITY MALE
LIBRARY	ACUITY SPECIALTY PRODUCTS GROUP INC	NONMINORITY MALE
ALAMODOME	ACUITY SPECIALTY PRODUCTS GROUP INC	NONMINORITY MALE
POLICE	ACUITY SPECIALTY PRODUCTS GROUP INC	NONMINORITY MALE
PARKS & RECREATION	ACUITY SPECIALTY PRODUCTS GROUP INC	NONMINORITY MALE
ASSET MANAGEMENT	ACUITY SPECIALTY PRODUCTS GROUP INC	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
	ACUITY SPECIALTY PRODUCTS GROUP INC	NONMINORITY MALE
FIRE	ACUITY SPECIALTY PRODUCTS GROUP INC	NONMINORITY MALE
PARKS & RECREATION	AD PRO SPECIALTIES INC	NONMINORITY MALE
SOLID WASTE MNGMT	AD PRO SPECIALTIES INC	NONMINORITY MALE
SA METRO HEALTH DIST	AD PRO SPECIALTIES INC	NONMINORITY MALE
FLEET MAINT OPS	AD PRO SPECIALTIES INC	NONMINORITY MALE
FIRE	AD PRO SPECIALTIES INC	NONMINORITY MALE
DEVELOPMENT SERVICES	ADAMS WHOLESALE SUPPLY INC	NONMINORITY MALE
AVIATION	ADAMS WHOLESALE SUPPLY INC	NONMINORITY MALE
PARKS & RECREATION	ADAMS WHOLESALE SUPPLY INC	NONMINORITY MALE
ALAMODOME	ADAMS WHOLESALE SUPPLY INC	NONMINORITY MALE
CONV FACILTIES	ADAMS WHOLESALE SUPPLY INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	ADAMS WHOLESALE SUPPLY INC	NONMINORITY MALE
	ADAMS WHOLESALE SUPPLY INC	NONMINORITY MALE
PARKS & RECREATION	ADOLPH GUERRERO	HISPANIC AMERICAN
POLICE	ADTECH SHREDCO	
PUBLIC WORKS	ADVANCE BATTERY CO INC	NONMINORITY FEMALE
CULTURAL AFFAIRS	ADVANCED ADVERTISING GRAPHICS INC	NONMINORITY MALE
AVIATION	ADVANCED BEDLINERS INC	NONMINORITY MALE
PURCH & CNTRCT SERV	ADVANCED BEDLINERS INC	NONMINORITY MALE
	ADVANCED BEDLINERS INC	NONMINORITY MALE
FLEET MAINT OPS	ADVANCED BEDLINERS INC	NONMINORITY MALE
FLEET MAINT OPS	ADVANCED FIRST AUTO & COLLISION	NONMINORITY MALE
AVIATION	ADVANCED FIRST AUTO & COLLISION	NONMINORITY MALE
AVIATION	ADVANCED MECHANICAL SYSTEMS INC	NONMINORITY MALE
ALAMODOME	ADVANCED MECHANICAL SYSTEMS INC	NONMINORITY MALE
CONV FACILTIES	ADVANCED MECHANICAL SYSTEMS INC	NONMINORITY MALE
POLICE	ADVANCED WOOD FLOORS LLC	NONMINORITY MALE
	ADVANTAGE MEDICAL SUPPLY	NONMINORITY MALE
SA METRO HEALTH DIST	ADVANTAGE MEDICAL SUPPLY	NONMINORITY MALE
POLICE	AFAST LP	NONMINORITY FEMALE
SA METRO HEALTH DIST	AFFORDABLE CUSTODIAL SUPPLIES INC	HISPANIC AMERICAN
	AFFORDABLE CUSTODIAL SUPPLIES INC	HISPANIC AMERICAN
	AFFORDABLE TRAILERS	NONMINORITY MALE
PARKS & RECREATION	AFFORDABLE TRAILERS	NONMINORITY MALE
ASSET MANAGEMENT	AIR & WATER PURIFICATION TECH INC	NONMINORITY FEMALE
FLEET MAINT OPS	AIR EQUIPMENT REPAIR INC	NONMINORITY MALE
AVIATION	AIR EQUIPMENT REPAIR INC	NONMINORITY MALE
PUBLIC WORKS	AIR EQUIPMENT REPAIR INC	NONMINORITY MALE
ASSET MANAGEMENT	AIR EQUIPMENT REPAIR INC	NONMINORITY MALE
PARKS & RECREATION	AIR EQUIPMENT REPAIR INC	NONMINORITY MALE
LIBRARY	AIR JIREH SERVICES	HISPANIC AMERICAN
POLICE	AIR KON SERVICE INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	AIR KON SERVICE INC	NONMINORITY MALE
ANIMAL CARE SERVICES	AIR KON SERVICE INC	NONMINORITY MALE
FIRE	AIR KON SERVICE INC	NONMINORITY MALE
SA METRO HEALTH DIST	AIR KON SERVICE INC	NONMINORITY MALE
CUST SERV/311 SYSTEM	AIR KON SERVICE INC	NONMINORITY MALE
LIBRARY	AIR KON SERVICE INC	NONMINORITY MALE
COMMUNITY INITIATIVE	AIR KON SERVICE INC	NONMINORITY MALE
PARKS & RECREATION	AIR KON SERVICE INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	AIR STREAM GENERAL CONSTRUCTION	HISPANIC AMERICAN
FIRE	AIRBORNE FLAG & FLAGPOLE LLC	NONMINORITY MALE
PUBLIC WORKS	AIRWAVE RADIO INC	NONMINORITY MALE
	AIRWAVE RADIO INC	NONMINORITY MALE

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ALAMODOME	AL FRANZ FENCE CO	
FIRE	AL FRANZ FENCE CO	
PARKS & RECREATION	AL KANDLER	
PARKS & RECREATION	ALADDIN CLEANING & RESTORATION	HISPANIC AMERICAN
FIRE	ALADDIN CLEANING & RESTORATION	HISPANIC AMERICAN
	ALAMO AG CON EQUIPMENT INC	OTHER
FLEET MAINT OPS	ALAMO AG CON EQUIPMENT INC	OTHER
ITSD	ALAMO AG CON EQUIPMENT INC	OTHER
AVIATION	ALAMO AG CON EQUIPMENT INC	OTHER
PURCH & CNTRCT SERV	ALAMO AG CON EQUIPMENT INC	OTHER
PARKS & RECREATION	ALAMO AG CON EQUIPMENT INC	OTHER
PUBLIC WORKS	ALAMO AG CON EQUIPMENT INC	OTHER
SOLID WASTE MNGMT	ALAMO AREA COUNCIL OF GOVERNMENTS	
ASSET MANAGEMENT	ALAMO ASPHALT CO	NONMINORITY FEMALE
	ALAMO AUTO GLASS ENTRP	HISPANIC AMERICAN
AVIATION	ALAMO AUTO GLASS ENTRP	HISPANIC AMERICAN
FIRE	ALAMO AUTO GLASS ENTRP	HISPANIC AMERICAN
PARKS & RECREATION	ALAMO AUTO GLASS ENTRP	HISPANIC AMERICAN
FLEET MAINT OPS	ALAMO AUTO GLASS ENTRP	HISPANIC AMERICAN
FIRE	ALAMO AUTOSOUND & SECURITY	HISPANIC AMERICAN
PARKS & RECREATION	ALAMO BLDG SPECIALTIES	
PARKS & RECREATION	ALAMO CITY CLEANING SERVICE	HISPANIC AMERICAN
	ALAMO CITY DENTAL SUPPLY	OTHER
ALAMODOME	ALAMO CITY OPTICAL	
AVIATION	ALAMO CITY OPTICAL	
	ALAMO CITY OPTICAL	
COMMUNITY INITIATIVE	ALAMO CITY PARTY RENTS INC	NONMINORITY MALE
ALAMODOME	ALAMO CONCRETE PRODUCTS LTD	NONMINORITY MALE
PUBLIC WORKS	ALAMO CONCRETE TILE INC	NONMINORITY MALE
ALAMODOME	ALAMO CONCRETE TILE INC	NONMINORITY MALE
ASSET MANAGEMENT	ALAMO CONTROLS INC	NONMINORITY MALE
PARKS & RECREATION	ALAMO CRANE SERVICE INC	NONMINORITY FEMALE
AVIATION	ALAMO CRANE SERVICE INC	NONMINORITY FEMALE
FIRE	ALAMO CYCLE SALES INC	NONMINORITY MALE
ANIMAL CARE SERVICES	ALAMO CYCLE SALES INC	NONMINORITY MALE
FLEET MAINT OPS	ALAMO CYCLE SALES INC	NONMINORITY MALE
PARKS & RECREATION	ALAMO CYCLE SALES INC	NONMINORITY MALE
POLICE	ALAMO CYCLE SALES INC	NONMINORITY MALE
PARKS & RECREATION	ALAMO DOOR SYSTEMS	NONMINORITY MALE
DOWNTOWN OPERATIONS	ALAMO DOOR SYSTEMS	NONMINORITY MALE
POLICE	ALAMO DOOR SYSTEMS	NONMINORITY MALE
AVIATION	ALAMO DOOR SYSTEMS	NONMINORITY MALE
ALAMODOME	ALAMO DOOR SYSTEMS	NONMINORITY MALE
CONV FACILTIES	ALAMO DOOR SYSTEMS	NONMINORITY MALE
SA METRO HEALTH DIST	ALAMO DOOR SYSTEMS	NONMINORITY MALE
FLEET MAINT OPS	ALAMO DOOR SYSTEMS	NONMINORITY MALE
LIBRARY	ALAMO DOOR SYSTEMS	NONMINORITY MALE
FIRE	ALAMO DOOR SYSTEMS	NONMINORITY MALE
ASSET MANAGEMENT	ALAMO DOOR SYSTEMS	NONMINORITY MALE
	ALAMO DOOR SYSTEMS	NONMINORITY MALE
	ALAMO ENVIRONMENTAL INC	HISPANIC AMERICAN
CULTURAL AFFAIRS	ALAMO FIESTA ON MAIN SUPPLIES	HISPANIC AMERICAN
	ALAMO GROWERS	HISPANIC AMERICAN
CUST SERV/311 SYSTEM	ALAMO HANGER & SUPPLY CO	HISPANIC AMERICAN
PARKS & RECREATION	ALAMO HARDWOODS INC	NONMINORITY FEMALE

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
AVIATION	ALAMO IRON WORKS	NONMINORITY MALE
SOLID WASTE MNGMT	ALAMO IRON WORKS	NONMINORITY MALE
CAP IMPRV MGMT SERV	ALAMO IRON WORKS	NONMINORITY MALE
ALAMODOME	ALAMO IRON WORKS	NONMINORITY MALE
ANIMAL CARE SERVICES	ALAMO IRON WORKS	NONMINORITY MALE
FLEET MAINT OPS	ALAMO IRON WORKS	NONMINORITY MALE
PARKS & RECREATION	ALAMO IRON WORKS	NONMINORITY MALE
CONV FACILTIES	ALAMO IRON WORKS	NONMINORITY MALE
DOWNTOWN OPERATIONS	ALAMO IRON WORKS	NONMINORITY MALE
PURCH & CNTRCT SERV	ALAMO IRON WORKS	NONMINORITY MALE
PUBLIC WORKS	ALAMO IRON WORKS	NONMINORITY MALE
LIBRARY	ALAMO IRON WORKS	NONMINORITY MALE
PARKS & RECREATION	ALAMO IRON WORKS	NONMINORITY MALE
ASSET MANAGEMENT	ALAMO IRON WORKS	NONMINORITY MALE
SA METRO HEALTH DIST	ALAMO IRON WORKS	NONMINORITY MALE
FIRE	ALAMO IRON WORKS	NONMINORITY MALE
NEIGHBORHOOD ACTION	ALAMO IRON WORKS	NONMINORITY MALE
DEVELOPMENT SERVICES	ALAMO IRON WORKS	NONMINORITY MALE
	ALAMO IRON WORKS	NONMINORITY MALE
POLICE	ALAMO IRON WORKS	NONMINORITY MALE
CULTURAL AFFAIRS	ALAMO LEGACY & MISSIONS ASSOC INC	
CULTURAL AFFAIRS	ALAMO MUSIC CTR INC	
AVIATION	ALAMO MUSIC CTR INC	
FIRE	ALAMO SERVICE CO	NONMINORITY FEMALE
AVIATION	ALAMO TOYOTA	NONMINORITY MALE
CULTURAL AFFAIRS	ALAMO TRAVEL GROUP	HISPANIC AMERICAN
AVIATION	ALAMO WELDING & BOILER WORKS	NATIVE AMERICAN
COMMUNITY INITIATIVE	ALAMO WELDING & BOILER WORKS	NATIVE AMERICAN
PARKS & RECREATION	ALAMO WELDING & BOILER WORKS	NATIVE AMERICAN
PUBLIC WORKS	ALAN HYDRAULIC & MACHINE CO IN	HISPANIC AMERICAN
	ALAN HYDRAULIC & MACHINE CO IN	HISPANIC AMERICAN
FIRE	ALAN HYDRAULIC & MACHINE CO IN	HISPANIC AMERICAN
FLEET MAINT OPS	ALAN HYDRAULIC & MACHINE CO IN	HISPANIC AMERICAN
PARKS & RECREATION	ALAN HYDRAULIC & MACHINE CO IN	HISPANIC AMERICAN
AVIATION	ALAN HYDRAULIC & MACHINE CO IN	HISPANIC AMERICAN
ALAMODOME	ALAN HYDRAULIC & MACHINE CO IN	HISPANIC AMERICAN
SOLID WASTE MNGMT	ALARM SECURITY GROUP LLC	
PARKS & RECREATION	ALARM SECURITY GROUP LLC	
CVB	ALARM SECURITY GROUP LLC	
PUBLIC WORKS	ALARON SUPPLY CO INC	NONMINORITY FEMALE
FIRE	ALARON SUPPLY CO INC	NONMINORITY FEMALE
PARKS & RECREATION	ALARON SUPPLY CO INC	NONMINORITY FEMALE
PURCH & CNTRCT SERV	ALARON SUPPLY CO INC	NONMINORITY FEMALE
CODE COMPLIANCE	ALBERT HOPKINS	NONMINORITY MALE
FLEET MAINT OPS	ALCOR PETRO LAB LLP	
PARKS & RECREATION	ALDRIDGE NURSERY	NONMINORITY MALE
AVIATION	ALEJANDRO HERNANDEZ	NONMINORITY MALE
PARKS & RECREATION	ALEJANDRO MATA	HISPANIC AMERICAN
PARKS & RECREATION	ALEX ACOSTA SPORTING	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	ALFARO TREE SALES INC	HISPANIC AMERICAN
PARKS & RECREATION	ALFARO TREE SALES INC	HISPANIC AMERICAN
FLEET MAINT OPS	ALL AMERICAN INSPECTIONS	NONMINORITY MALE
PARKS & RECREATION	ALL POINTS COMMUNICATIONS INC	NONMINORITY MALE
PUBLIC WORKS	ALL POINTS COMMUNICATIONS INC	NONMINORITY MALE
AVIATION	ALL PRO SERVICE	NONMINORITY MALE

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
COMMUNITY INITIATIVE	ALL PRO SERVICE	NONMINORITY MALE
PARKS & RECREATION	ALLEGRA PRINT & IMAGING	HISPANIC AMERICAN
SA METRO HEALTH DIST	ALLEGRA PRINT & IMAGING	HISPANIC AMERICAN
POLICE	ALLEGRA PRINT & IMAGING	HISPANIC AMERICAN
AVIATION	ALLEN & ALLEN CO INC	NONMINORITY MALE
PARKS & RECREATION	ALLEN & ALLEN CO INC	NONMINORITY MALE
POLICE	ALLEN & ALLEN CO INC	NONMINORITY MALE
ASSET MANAGEMENT	ALLEN & ALLEN CO INC	NONMINORITY MALE
PUBLIC WORKS	ALLEN & ALLEN CO INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	ALLEN & ALLEN CO INC	NONMINORITY MALE
	ALLEN & ALLEN CO INC	NONMINORITY MALE
FIRE	ALLEN & ALLEN CO INC	NONMINORITY MALE
POLICE	ALLIED ADVERTISING	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	ALLIED ADVERTISING	HISPANIC AMERICAN
LIBRARY	ALLIED ADVERTISING	HISPANIC AMERICAN
CVB	ALLIED ADVERTISING	HISPANIC AMERICAN
MUNICIPAL COURT	ALLIED ADVERTISING	HISPANIC AMERICAN
MAYOR & COUNCIL	ALLIED ADVERTISING	HISPANIC AMERICAN
PARKS & RECREATION	ALLIED ADVERTISING	HISPANIC AMERICAN
DEVELOPMENT SERVICES	ALLIED ADVERTISING	HISPANIC AMERICAN
SA METRO HEALTH DIST	ALLIED ADVERTISING	HISPANIC AMERICAN
PUBLIC WORKS	ALLIED ADVERTISING	HISPANIC AMERICAN
PARKS & RECREATION	ALLIED FIRE PROTECTION SA LP	NONMINORITY MALE
CONV FACILTIES	ALLIED PLASTIC SUPPLY	NONMINORITY MALE
AVIATION	ALLIED PRODUCTS	HISPANIC AMERICAN
	ALLIED PRODUCTS	HISPANIC AMERICAN
SOLID WASTE MNGMT	ALLIED WASTE	
PARKS & RECREATION	ALLIED WASTE	
PUBLIC WORKS	ALMA TAUSCH	HISPANIC AMERICAN
PARKS & RECREATION	ALMA TAUSCH	HISPANIC AMERICAN
POLICE	ALONZO MCKINNEY	
SOLID WASTE MNGMT	ALPHA PORTABLE STORAGE LLC	NONMINORITY MALE
PARKS & RECREATION	ALPHAGRAPHICS	NONMINORITY FEMALE
FIRE	ALTERNATIVE CLEANING TECHNOLOGY	NONMINORITY FEMALE
CONV FACILTIES	ALTERNATIVE CLEANING TECHNOLOGY	NONMINORITY FEMALE
ALAMODOME	ALTERNATIVE CLEANING TECHNOLOGY	NONMINORITY FEMALE
PUBLIC WORKS	ALTERNATIVE CLEANING TECHNOLOGY	NONMINORITY FEMALE
AVIATION	ALTERNATIVE CLEANING TECHNOLOGY	NONMINORITY FEMALE
	ALTERNATIVE CLEANING TECHNOLOGY	NONMINORITY FEMALE
PUBLIC WORKS	ALTEX ELECTRONICS INC	NONMINORITY MALE
MUNICIPAL COURT	ALTEX ELECTRONICS INC	NONMINORITY MALE
ALAMODOME	ALTEX ELECTRONICS INC	NONMINORITY MALE
	ALTEX ELECTRONICS INC	NONMINORITY MALE
SA METRO HEALTH DIST	ALTEX ELECTRONICS INC	NONMINORITY MALE
POLICE	ALTEX ELECTRONICS INC	NONMINORITY MALE
CODE COMPLIANCE	ALTEX ELECTRONICS INC	NONMINORITY MALE
SOLID WASTE MNGMT	ALTEX ELECTRONICS INC	NONMINORITY MALE
LIBRARY	ALTEX ELECTRONICS INC	NONMINORITY MALE
COMMUNITY INITIATIVE	ALTMAN DIRECT MARKETING	NONMINORITY MALE
PARKS & RECREATION	AMANDA GEINSLER	
AVIATION	AMCON CONTROLS	
FLEET MAINT OPS	AMERI FORM INC	NONMINORITY MALE
DEVELOPMENT SERVICES	AMERI FORM INC	NONMINORITY MALE
PARKS & RECREATION	AMERI FORM INC	NONMINORITY MALE
MUNICIPAL COURT	AMERI FORM INC	NONMINORITY MALE

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
POLICE	AMERI FORM INC	NONMINORITY MALE
PUBLIC WORKS	AMERI FORM INC	NONMINORITY MALE
SA METRO HEALTH DIST	AMERI FORM INC	NONMINORITY MALE
ALAMODOME	AMERI FORM INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	AMERI FORM INC	NONMINORITY MALE
	AMERI FORM INC	NONMINORITY MALE
AVIATION	AMERI FORM INC	NONMINORITY MALE
CODE COMPLIANCE	AMERI FORM INC	NONMINORITY MALE
ASSET MANAGEMENT	AMERI FORM INC	NONMINORITY MALE
POLICE	AMERICAN BUSINESS FORMS INC	NONMINORITY MALE
	AMERICAN BUSINESS SOLUTIONS INC	
NEIGHBORHOOD ACTION	AMERICAN COLOR LABS	NONMINORITY MALE
FLEET MAINT OPS	AMERICAN CONSORTIUM	
POLICE	AMERICAN CONSORTIUM	
ITSD	AMERICAN CRITICAL ENERGY SYSTEMS	NONMINORITY MALE
PUBLIC WORKS	AMERICAN CRITICAL ENERGY SYSTEMS	NONMINORITY MALE
LIBRARY	AMERICAN CRITICAL ENERGY SYSTEMS	NONMINORITY MALE
PARKS & RECREATION	AMERICAN LEAK DETECTION	NONMINORITY MALE
PARKS & RECREATION	AMERICAN PRINTING INDUSTRIES	HISPANIC AMERICAN
ASSET MANAGEMENT	AMERICAN ROOFING &	NONMINORITY MALE
PARKS & RECREATION	AMERICAN ROOFING &	NONMINORITY MALE
PUBLIC WORKS	AMERICAN RUBBER STAMP CO	NONMINORITY FEMALE
POLICE	AMERICAN RUBBER STAMP CO	NONMINORITY FEMALE
MUNICIPAL COURT	AMERICAN RUBBER STAMP CO	NONMINORITY FEMALE
CITY ATTORNEY	AMERICAN RUBBER STAMP CO	NONMINORITY FEMALE
SA METRO HEALTH DIST	AMERICAN RUBBER STAMP CO	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	AMERICAN RUBBER STAMP CO	NONMINORITY FEMALE
SOLID WASTE MNGMT	AMERICAN RUBBER STAMP CO	NONMINORITY FEMALE
COMMUNITY INITIATIVE	AMERICAN RUBBER STAMP CO	NONMINORITY FEMALE
CODE COMPLIANCE	AMERICAN SC DEMOLITIAN	HISPANIC AMERICAN
	AMERICAN SIGNAL EQUIP CO	HISPANIC AMERICAN
ASSET MANAGEMENT	AMERICAN SIGNAL EQUIP CO	HISPANIC AMERICAN
MANAGEMENT & BUDGET	AMERICAN SIGNAL EQUIP CO	HISPANIC AMERICAN
PARKS & RECREATION	AMERICAN SIGNAL EQUIP CO	HISPANIC AMERICAN
POLICE	AMERICAN SIGNAL EQUIP CO	HISPANIC AMERICAN
FINANCE	AMERICAN SIGNAL EQUIP CO	HISPANIC AMERICAN
CITY CLERK	AMERICAN SIGNAL EQUIP CO	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	AMERICAN SIGNAL EQUIP CO	HISPANIC AMERICAN
AVIATION	AMERICAN SIGNAL EQUIP CO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	AMERICAN SIGNAL EQUIP CO	HISPANIC AMERICAN
PARKS & RECREATION	AMERICAN TILE SUPPLY	NONMINORITY MALE
POLICE	AMERICAN TYPEWRITER &	NONMINORITY MALE
ASSET MANAGEMENT	AMERICAS COMPUTER CO	HISPANIC AMERICAN
PLANNING	AMERICAS COMPUTER CO	HISPANIC AMERICAN
CUST SERV/311 SYSTEM	AMERICAS COMPUTER CO	HISPANIC AMERICAN
CITY MANAGER	AMERICAS COMPUTER CO	HISPANIC AMERICAN
SOLID WASTE MNGMT	AMERICAS COMPUTER CO	HISPANIC AMERICAN
MAYOR & COUNCIL	AMERICAS COMPUTER CO	HISPANIC AMERICAN
CITY ATTORNEY	AMERICAS COMPUTER CO	HISPANIC AMERICAN
PURCH & CNTRCT SERV	AMERICAS COMPUTER CO	HISPANIC AMERICAN
AVIATION	AMERICAS COMPUTER CO	HISPANIC AMERICAN
FINANCE	AMERICAS COMPUTER CO	HISPANIC AMERICAN
	AMERICAS COMPUTER CO	HISPANIC AMERICAN
CVB	AMERICAS COMPUTER CO	HISPANIC AMERICAN
EXTERNAL RELATIONS	AMERICAS COMPUTER CO	HISPANIC AMERICAN

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
COMM & PUB AFFAIRS	AMERICAS COMPUTER CO	HISPANIC AMERICAN
HUMAN RESOURCES	AMERICAS COMPUTER CO	HISPANIC AMERICAN
ITSD	AMERICAS COMPUTER CO	HISPANIC AMERICAN
INTERNAL REVIEW	AMERICAS COMPUTER CO	HISPANIC AMERICAN
PARKS & RECREATION	AMERICAS COMPUTER CO	HISPANIC AMERICAN
ANIMAL CARE SERVICES	AMERICAS COMPUTER CO	HISPANIC AMERICAN
FIRE	AMERICAS COMPUTER CO	HISPANIC AMERICAN
DEVELOPMENT SERVICES	AMERICAS COMPUTER CO	HISPANIC AMERICAN
POLICE	AMERICAS COMPUTER CO	HISPANIC AMERICAN
PUBLIC WORKS	AMERICAS COMPUTER CO	HISPANIC AMERICAN
LIBRARY	AMERICAS COMPUTER CO	HISPANIC AMERICAN
SA METRO HEALTH DIST	AMERICAS COMPUTER CO	HISPANIC AMERICAN
ECONOMIC & EMP DEV	AMERICAS COMPUTER CO	HISPANIC AMERICAN
CULTURAL AFFAIRS	AMERICAS COMPUTER CO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	AMERICAS COMPUTER CO	HISPANIC AMERICAN
ALAMODOME	AMERICAS COMPUTER CO	HISPANIC AMERICAN
FLEET MAINT OPS	AMERICAS COMPUTER CO	HISPANIC AMERICAN
MUNICIPAL COURT	AMERICAS COMPUTER CO	HISPANIC AMERICAN
CONTRACT SERVICES	AMERICAS COMPUTER CO	HISPANIC AMERICAN
CONV FACILTIES	AMERICAS COMPUTER CO	HISPANIC AMERICAN
CODE COMPLIANCE	AMERICAS COMPUTER CO	HISPANIC AMERICAN
CITY CLERK	AMERICAS COMPUTER CO	HISPANIC AMERICAN
ASSET MANAGEMENT	AMERICRANE RENTALS LP	NONMINORITY MALE
CONV FACILTIES	AMERICUS ELECTRIC	HISPANIC AMERICAN
PARKS & RECREATION	AMERIMEX PAINT CENTER	
PUBLIC WORKS	AMERIMEX PAINT CENTER	
ASSET MANAGEMENT	AMERISYSTEMS INC	NONMINORITY MALE
COMMUNITY INITIATIVE	AMOLS SPECIALTY INC	NONMINORITY MALE
CULTURAL AFFAIRS	AMOLS SPECIALTY INC	NONMINORITY MALE
PUBLIC WORKS	AMOLS SPECIALTY INC	NONMINORITY MALE
FIRE	AMOS HERNANDEZ III	HISPANIC AMERICAN
AVIATION	AMOS HERNANDEZ III	HISPANIC AMERICAN
FLEET MAINT OPS	AMOS HERNANDEZ III	HISPANIC AMERICAN
	AMOS HERNANDEZ III	HISPANIC AMERICAN
AVIATION	AMYS QUARRY PARTNERS LTD	
FIRE	ANCIRA WINTON CHEVROLET INC	HISPANIC AMERICAN
FLEET MAINT OPS	ANCIRA WINTON CHEVROLET INC	HISPANIC AMERICAN
	ANCIRA WINTON CHEVROLET INC	HISPANIC AMERICAN
AVIATION	ANCIRA WINTON CHEVROLET INC	HISPANIC AMERICAN
AVIATION	ANDERSON MACHINERY CO	NONMINORITY MALE
	ANDERSON MACHINERY CO	NONMINORITY MALE
FLEET MAINT OPS	ANDERSON MACHINERY CO	NONMINORITY MALE
PARKS & RECREATION	ANGELA ALATORRE	
PARKS & RECREATION	ANGELA MARTINEZ	
ASSET MANAGEMENT	ANNE MARIES RESTAURANT	
LIBRARY	ANNE MARIES RESTAURANT	
FLEET MAINT OPS	ANNE MARIES RESTAURANT	
SA METRO HEALTH DIST	ANNE MARIES RESTAURANT	
CONTRACT SERVICES	ANNE MARIES RESTAURANT	
CODE COMPLIANCE	ANNIE G RODRIGUEZ	HISPANIC AMERICAN
PARKS & RECREATION	ANTI CORROSION & WATER	
PARKS & RECREATION	ANTIQUE ROSE EMPORIUM	NONMINORITY MALE
SOLID WASTE MNGMT	APPLE SPECIALTY ADVERTISING	HISPANIC AMERICAN
COMMUNITY INITIATIVE	APPLE SPECIALTY ADVERTISING	HISPANIC AMERICAN
SA METRO HEALTH DIST	APPLE SPECIALTY ADVERTISING	HISPANIC AMERICAN

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
NEIGHBORHOOD ACTION	APPLE SPECIALTY ADVERTISING	HISPANIC AMERICAN
PUBLIC WORKS	APPLE SPECIALTY ADVERTISING	HISPANIC AMERICAN
FLEET MAINT OPS	APPLEWHITES TOWING EQUIPMENT INC	HISPANIC AMERICAN
FLEET MAINT OPS	APPLIED INDUSTRIAL TECH	
AVIATION	APPLIED INDUSTRIAL TECH	
CONV FACILTIES	APPLIED INDUSTRIAL TECH	
PARKS & RECREATION	APPROVED OIL SERVICES LLC	
COMMUNITY INITIATIVE	APR ACQUISITION INC	NONMINORITY MALE
PARKS & RECREATION	AQUA CHLOR COMMERCIAL SERVICES	HISPANIC AMERICAN
ALAMODOME	AQUASSOCS	
COMMUNITY INITIATIVE	ARAMARK EDUCATIONAL SERVICES	
POLICE	ARAMARK INC	NONMINORITY MALE
FLEET MAINT OPS	ARAMARK INC	NONMINORITY MALE
CAP IMPRV MGMT SERV	ARAMARK LEISURE SERVICE	NONMINORITY MALE
GRANTS MONITOR/ADMN	ARAMARK REFRESHMENT SERVICES	NONMINORITY MALE
CONV FACILTIES	ARCHITECTURAL DIVISION 8	NONMINORITY MALE
ALAMODOME	ARCHITECTURAL DIVISION 8	NONMINORITY MALE
PARKS & RECREATION	ARIAS ENTERPRISES INC	HISPANIC AMERICAN
ASSET MANAGEMENT	ARIAS ENTERPRISES INC	HISPANIC AMERICAN
POLICE	ARMANDO R YNOSTROSA	NONMINORITY MALE
PARKS & RECREATION	ARMANDO R YNOSTROSA	NONMINORITY MALE
DEVELOPMENT SERVICES	ARMBRUSTER ENTERPRISES INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	ARMBRUSTER ENTERPRISES INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	ARMBRUSTER ENTERPRISES INC	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	ARMBRUSTER ENTERPRISES INC	NONMINORITY FEMALE
PARKS & RECREATION	ARMBRUSTER ENTERPRISES INC	NONMINORITY FEMALE
LIBRARY	ARMSTRONG MOVING & STORAGE INC	NONMINORITY MALE
FIRE	ARNOLD OIL CO EQUIPMENT DIVISION	NONMINORITY MALE
FLEET MAINT OPS	ARNOLD OIL CO EQUIPMENT DIVISION	NONMINORITY MALE
	ARNOLD OIL CO EQUIPMENT DIVISION	NONMINORITY MALE
AVIATION	ARNOLD OIL CO EQUIPMENT DIVISION	NONMINORITY MALE
PUBLIC WORKS	ARNOLD OIL CO EQUIPMENT DIVISION	NONMINORITY MALE
COMMUNITY INITIATIVE	ARROW FIRE PROTECTION INC	
FLEET MAINT OPS	ARROW KEY SERVICE	
INTERNATIONAL AFFAIR	ART INC	
	ART TRIG CORP	NONMINORITY MALE
AVIATION	ART TRIG CORP	NONMINORITY MALE
ITSD	ART TRIG CORP	NONMINORITY MALE
PARKS & RECREATION	ART TRIG CORP	NONMINORITY MALE
ASSET MANAGEMENT	ARTCHITECTURAL INTERIORS	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	ARTHUR F LOPEZ	
CULTURAL AFFAIRS	ARTPACE	
POLICE	ARTURO RAIGOZA	
POLICE	ATLANTIC GOLD & DIAMOND	
POLICE	ATLAS MECHANICAL	HISPANIC AMERICAN
PARKS & RECREATION	ATLAS MECHANICAL	HISPANIC AMERICAN
FIRE	ATLAS MECHANICAL	HISPANIC AMERICAN
COMMUNITY INITIATIVE	ATLAS MECHANICAL	HISPANIC AMERICAN
CVB	AUBURN MANAGEMENT INC	
PARKS & RECREATION	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE
SA METRO HEALTH DIST	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE
	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE
CULTURAL AFFAIRS	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE
CAP IMPRV MGMT SERV	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE
COMMUNITY INITIATIVE	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
CONTRACT SERVICES	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE
DEVELOPMENT SERVICES	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE
LIBRARY	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE
COMMUNITY INITIATIVE	AUTO WORKS INC	
FLEET MAINT OPS	AUTO XCESSORY GUYS	NONMINORITY MALE
AVIATION	AUTO XCESSORY GUYS	NONMINORITY MALE
FIRE	AUTO XCESSORY GUYS	NONMINORITY MALE
COMMUNITY INITIATIVE	AUTOMATIC FIRE PROTECTION INC	NONMINORITY MALE
FLEET MAINT OPS	AUTOMOTIVE DISCOUNT SPECIALIST	HISPANIC AMERICAN
AVIATION	AUTOMOTIVE DISCOUNT SPECIALIST	HISPANIC AMERICAN
FIRE	AUTOMOTIVE DISCOUNT SPECIALIST	HISPANIC AMERICAN
FLEET MAINT OPS	AUTOMOTIVE SPECIALTY WAREHOUSE	NONMINORITY MALE
FIRE	AUTOMOTIVE SPECIALTY WAREHOUSE	NONMINORITY MALE
FIRE	AUTOMOTIVE TRUCK PARTS	NONMINORITY MALE
FLEET MAINT OPS	AUTOMOTIVE TRUCK PARTS	NONMINORITY MALE
SA METRO HEALTH DIST	AV SOURCE	
DOWNTOWN OPERATIONS	AV TECHNICAL SUPPORT INC	
ITSD	AVAYA COMMUNICATIONS	
FIRE	AVERY & CO	NONMINORITY FEMALE
PUBLIC WORKS	AVERY & CO	NONMINORITY FEMALE
PARKS & RECREATION	AVERY & CO	NONMINORITY FEMALE
FLEET MAINT OPS	AVERY & CO	NONMINORITY FEMALE
AVIATION	AVERY & CO	NONMINORITY FEMALE
ALAMODOME	AVERY & CO	NONMINORITY FEMALE
	AVERY & CO	NONMINORITY FEMALE
PUBLIC WORKS	AVERY OIL CO	
ASSET MANAGEMENT	AZTECH RENTAL CTR INC	NONMINORITY MALE
PARKS & RECREATION	AZTECH RENTAL CTR INC	NONMINORITY MALE
	AZTECH RENTAL CTR INC	NONMINORITY MALE
COMMUNITY INITIATIVE	AZTECH RENTAL CTR INC	NONMINORITY MALE
PARKS & RECREATION	B & B COMMERCIAL LAWN MAINTENANCE I	HISPANIC AMERICAN
PARKS & RECREATION	B & B MASONRY	HISPANIC AMERICAN
	B & G CHEMICAL & EQUIPMENT CO	AFRICAN AMERICAN
SA METRO HEALTH DIST	B & G CHEMICAL & EQUIPMENT CO	AFRICAN AMERICAN
POLICE	B & R ESTES CORP	
	B B & B ENTERPRISES INC	NONMINORITY FEMALE
FLEET MAINT OPS	B B & B ENTERPRISES INC	NONMINORITY FEMALE
SOLID WASTE MNGMT	B F I WASTE SYSTEMS OF NORTH AMERICA	NONMINORITY MALE
SOLID WASTE MNGMT	B F MANAGEMENT	
CULTURAL AFFAIRS	B J ASSOCS	HISPANIC AMERICAN
POLICE	B V A SCIENTIFIC	NONMINORITY FEMALE
SA METRO HEALTH DIST	B V A SCIENTIFIC	NONMINORITY FEMALE
SOLID WASTE MNGMT	B V A SCIENTIFIC	NONMINORITY FEMALE
FIRE	B V A SCIENTIFIC	NONMINORITY FEMALE
LIBRARY	B Z DESIGNS INC	HISPANIC AMERICAN
PARKS & RECREATION	B Z DESIGNS INC	HISPANIC AMERICAN
ANIMAL CARE SERVICES	BADGEMAN PROMOTIONAL PROD	NONMINORITY FEMALE
SA METRO HEALTH DIST	BADGEMAN PROMOTIONAL PROD	NONMINORITY FEMALE
PURCH & CNTRCT SERV	BAISH ELECTRIC CO LTD	
FLEET MAINT OPS	BAKER DIST	NONMINORITY MALE
DOWNTOWN OPERATIONS	BAKER DIST	NONMINORITY MALE
CONV FACILTIES	BAKER DIST	NONMINORITY MALE
PUBLIC WORKS	BAKER DIST	NONMINORITY MALE
ALAMODOME	BAKER DIST	NONMINORITY MALE
AVIATION	BAKER DIST	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	BAKER DIST	NONMINORITY MALE
ASSET MANAGEMENT	BAKER DIST	NONMINORITY MALE
	BAKER DIST	NONMINORITY MALE
POLICE	BANESTER SERVICES LTD	HISPANIC AMERICAN
PARKS & RECREATION	BANESTER SERVICES LTD	HISPANIC AMERICAN
SA METRO HEALTH DIST	BANKSON GROUP LTD	
PUBLIC WORKS	BANKSON GROUP LTD	
COMMUNITY INITIATIVE	BANKSON GROUP LTD	
FIRE	BARBARA A WRIGHT	
SOLID WASTE MNGMT	BARBARA MOORE	
ANIMAL CARE SERVICES	BARBARA MOORE	
FIRE	BARING ENTERPRISES INC	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	BARLOW CONSTRUCTION LLC	NONMINORITY MALE
FIRE	BARLOW CONSTRUCTION LLC	NONMINORITY MALE
FIRE	BARNES & NOBLE BOOKSELLER	NONMINORITY MALE
COMMUNITY INITIATIVE	BARNES & NOBLE BOOKSELLER	NONMINORITY MALE
POLICE	BARNES & NOBLE BOOKSELLER	NONMINORITY MALE
SA METRO HEALTH DIST	BARNES & NOBLE BOOKSELLER	NONMINORITY MALE
PARKS & RECREATION	BARSCO INC	NONMINORITY MALE
AVIATION	BATTERY & CHARGER SERVICE INC	NONMINORITY MALE
AVIATION	BATTERY ACQUISTION & DEVELOPMENT IN	
CODE COMPLIANCE	BAYTECH SUPPLY INC	NONMINORITY FEMALE
PURCH & CNTRCT SERV	BAYTECH SUPPLY INC	NONMINORITY FEMALE
SOLID WASTE MNGMT	BAYTECH SUPPLY INC	NONMINORITY FEMALE
SA METRO HEALTH DIST	BAYTECH SUPPLY INC	NONMINORITY FEMALE
FIRE	BAYTECH SUPPLY INC	NONMINORITY FEMALE
AVIATION	BAYTECH SUPPLY INC	NONMINORITY FEMALE
ASSET MANAGEMENT	BAYTECH SUPPLY INC	NONMINORITY FEMALE
PARKS & RECREATION	BAYTECH SUPPLY INC	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	BAYTECH SUPPLY INC	NONMINORITY FEMALE
ANIMAL CARE SERVICES	BAYTECH SUPPLY INC	NONMINORITY FEMALE
CONV FACILTIES	BAYTECH SUPPLY INC	NONMINORITY FEMALE
ITSD	BAYTECH SUPPLY INC	NONMINORITY FEMALE
	BAYTECH SUPPLY INC	NONMINORITY FEMALE
FINANCE	BAYTECH SUPPLY INC	NONMINORITY FEMALE
FLEET MAINT OPS	BEACON AUTOMOTIVE LP	HISPANIC AMERICAN
AVIATION	BEACON AUTOMOTIVE LP	HISPANIC AMERICAN
FIRE	BEACON AUTOMOTIVE LP	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	BEAR AUDIO VISUAL INC	HISPANIC AMERICAN
POLICE	BEAR AUDIO VISUAL INC	HISPANIC AMERICAN
CULTURAL AFFAIRS	BEAR AUDIO VISUAL INC	HISPANIC AMERICAN
AVIATION	BEAR AUDIO VISUAL INC	HISPANIC AMERICAN
LIBRARY	BEAR AUDIO VISUAL INC	HISPANIC AMERICAN
LIBRARY	BECKWITH ELECTRONIC ENGINEERING CO	HISPANIC AMERICAN
MUNICIPAL COURT	BECKWITH ELECTRONIC ENGINEERING CO	HISPANIC AMERICAN
PUBLIC WORKS	BELCO SUPPLY	HISPANIC AMERICAN
PARKS & RECREATION	BELINDA ALCORTA	HISPANIC AMERICAN
COMMUNITY INITIATIVE	BEN E KEITH CO	NONMINORITY MALE
CULTURAL AFFAIRS	BEN E KEITH CO	NONMINORITY MALE
SA METRO HEALTH DIST	BENJAMIN GARZA	NONMINORITY MALE
FLEET MAINT OPS	BENNIES TV SALES & SERVICE INC	NONMINORITY FEMALE
PUBLIC UTILITIES	BENNIES TV SALES & SERVICE INC	NONMINORITY FEMALE
SA METRO HEALTH DIST	BENNIES TV SALES & SERVICE INC	NONMINORITY FEMALE
PURCH & CNTRCT SERV	BENNIES TV SALES & SERVICE INC	NONMINORITY FEMALE
PARKS & RECREATION	BENNIES TV SALES & SERVICE INC	NONMINORITY FEMALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
MAYOR & COUNCIL	BENNIES TV SALES & SERVICE INC	NONMINORITY FEMALE
COMMUNITY INITIATIVE	BENNIES TV SALES & SERVICE INC	NONMINORITY FEMALE
PUBLIC WORKS	BENNIES TV SALES & SERVICE INC	NONMINORITY FEMALE
FIRE	BENNIES TV SALES & SERVICE INC	NONMINORITY FEMALE
AVIATION	BENNIES TV SALES & SERVICE INC	NONMINORITY FEMALE
LIBRARY	BENNIES TV SALES & SERVICE INC	NONMINORITY FEMALE
FLEET MAINT OPS	BENSON HONDA	NONMINORITY FEMALE
FLEET MAINT OPS	BENSON NISSAN INC	NONMINORITY MALE
SA METRO HEALTH DIST	BEST BUY	NONMINORITY MALE
PARKS & RECREATION	BEST BUY	NONMINORITY MALE
PUBLIC WORKS	BEST BUY	NONMINORITY MALE
NEIGHBORHOOD ACTION	BEST BUY	NONMINORITY MALE
SA METRO HEALTH DIST	BEST BUY	NONMINORITY MALE
ITSD	BEST BUY	NONMINORITY MALE
MUNICIPAL COURT	BEST BUY	NONMINORITY MALE
AVIATION	BEST BUY	NONMINORITY MALE
POLICE	BEST BUY	NONMINORITY MALE
PUBLIC WORKS	BEST BUY	NONMINORITY MALE
CONV FACILTIES	BEST BUY	NONMINORITY MALE
CAP IMPRV MGMT SERV	BEST BUY	NONMINORITY MALE
POLICE	BEST BUY	NONMINORITY MALE
ALAMODOME	BETCO SCAFFOLDS	NONMINORITY MALE
CULTURAL AFFAIRS	BETT BUTLER	
PARKS & RECREATION	BETTY ARNETT	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	BETTY ARNETT	NONMINORITY FEMALE
PURCH & CNTRCT SERV	BETTY MOORE	OTHER
CONV FACILTIES	BETTY MOORE	OTHER
PUBLIC WORKS	BEXAR FIRE & SAFETY EQUIP	HISPANIC AMERICAN
COMMUNITY INITIATIVE	BEXAR FIRE & SAFETY EQUIP	HISPANIC AMERICAN
POLICE	BEXAR FLOOR COVERING CO	NONMINORITY MALE
ASSET MANAGEMENT	BEXAR LANDSCAPING CO INC	HISPANIC AMERICAN
PARKS & RECREATION	BEXAR PRINTING	
PUBLIC WORKS	BIG GREEN INC	
AVIATION	BIG MOE AUTOMOTIVE REBUILDERS INC	
PARKS & RECREATION	BIG MOE AUTOMOTIVE REBUILDERS INC	
FIRE	BIG MOE AUTOMOTIVE REBUILDERS INC	
FLEET MAINT OPS	BIG MOE AUTOMOTIVE REBUILDERS INC	
CULTURAL AFFAIRS	BIG RED BOTTLING CO	NONMINORITY MALE
PUBLIC WORKS	BIG RED BOTTLING CO	NONMINORITY MALE
CULTURAL AFFAIRS	BIHL HAUS ARTS INC	
ALAMODOME	BIKE WORLD	NONMINORITY MALE
AVIATION	BIKE WORLD	NONMINORITY MALE
ASSET MANAGEMENT	BIKE WORLD	NONMINORITY MALE
POLICE	BIKE WORLD	NONMINORITY MALE
PUBLIC WORKS	BIKE WORLD	NONMINORITY MALE
	BIKE WORLD	NONMINORITY MALE
PARKS & RECREATION	BIKE WORLD	NONMINORITY MALE
PARKS & RECREATION	BILL DRAIN	
DOWNTOWN OPERATIONS	BILL DRAIN	
GRANTS MONITOR/ADMN	BILL MILLER BAR B Q ENT	
AVIATION	BILL MILLER BAR B Q ENT	
PUBLIC WORKS	BILL MILLER BAR B Q ENT	
NEIGHBORHOOD ACTION	BILL MILLER BAR B Q ENT	
LIBRARY	BILL MILLER BAR B Q ENT	
PARKS & RECREATION	BILL PEACE & SON INC	NONMINORITY FEMALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
AVIATION	BILLS TRACTOR & EQUIPMENT LTD	
PUBLIC WORKS	BINARY WORLD	
POLICE	BINARY WORLD	
DOWNTOWN OPERATIONS	BIO ZAPP LABORATORIES INC	
SA METRO HEALTH DIST	BIOINDUSTRIAL PRODUCTS	NONMINORITY MALE
PARKS & RECREATION	BLACKMON MOORING STEAMATIC INC	
AVIATION	BLACKMON MOORING STEAMATIC INC	
PARKS & RECREATION	BLADERUNNER FARMS INC	
ASSET MANAGEMENT	BLANCO RENTALS INC	HISPANIC AMERICAN
ASSET MANAGEMENT	BLUE STAR BREWING CO	
NEIGHBORHOOD ACTION	BODY LINGO INC	HISPANIC AMERICAN
FLEET MAINT OPS	BODY LINGO INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	BODY LINGO INC	HISPANIC AMERICAN
PUBLIC WORKS	BODY LINGO INC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	BODY LINGO INC	HISPANIC AMERICAN
CODE COMPLIANCE	BODY LINGO INC	HISPANIC AMERICAN
PUBLIC WORKS	BOLNERS MEAT CO	NONMINORITY MALE
PARKS & RECREATION	BOOKER ARRADONDO	AFRICAN AMERICAN
ANIMAL CARE SERVICES	BORDER ORNAMENTAL IRON & FENCE	HISPANIC AMERICAN
PUBLIC WORKS	BORDER ORNAMENTAL IRON & FENCE	HISPANIC AMERICAN
LIBRARY	BORDERLANDS BOOK STORE	NONMINORITY MALE
PARKS & RECREATION	BRADYS MARINE SALES & SERVICE INC	NONMINORITY MALE
PUBLIC WORKS	BRADYS MARINE SALES & SERVICE INC	NONMINORITY MALE
FIRE	BRADYS MARINE SALES & SERVICE INC	NONMINORITY MALE
ALAMODOME	BRADYS MARINE SALES & SERVICE INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	BRADYS MARINE SALES & SERVICE INC	NONMINORITY MALE
PARKS & RECREATION	BRANNENS TOOL & MACHINERY	NONMINORITY MALE
FLEET MAINT OPS	BRASADA FORD LTD	NONMINORITY MALE
PURCH & CNTRCT SERV	BRASADA FORD LTD	NONMINORITY MALE
	BRASADA FORD LTD	NONMINORITY MALE
CUST SERV/311 SYSTEM	BRATTON BROS SIGN CO	
PARKS & RECREATION	BRATTON BROS SIGN CO	
FIRE	BREACHING TECHNOLOGIES INC	
PARKS & RECREATION	BRENDA L BUTLER & ALVIN R BUTLER	AFRICAN AMERICAN
COMMUNITY INITIATIVE	BRENDA L BUTLER & ALVIN R BUTLER	AFRICAN AMERICAN
LIBRARY	BRENDA L BUTLER & ALVIN R BUTLER	AFRICAN AMERICAN
PARKS & RECREATION	BRENDA MALDONADO	HISPANIC AMERICAN
HUMAN RESOURCES	BRENNER PRINTNG CO	NONMINORITY MALE
PURCH & CNTRCT SERV	BRENNER PRINTNG CO	NONMINORITY MALE
PARKS & RECREATION	BRENNER PRINTNG CO	NONMINORITY MALE
CULTURAL AFFAIRS	BRENNER PRINTNG CO	NONMINORITY MALE
SA METRO HEALTH DIST	BRENNER PRINTNG CO	NONMINORITY MALE
SOLID WASTE MNGMT	BRENNER PRINTNG CO	NONMINORITY MALE
DEVELOPMENT SERVICES	BRIAN MONTGOMERY	
PARKS & RECREATION	BRIAN TATSON	NONMINORITY MALE
PARKS & RECREATION	BRICK SELECTIONS LTD	NONMINORITY MALE
POLICE	BRITE OFFICE SYSTEMS	
POLICE	BRITTON S BIKE SHOP	NONMINORITY MALE
POLICE	BROADWAY NATIONAL BANK	
PARKS & RECREATION	BROOKS STONE RANCH	NONMINORITY FEMALE
COMMUNITY INITIATIVE	BRUNDAGE MINI STORAGE LTD	
DOWNTOWN OPERATIONS	BRUNO ESTRADA	
ASSET MANAGEMENT	BRYAN GOBEL	
SOLID WASTE MNGMT	BRYAN GOBEL	
ASSET MANAGEMENT	BRYON HOBBS	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	BRYON HOBBS	
LIBRARY	BUCKEYE CLEANING CENTER	NONMINORITY MALE
PARKS & RECREATION	BUCKEYE CLEANING CENTER	NONMINORITY MALE
FLEET MAINT OPS	BUCKEYE CLEANING CENTER	NONMINORITY MALE
CONV FACILTIES	BUCKEYE CLEANING CENTER	NONMINORITY MALE
AVIATION	BUCKEYE CLEANING CENTER	NONMINORITY MALE
ASSET MANAGEMENT	BUCKEYE CLEANING CENTER	NONMINORITY MALE
LIBRARY	BUCKEYE CLEANING CENTER	NONMINORITY MALE
ALAMODOME	BUCKEYE CLEANING CENTER	NONMINORITY MALE
FIRE	BUCKEYE CLEANING CENTER	NONMINORITY MALE
PUBLIC WORKS	BUCKEYE CLEANING CENTER	NONMINORITY MALE
	BUCKEYE CLEANING CENTER	NONMINORITY MALE
PARKS & RECREATION	BUDGET SIGNS INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	BUDGET SIGNS INC	NONMINORITY MALE
PARKS & RECREATION	BUELLS INC	
FIRE	BUENA VISTA MANUFACTURING	HISPANIC AMERICAN
PARKS & RECREATION	BUG MACTEX EXTERMINATING SERVICES L	NONMINORITY MALE
	BUN N BARREL	
CONV FACILTIES	C A LANDRY PARTNERS	
PUBLIC WORKS	C C C GROUP INC	NONMINORITY MALE
PARKS & RECREATION	C S C COPIER SUPPLY CO	NONMINORITY MALE
POLICE	C S C COPIER SUPPLY CO	NONMINORITY MALE
	CABANG MECHANICAL INC	
PARKS & RECREATION	CAJUN FARMS LLC	
CITY MANAGER	CAMERA EXCHANGE INC	HISPANIC AMERICAN
FIRE	CAMERA EXCHANGE INC	HISPANIC AMERICAN
POLICE	CAMERA EXCHANGE INC	HISPANIC AMERICAN
PUBLIC WORKS	CAMERA EXCHANGE INC	HISPANIC AMERICAN
PARKS & RECREATION	CAMPBELL LUMBER CO INC	NONMINORITY MALE
LIBRARY	CANTU CONTRACTING INC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	CANTU CONTRACTING INC	HISPANIC AMERICAN
ASSET MANAGEMENT	CANTU CONTRACTING INC	HISPANIC AMERICAN
PARKS & RECREATION	CANTU CONTRACTING INC	HISPANIC AMERICAN
PUBLIC WORKS	CANTU CONTRACTING INC	HISPANIC AMERICAN
	CANVAS SPECIALTIES INC	NONMINORITY FEMALE
FIRE	CANVAS SPECIALTIES INC	NONMINORITY FEMALE
AVIATION	CANVAS SPECIALTIES INC	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	CANVAS SPECIALTIES INC	NONMINORITY FEMALE
MUNICIPAL COURT	CARDINAL HEALTH MEDICAL PRODUCTS &	NONMINORITY MALE
CITY ATTORNEY	CARDINAL HEALTH MEDICAL PRODUCTS &	NONMINORITY MALE
PUBLIC WORKS	CARDINAL HEALTH MEDICAL PRODUCTS &	NONMINORITY MALE
ANIMAL CARE SERVICES	CARDINAL HEALTH MEDICAL PRODUCTS &	NONMINORITY MALE
SA METRO HEALTH DIST	CARDINAL HEALTH MEDICAL PRODUCTS &	NONMINORITY MALE
	CARDINAL HEALTH MEDICAL PRODUCTS &	NONMINORITY MALE
LIBRARY	CARDINAL HEALTH MEDICAL PRODUCTS &	NONMINORITY MALE
SA METRO HEALTH DIST	CARDINAL HEALTH MEDICAL PRODUCTS &	NONMINORITY MALE
FIRE	CARDINAL HEALTH MEDICAL PRODUCTS &	NONMINORITY MALE
AVIATION	CARDINAL HEALTH MEDICAL PRODUCTS &	NONMINORITY MALE
DOWNTOWN OPERATIONS	CARDINAL HEALTH MEDICAL PRODUCTS &	NONMINORITY MALE
POLICE	CARDINAL HEALTH MEDICAL PRODUCTS &	NONMINORITY MALE
	CARL TURNER EQUIPMENT INC	HISPANIC AMERICAN
FLEET MAINT OPS	CARL TURNER EQUIPMENT INC	HISPANIC AMERICAN
FIRE	CARL TURNER EQUIPMENT INC	HISPANIC AMERICAN
AVIATION	CARL TURNER EQUIPMENT INC	HISPANIC AMERICAN
FIRE	CARLISLE AUTO AIR	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
AVIATION	CARLISLE AUTO AIR	NONMINORITY MALE
DOWNTOWN OPERATIONS	CARLOS ABELAR	HISPANIC AMERICAN
PARKS & RECREATION	CARLOS ABELAR	HISPANIC AMERICAN
PARKS & RECREATION	CARLOS SMITH LANDSCAPING INC	
PARKS & RECREATION	CARLOS TREVINO	
PARKS & RECREATION	CAROLYN B DUBLIN	
DOWNTOWN OPERATIONS	CARQUEST AUTO PARTS	NONMINORITY MALE
NEIGHBORHOOD ACTION	CARRIER COMMERCIAL SERVICE	NONMINORITY MALE
PARKS & RECREATION	CARSTOPS UNLIMITED	NONMINORITY FEMALE
AVIATION	CASA VERDE FARMS	NONMINORITY MALE
POLICE	CASA VERDE FARMS	NONMINORITY MALE
CONV FACILTIES	CASA VERDE FARMS	NONMINORITY MALE
PARKS & RECREATION	CASA VERDE FARMS	NONMINORITY MALE
DOWNTOWN OPERATIONS	CASA VERDE FARMS	NONMINORITY MALE
	CASARES SAND PITT TRUCKING INC	
PARKS & RECREATION	CASARES SAND PITT TRUCKING INC	
DOWNTOWN OPERATIONS	CASH REGISTER COMPUTERS	NONMINORITY FEMALE
FLEET MAINT OPS	CASH SAVER RENTALS INC	NONMINORITY MALE
	CASO INC	NONMINORITY MALE
POLICE	CASO INC	NONMINORITY MALE
PARKS & RECREATION	CASTEEL MANUFACTURER	HISPANIC AMERICAN
POLICE	CATERING BY NICK	
NEIGHBORHOOD ACTION	CATERING BY ROSEMARY INC	NONMINORITY FEMALE
ERM	CATERING BY ROSEMARY INC	NONMINORITY FEMALE
CULTURAL AFFAIRS	CATERING BY ROSEMARY INC	NONMINORITY FEMALE
MUNICIPAL COURT	CATERING BY ROSEMARY INC	NONMINORITY FEMALE
SA METRO HEALTH DIST	CATERING BY ROSEMARY INC	NONMINORITY FEMALE
AVIATION	CATERING BY ROSEMARY INC	NONMINORITY FEMALE
HUMAN RESOURCES	CATERING BY ROSEMARY INC	NONMINORITY FEMALE
POLICE	CATERING BY ROSEMARY INC	NONMINORITY FEMALE
CVB	CATERING BY ROSEMARY INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	CATERING BY ROSEMARY INC	NONMINORITY FEMALE
	CATO ELECTRIC CO	NONMINORITY MALE
PUBLIC WORKS	CATO ELECTRIC CO	NONMINORITY MALE
ASSET MANAGEMENT	CATO ELECTRIC CO	NONMINORITY MALE
FIRE	CATO ELECTRIC CO	NONMINORITY MALE
PARKS & RECREATION	CATO ELECTRIC CO	NONMINORITY MALE
PARKS & RECREATION	CAVENDER STORE LTD	
PARKS & RECREATION	CEASAR RODRIGUEZ	HISPANIC AMERICAN
FIRE	CEILING PRO OF SAN ANTONIO LLC	HISPANIC AMERICAN
PARKS & RECREATION	CEMZ CORP	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	CENTRAL ELECTRIC	HISPANIC AMERICAN
LIBRARY	CENTRAL MARKET H E B	NONMINORITY MALE
ASSET MANAGEMENT	CENTRAL MARKET H E B	NONMINORITY MALE
CULTURAL AFFAIRS	CENTRO ALAMEDA INC	
LIBRARY	CENTRO BUSINESS SOURCE INC	NONMINORITY MALE
PARKS & RECREATION	CENTRO BUSINESS SOURCE INC	NONMINORITY MALE
FLEET MAINT OPS	CENTRO BUSINESS SOURCE INC	NONMINORITY MALE
ALAMODOME	CENTURY MUSIC SYSTEMS	NONMINORITY FEMALE
SOLID WASTE MNGMT	CESA CONTRACTORS INC	
PARKS & RECREATION	CESA EQUIPMENT INC	NONMINORITY FEMALE
DEVELOPMENT SERVICES	CESA EQUIPMENT INC	NONMINORITY FEMALE
SOLID WASTE MNGMT	CESA EQUIPMENT INC	NONMINORITY FEMALE
CONV FACILTIES	CESAR ALVAREZ	HISPANIC AMERICAN
ALAMODOME	CESAR ALVAREZ	HISPANIC AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PURCH & CNTRCT SERV	CESAR ALVAREZ	HISPANIC AMERICAN
SA METRO HEALTH DIST	CFI DELIVERY LTD	
PARKS & RECREATION	CHAIR KING	NONMINORITY MALE
ALAMODOME	CHAPARRAL WATER TREATMENT	NONMINORITY MALE
POLICE	CHARLES R MURPHY	NONMINORITY MALE
AVIATION	CHELSEAS SANDWICHES OF TEXAS INC	AFRICAN AMERICAN
PUBLIC WORKS	CHEMICAL LIME LTD	
CONV FACILTIES	CHESNEY MORALES ASSOCS INC	HISPANIC AMERICAN
CULTURAL AFFAIRS	CHILDRENS FINE ARTS SER	
COMMUNITY INITIATIVE	CHILDRENS SHELTER	
ASSET MANAGEMENT	CHISM CO	NONMINORITY MALE
SOLID WASTE MNGMT	CHISM CO	NONMINORITY MALE
ALAMODOME	CHOCTAW ELETRIC MOTORS & CONTROLS	HISPANIC AMERICAN
DEVELOPMENT SERVICES	CINTAS CORP	NONMINORITY MALE
LIBRARY	CINTAS CORP	NONMINORITY MALE
AVIATION	CINTAS CORP	NONMINORITY MALE
	CINTAS CORP	NONMINORITY MALE
SA METRO HEALTH DIST	CINTAS CORP	NONMINORITY MALE
NEIGHBORHOOD ACTION	CINTAS CORP	NONMINORITY MALE
FIRE	CINTAS CORP	NONMINORITY MALE
FLEET MAINT OPS	CINTAS CORP	NONMINORITY MALE
ANIMAL CARE SERVICES	CINTAS CORP	NONMINORITY MALE
COMMUNITY INITIATIVE	CINTAS CORP	NONMINORITY MALE
PUBLIC WORKS	CINTAS CORP	NONMINORITY MALE
ASSET MANAGEMENT	CINTAS CORP	NONMINORITY MALE
INTERNAL REVIEW	CINTAS CORP	NONMINORITY MALE
DOWNTOWN OPERATIONS	CINTAS CORP	NONMINORITY MALE
PARKS & RECREATION	CINTAS CORP	NONMINORITY MALE
POLICE	CINTAS CORP	NONMINORITY MALE
ALAMODOME	CINTAS CORP	NONMINORITY MALE
POLICE	CIRCUIT CITY	
DEVELOPMENT SERVICES	CITY SILK SCREEN	
DOWNTOWN OPERATIONS	CITY WIDE JANITORIAL MAINTENANCE	HISPANIC AMERICAN
PARKS & RECREATION	CITY WIDE JANITORIAL MAINTENANCE	HISPANIC AMERICAN
PARKS & RECREATION	CLAMPITT PAPER CO	NONMINORITY MALE
SA METRO HEALTH DIST	CLAMPITT PAPER CO	NONMINORITY MALE
	CLAMPITT PAPER CO	NONMINORITY MALE
ITSD	CLAMPITT PAPER CO	NONMINORITY MALE
FLEET MAINT OPS	CLAMPITT PAPER CO	NONMINORITY MALE
POLICE	CLAMPITT PAPER CO	NONMINORITY MALE
SA METRO HEALTH DIST	CLAMPITT PAPER CO	NONMINORITY MALE
LIBRARY	CLAMPITT PAPER CO	NONMINORITY MALE
LIBRARY	CLAMPITT PAPER CO	NONMINORITY MALE
ANIMAL CARE SERVICES	CLAMPITT PAPER CO	NONMINORITY MALE
PURCH & CNTRCT SERV	CLAMPITT PAPER CO	NONMINORITY MALE
SOLID WASTE MNGMT	CLARK	
LIBRARY	CLEANING IDEAS INC	NONMINORITY MALE
	CLEANING IDEAS INC	NONMINORITY MALE
ASSET MANAGEMENT	CLEANING IDEAS INC	NONMINORITY MALE
SA METRO HEALTH DIST	CLEANING IDEAS INC	NONMINORITY MALE
AVIATION	CLEANING IDEAS INC	NONMINORITY MALE
FLEET MAINT OPS	CLEANING IDEAS INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	CLEANING IDEAS INC	NONMINORITY MALE
PARKS & RECREATION	CLEANING IDEAS INC	NONMINORITY MALE
ALAMODOME	CLEANING IDEAS INC	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
DOWNTOWN OPERATIONS	CLEAR VISIONS INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	CLEAR VISIONS INC	NONMINORITY MALE
ANIMAL CARE SERVICES	CLEAR VISIONS INC	NONMINORITY MALE
ASSET MANAGEMENT	CLEAR VISIONS INC	NONMINORITY MALE
PURCH & CNTRCT SERV	CLEAR VISIONS INC	NONMINORITY MALE
CODE COMPLIANCE	CLEAR VISIONS INC	NONMINORITY MALE
LIBRARY	CLEAR VISIONS INC	NONMINORITY MALE
FLEET MAINT OPS	CLEAR VISIONS INC	NONMINORITY MALE
COMMUNITY INITIATIVE	CLEAR VISIONS INC	NONMINORITY MALE
SOLID WASTE MNGMT	CLEAR VISIONS INC	NONMINORITY MALE
PARKS & RECREATION	CLEAR VISIONS INC	NONMINORITY MALE
PARKS & RECREATION	CLEARVIEW SERVICES INC	NONMINORITY FEMALE
PARKS & RECREATION	CLIFFORD LOWE	NONMINORITY MALE
PARKS & RECREATION	CLOSNER EQUIPMENT CO INC	NONMINORITY MALE
	CLOSNER EQUIPMENT CO INC	NONMINORITY MALE
PUBLIC WORKS	CLOSNER EQUIPMENT CO INC	NONMINORITY MALE
FLEET MAINT OPS	CLOSNER EQUIPMENT CO INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	CLOVER WINDOW TINT	
CULTURAL AFFAIRS	COASTAL AWARD RIBBONS	
PUBLIC WORKS	COBB TIME EQUIPMENT	NONMINORITY MALE
POLICE	COBB TIME EQUIPMENT	NONMINORITY MALE
DEVELOPMENT SERVICES	COBB TIME EQUIPMENT	NONMINORITY MALE
SOLID WASTE MNGMT	COBB TIME EQUIPMENT	NONMINORITY MALE
	CODE BLUE	
CODE COMPLIANCE	CODE BLUE	
AVIATION	COLOR TONE PAINT INC	HISPANIC AMERICAN
PUBLIC WORKS	COLOR TONE PAINT INC	HISPANIC AMERICAN
PARKS & RECREATION	COLOR TONE PAINT INC	HISPANIC AMERICAN
FIRE	COLOR TONE PAINT INC	HISPANIC AMERICAN
CUST SERV/311 SYSTEM	COLORAMA AD PRODUCTS INC	NONMINORITY MALE
ALAMODOME	COLORSPOT NURSERIES	NONMINORITY MALE
	COLORSPOT NURSERIES	NONMINORITY MALE
DOWNTOWN OPERATIONS	COLORSPOT NURSERIES	NONMINORITY MALE
PARKS & RECREATION	COLORSPOT NURSERIES	NONMINORITY MALE
LIBRARY	COLOUR SOLUTIONS	NONMINORITY FEMALE
POLICE	COLOUR SOLUTIONS	NONMINORITY FEMALE
SA METRO HEALTH DIST	COLOUR SOLUTIONS	NONMINORITY FEMALE
ASSET MANAGEMENT	COMFORT AIR	NONMINORITY MALE
AVIATION	COMFORT AIR	NONMINORITY MALE
CULTURAL AFFAIRS	COMMERCE STREET STAGE	
COMMUNITY INITIATIVE	COMMERCIAL KITCHEN REPAIR CO	NONMINORITY MALE
POLICE	COMMERCIAL KITCHEN REPAIR CO	NONMINORITY MALE
PARKS & RECREATION	COMMERCIAL KITCHEN REPAIR CO	NONMINORITY MALE
CONTRACT SERVICES	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
DEVELOPMENT SERVICES	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
MUNICIPAL COURT	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
MAYOR & COUNCIL	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
GRANTS MONITOR/ADMN	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
FIRE	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
PUBLIC UTILITIES	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
CVB	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
CITY CLERK	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
PARKS & RECREATION	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
LIBRARY	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
INTERNATIONAL AFFAIR	COMMONWEALTH TRADING INC	AFRICAN AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
AVIATION	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
HUMAN RESOURCES	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
CUST SERV/311 SYSTEM	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
INTERNAL REVIEW	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
ASSET MANAGEMENT	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
ITSD	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
MANAGEMENT & BUDGET	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
EXTERNAL RELATIONS	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
CONV FACILTIES	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
FINANCE	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
CITY ATTORNEY	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
CITY MANAGER	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
PLANNING	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
ALAMODOME	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
CULTURAL AFFAIRS	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
SA METRO HEALTH DIST	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
NEIGHBORHOOD ACTION	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
ECONOMIC & EMP DEV	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
PUBLIC WORKS	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
SOLID WASTE MNGMT	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
POLICE	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
FLEET MAINT OPS	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
COMMUNITY INITIATIVE	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
ITSD	COMPLETE COMMUNICATIONS SERVICES	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	COMPTON A C HEATING CONSULTING	
PARKS & RECREATION	COMPUSA	NONMINORITY MALE
POLICE	COMPUSA	NONMINORITY MALE
SA METRO HEALTH DIST	COMPUSA	NONMINORITY MALE
EXTERNAL RELATIONS	COMPUSA	NONMINORITY MALE
ITSD	COMPUSA	NONMINORITY MALE
LIBRARY	COMPUSA	NONMINORITY MALE
FIRE	COMPUSA	NONMINORITY MALE
PUBLIC WORKS	COMPUSA	NONMINORITY MALE
CULTURAL AFFAIRS	CONJUNTO HERITAGE TALLER	HISPANIC AMERICAN
PARKS & RECREATION	CONLEY LOTT NICHOLS OF TEXAS INC	NONMINORITY MALE
MAYOR & COUNCIL	CONNS APPLIANCES	NONMINORITY MALE
	CONNS APPLIANCES	NONMINORITY MALE
PUBLIC WORKS	CONNS APPLIANCES	NONMINORITY MALE
CITY MANAGER	CONNS APPLIANCES	NONMINORITY MALE
PARKS & RECREATION	CONPAC INDUSTRIES LTD	
AVIATION	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
ASSET MANAGEMENT	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
PUBLIC WORKS	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
PARKS & RECREATION	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
FIRE	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
DOWNTOWN OPERATIONS	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
CONV FACILTIES	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
ALAMODOME	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
COMMUNITY INITIATIVE	CONSOLIDATED ELECTRIC DISTRIBUTORS	NONMINORITY MALE
PUBLIC WORKS	CONSOLIDATED ELECTRICAL	NONMINORITY FEMALE
MAYOR & COUNCIL	CONSOLIDATED OFFICE SYSTEMS	
PUBLIC WORKS	CONSTRUCTORS & ASSOCS INC	
AVIATION	CONSTRUCTORS & ASSOCS INC	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	CONSTRUCTORS & ASSOCS INC	
FLEET MAINT OPS	CONTINENTAL BATTERY CO	NONMINORITY MALE
PARKS & RECREATION	CONTINENTAL BATTERY CO	NONMINORITY MALE
ALAMODOME	CONTINENTAL BATTERY CO	NONMINORITY MALE
CONV FACILTIES	CONTINENTAL BATTERY CO	NONMINORITY MALE
	CONTINENTAL BATTERY CO	NONMINORITY MALE
FIRE	CONTINENTAL BATTERY CO	NONMINORITY MALE
AVIATION	CONTINENTAL BATTERY CO	NONMINORITY MALE
PUBLIC WORKS	CONTRACTORS BUILDING SUPPLY CO	HISPANIC AMERICAN
	COOPER EQUIPMENT CO	NONMINORITY MALE
ALAMODOME	COOPER EQUIPMENT CO	NONMINORITY MALE
PARKS & RECREATION	COOPER EQUIPMENT CO	NONMINORITY MALE
PUBLIC WORKS	COOPER EQUIPMENT CO	NONMINORITY MALE
FLEET MAINT OPS	COOPER EQUIPMENT CO	NONMINORITY MALE
LIBRARY	COPYMAX	
SA METRO HEALTH DIST	CORPORATE EMBROIDERY	HISPANIC AMERICAN
SA METRO HEALTH DIST	CORPORATE EMBROIDERY	HISPANIC AMERICAN
POLICE	CORRECT WEIGH SCALE SERVICE INC	HISPANIC AMERICAN
PUBLIC WORKS	CORTES DISTRIBUTING	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	CORTEZ LIQUID WASTE SERVICES INC	HISPANIC AMERICAN
PARKS & RECREATION	CORTEZ SERVICES INC	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	CORTEZ SERVICES INC	HISPANIC AMERICAN
	CRAFCO OF TEXAS INC	NONMINORITY MALE
PUBLIC WORKS	CRAFCO OF TEXAS INC	NONMINORITY MALE
FLEET MAINT OPS	CRAFCO OF TEXAS INC	NONMINORITY MALE
AVIATION	CRAFCO OF TEXAS INC	NONMINORITY MALE
AVIATION	CRAWFORD ELECTRIC SUPPLY	
PARKS & RECREATION	CREATIVE DINING & ENTERTAINMENT	
FLEET MAINT OPS	CRITES KEY SERVICE	
AVIATION	CRITTER CONTROL	NONMINORITY MALE
CONV FACILTIES	CRITTER CONTROL	NONMINORITY MALE
LIBRARY	CRITTER CONTROL	NONMINORITY MALE
PARKS & RECREATION	CRITTER CONTROL	NONMINORITY MALE
FLEET MAINT OPS	CROFT TRAILER & TRUCK EQUIPMENT CO	NONMINORITY FEMALE
PARKS & RECREATION	CROFT TRAILER & TRUCK EQUIPMENT CO	NONMINORITY FEMALE
POLICE	CROFT TRAILER & TRUCK EQUIPMENT CO	NONMINORITY FEMALE
PARKS & RECREATION	CROSSROADS CONTRACTING	NONMINORITY MALE
FINANCE	CRUMRINE PRINTERS INC	NONMINORITY FEMALE
CONV FACILTIES	CULLIGAN WATER CONDITIONING CO	NONMINORITY MALE
AVIATION	CULLIGAN WATER CONDITIONING CO	NONMINORITY MALE
COMMUNITY INITIATIVE	CULLIGAN WATER CONDITIONING CO	NONMINORITY MALE
MUNICIPAL COURT	CUMMINS ALLISON CORP	NONMINORITY MALE
ALAMODOME	CUMMINS ALLISON CORP	NONMINORITY MALE
FINANCE	CUMMINS ALLISON CORP	NONMINORITY MALE
ASSET MANAGEMENT	CUMMINS ALLISON CORP	NONMINORITY MALE
CONV FACILTIES	CUMMINS ALLISON CORP	NONMINORITY MALE
PARKS & RECREATION	CURRY REFRIGERATION CO	NONMINORITY MALE
AVIATION	CURRY REFRIGERATION CO	NONMINORITY MALE
ASSET MANAGEMENT	CURRY REFRIGERATION CO	NONMINORITY MALE
PARKS & RECREATION	D & D RETAIL LP	
POLICE	D & G PRECISION	
ASSET MANAGEMENT	D B S AMANO CINCINNATI TIME OF SAN AN	HISPANIC AMERICAN
PUBLIC WORKS	D B S AMANO CINCINNATI TIME OF SAN AN	HISPANIC AMERICAN
AVIATION	D B SIGHT & SOUND LLC	
PARKS & RECREATION	D B SIGHT & SOUND LLC	

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
POLICE	D H L EXPRESS USA INC	NONMINORITY MALE
PARKS & RECREATION	D H L EXPRESS USA INC	NONMINORITY MALE
	D H S SECURITY LLC	AFRICAN AMERICAN
POLICE	D H S SECURITY LLC	AFRICAN AMERICAN
POLICE	D M 2000 INC	NONMINORITY FEMALE
PUBLIC WORKS	D M DILLING INDUSTRIES LLC	HISPANIC AMERICAN
POLICE	D O A PEST CONTROL	
ALAMODOME	DADD INC	NONMINORITY MALE
PARKS & RECREATION	DADD INC	NONMINORITY MALE
ALAMODOME	DADD INC	NONMINORITY MALE
PARKS & RECREATION	DADD INC	NONMINORITY MALE
COMMUNITY INITIATIVE	DAHILL INDUSTRIES INC	
PARKS & RECREATION	DAILEY & WELLS	ASIAN AMERICAN
ITSD	DAILEY & WELLS	ASIAN AMERICAN
FIRE	DAILEY & WELLS	ASIAN AMERICAN
MUNICIPAL COURT	DAILEY & WELLS	ASIAN AMERICAN
POLICE	DAILEY & WELLS	ASIAN AMERICAN
ITSD	DAISY TOURS CONVENTIONS SAN ANTONIO	
	DAISY TOURS CONVENTIONS SAN ANTONIO	
PARKS & RECREATION	DAISY TOURS CONVENTIONS SAN ANTONIO	
DOWNTOWN OPERATIONS	DAISY TOURS CONVENTIONS SAN ANTONIO	
DOWNTOWN OPERATIONS	DALTILE CORP	NONMINORITY MALE
PARKS & RECREATION	DALTILE CORP	NONMINORITY MALE
	DANA RENKAINEN	
LIBRARY	DANIEL A HOLT	NONMINORITY MALE
COMMUNITY INITIATIVE	DANIEL A HOLT	NONMINORITY MALE
PARKS & RECREATION	DANIEL CASILLAS	NONMINORITY MALE
ASSET MANAGEMENT	DANNYS ROAD SERVICE INC	NONMINORITY FEMALE
AVIATION	DARRELL KIRKSEY	HISPANIC AMERICAN
PARKS & RECREATION	DARRYL W LYONS	
FIRE	DATA PROJECTIONS INC	
	DATA PROJECTIONS INC	
AVIATION	DATAPOINT USA INC	
PARKS & RECREATION	DAVE KOEHLER	NONMINORITY MALE
PARKS & RECREATION	DAVEY TREE & SHRUB	NONMINORITY MALE
LIBRARY	DAVEY TREE & SHRUB	NONMINORITY MALE
POLICE	DAVEY TREE & SHRUB	NONMINORITY MALE
PARKS & RECREATION	DAVID G GARCIA JR	HISPANIC AMERICAN
POLICE	DAVID KEENUM	HISPANIC AMERICAN
PUBLIC WORKS	DAVID LIMON	HISPANIC AMERICAN
PARKS & RECREATION	DAVID LIMON	HISPANIC AMERICAN
ASSET MANAGEMENT	DAVID LIMON	HISPANIC AMERICAN
ALAMODOME	DAVID LIMON	HISPANIC AMERICAN
FLEET MAINT OPS	DAVID LIMON	HISPANIC AMERICAN
SA METRO HEALTH DIST	DAVID LIMON	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	DAVID LIMON	HISPANIC AMERICAN
CODE COMPLIANCE	DAVID LIMON	HISPANIC AMERICAN
POLICE	DAVID LIMON	HISPANIC AMERICAN
COMMUNITY INITIATIVE	DAVID PRICE	
ASSET MANAGEMENT	DAVID S SODERMAN	NONMINORITY MALE
PUBLIC WORKS	DAVID S SODERMAN	NONMINORITY MALE
AVIATION	DE LA GARZA FENCE & SUPPLY CO	HISPANIC AMERICAN
CVB	DE LA GARZA FENCE & SUPPLY CO	HISPANIC AMERICAN
PARKS & RECREATION	DE LA GARZA FENCE & SUPPLY CO	HISPANIC AMERICAN
SOLID WASTE MNGMT	DE LA GARZA FENCE & SUPPLY CO	HISPANIC AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
FIRE	DE LA GARZA FENCE & SUPPLY CO	HISPANIC AMERICAN
ALAMODOME	DE LA GARZA FENCE & SUPPLY CO	HISPANIC AMERICAN
AVIATION	DEA SPECIALTIES CO LTD	NONMINORITY FEMALE
CONV FACILTIES	DEA SPECIALTIES CO LTD	NONMINORITY FEMALE
PARKS & RECREATION	DEALERS ELECTRICAL SUPPLY	NONMINORITY FEMALE
POLICE	DEAN DELVALLE	
DOWNTOWN OPERATIONS	DEAN M TILLERY	NONMINORITY MALE
PARKS & RECREATION	DEAN M TILLERY	NONMINORITY MALE
FIRE	DEAS ENTERPRISES INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	DELICIA HERRERA	
DOWNTOWN OPERATIONS	DENISE A BARRON	HISPANIC AMERICAN
PARKS & RECREATION	DENISE A BARRON	HISPANIC AMERICAN
LIBRARY	DEPENDABLE EXPRESS LP	NONMINORITY FEMALE
CONV FACILTIES	DESIGN & GEN CONTRACTING	NONMINORITY FEMALE
AVIATION	DEWINNE EQUIPMENT CO	NONMINORITY MALE
FLEET MAINT OPS	DEWINNE EQUIPMENT CO	NONMINORITY MALE
FLEET MAINT OPS	DIETZ TRACTOR CO	NONMINORITY FEMALE
FIRE	DIGITAL DISPLAY SOLUTIONS INC	HISPANIC AMERICAN
PARKS & RECREATION	DITCH WITCH OF CENTRAL TEXAS INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	DITTMAR LUMBER CORP	HISPANIC AMERICAN
	DITTMAR LUMBER CORP	HISPANIC AMERICAN
PUBLIC WORKS	DITTMAR LUMBER CORP	HISPANIC AMERICAN
AVIATION	DITTMAR LUMBER CORP	HISPANIC AMERICAN
PARKS & RECREATION	DITTMAR LUMBER CORP	HISPANIC AMERICAN
SOLID WASTE MNGMT	DITTMAR LUMBER CORP	HISPANIC AMERICAN
POLICE	DITTMAR LUMBER CORP	HISPANIC AMERICAN
CONV FACILTIES	DITTMAR LUMBER CORP	HISPANIC AMERICAN
FIRE	DITTMAR LUMBER CORP	HISPANIC AMERICAN
ASSET MANAGEMENT	DITTMAR LUMBER CORP	HISPANIC AMERICAN
PUBLIC WORKS	DITTMAR LUMBER CORP	HISPANIC AMERICAN
PARKS & RECREATION	DITTMAR LUMBER CORP	HISPANIC AMERICAN
ALAMODOME	DITTMAR LUMBER CORP	HISPANIC AMERICAN
ALAMODOME	DIVERSIFIED MECHANICAL EQUIPMENT LL	HISPANIC AMERICAN
INTERNATIONAL AFFAIR	DIXIE FLAG	NONMINORITY MALE
ASSET MANAGEMENT	DIXIE FLAG	NONMINORITY MALE
DOWNTOWN OPERATIONS	DIXIE FLAG	NONMINORITY MALE
LIBRARY	DIXIE FLAG	NONMINORITY MALE
FIRE	DIXIE FLAG	NONMINORITY MALE
ALAMODOME	DIXIE FLAG	NONMINORITY MALE
POLICE	DIXIE FLAG	NONMINORITY MALE
PARKS & RECREATION	DIXIE FLAG	NONMINORITY MALE
SA METRO HEALTH DIST	DIXIE FLAG	NONMINORITY MALE
DEVELOPMENT SERVICES	DIXIE PRINTING CO	NONMINORITY MALE
FIRE	DOMINGO VARA JR	HISPANIC AMERICAN
AVIATION	DOMINGO VARA JR	HISPANIC AMERICAN
FLEET MAINT OPS	DOMINGO VARA JR	HISPANIC AMERICAN
	DOMINGO VARA JR	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	DON STRANGE OF TEXAS INC	
AVIATION	DON STRANGE OF TEXAS INC	
CUST SERV/311 SYSTEM	DONALD H SPRING JR	
SOLID WASTE MNGMT	DONALD M HORRIDGE	NATIVE AMERICAN
HUMAN RESOURCES	DONALD M HORRIDGE	NATIVE AMERICAN
PARKS & RECREATION	DONALD R WEISS	NONMINORITY MALE
LIBRARY	DOUBLE DAVES PIZZAWORKS	
PARKS & RECREATION	DOUGLAS R DUDYCHA	NONMINORITY MALE

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UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ALAMODOME	DOUGLASS W KING CO INC	NONMINORITY MALE
SOLID WASTE MNGMT	DOUGLASS W KING CO INC	NONMINORITY MALE
PARKS & RECREATION	DOUGLASS W KING CO INC	NONMINORITY MALE
	DOUGLASS W KING CO INC	NONMINORITY MALE
PUBLIC WORKS	DOUGLASS W KING CO INC	NONMINORITY MALE
SA METRO HEALTH DIST	DRAGO INVESTMENTS LTD	NONMINORITY MALE
PARKS & RECREATION	DRAGO INVESTMENTS LTD	NONMINORITY MALE
AVIATION	DRAGO INVESTMENTS LTD	NONMINORITY MALE
DOWNTOWN OPERATIONS	DRAGO INVESTMENTS LTD	NONMINORITY MALE
CODE COMPLIANCE	DRAGO INVESTMENTS LTD	NONMINORITY MALE
NEIGHBORHOOD ACTION	DRAGO INVESTMENTS LTD	NONMINORITY MALE
MANAGEMENT & BUDGET	DRAGO INVESTMENTS LTD	NONMINORITY MALE
PUBLIC WORKS	DRAGO INVESTMENTS LTD	NONMINORITY MALE
ALAMODOME	DRAGO INVESTMENTS LTD	NONMINORITY MALE
POLICE	DRAGO INVESTMENTS LTD	NONMINORITY MALE
SOLID WASTE MNGMT	DRAGO INVESTMENTS LTD	NONMINORITY MALE
HUMAN RESOURCES	DRAGO INVESTMENTS LTD	NONMINORITY MALE
LIBRARY	DRAGO INVESTMENTS LTD	NONMINORITY MALE
FLEET MAINT OPS	DRIVESHAFTS UNLIMITED	HISPANIC AMERICAN
	DRIVESHAFTS UNLIMITED	HISPANIC AMERICAN
FIRE	DRIVESHAFTS UNLIMITED	HISPANIC AMERICAN
AVIATION	DRIVESHAFTS UNLIMITED	HISPANIC AMERICAN
LIBRARY	DSS SERVICES INC	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	DUANE MORGAN BUCHANAN	NONMINORITY MALE
CAP IMPRV MGMT SERV	DUDERSTADT STAKE CO	NONMINORITY MALE
PUBLIC WORKS	DUDERSTADT STAKE CO	NONMINORITY MALE
POLICE	DUDLEY CO	HISPANIC AMERICAN
PARKS & RECREATION	DUMAS HARDWARE CO	HISPANIC AMERICAN
CONV FACILTIES	DUMAS HARDWARE CO	HISPANIC AMERICAN
CONV FACILTIES	DUNN & CO CASTERS LP	NONMINORITY FEMALE
PUBLIC WORKS	DUNN & CO CASTERS LP	NONMINORITY FEMALE
POLICE	DUNN & CO CASTERS LP	NONMINORITY FEMALE
ALAMODOME	DUNN & CO CASTERS LP	NONMINORITY FEMALE
AVIATION	DUNN & CO CASTERS LP	NONMINORITY FEMALE
CODE COMPLIANCE	DURYS GUNSHOP INC	NONMINORITY MALE
AVIATION	DURYS GUNSHOP INC	NONMINORITY MALE
ANIMAL CARE SERVICES	DURYS GUNSHOP INC	NONMINORITY MALE
POLICE	DURYS GUNSHOP INC	NONMINORITY MALE
MUNICIPAL COURT	DURYS GUNSHOP INC	NONMINORITY MALE
PARKS & RECREATION	DURYS GUNSHOP INC	NONMINORITY MALE
	DURYS GUNSHOP INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	DURYS GUNSHOP INC	NONMINORITY MALE
FLEET MAINT OPS	DURYS GUNSHOP INC	NONMINORITY MALE
CULTURAL AFFAIRS	DWAIN YAKE SMITH	
LIBRARY	DYNAMIC AIR SERVICE CO	
	DYNAMIC CONVERSION	NONMINORITY MALE
POLICE	DYNAMIC CONVERSION	NONMINORITY MALE
FLEET MAINT OPS	E & D COMPLETE AUTO PARTS LTD	HISPANIC AMERICAN
PARKS & RECREATION	E A H SAN ANTONIO INC	
PUBLIC WORKS	E A H SAN ANTONIO INC	
DOWNTOWN OPERATIONS	E A H SAN ANTONIO INC	
POLICE	E O INTEGRATED SYSTEMS INC	
ALAMODOME	EAST END GLASS CO INC	NONMINORITY MALE
FLEET MAINT OPS	EAST END GLASS CO INC	NONMINORITY MALE
PARKS & RECREATION	EAST END GLASS CO INC	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
	EAST END GLASS CO INC	NONMINORITY MALE
CITY CLERK	EASTMAN KODAK CO	NONMINORITY MALE
FLEET MAINT OPS	EASTMAN KODAK CO	NONMINORITY MALE
PURCH & CNTRCT SERV	EASTMAN KODAK CO	NONMINORITY MALE
LIBRARY	ED FLUME BLDG SPECIALTIES	NONMINORITY MALE
ASSET MANAGEMENT	ED FLUME BLDG SPECIALTIES	NONMINORITY MALE
ALAMODOME	ED FLUME BLDG SPECIALTIES	NONMINORITY MALE
PARKS & RECREATION	ED FLUME BLDG SPECIALTIES	NONMINORITY MALE
AVIATION	ED LONGS METAL WORKS	HISPANIC AMERICAN
PLANNING	EDWARD CORTES	
NEIGHBORHOOD ACTION	EDWARD D DUDERSTADT	NONMINORITY MALE
CULTURAL AFFAIRS	EDWARD MARTINEZ SR	HISPANIC AMERICAN
FLEET MAINT OPS	EDWARDS HOLDING INC	HISPANIC AMERICAN
AVIATION	EDWARDS HOLDING INC	HISPANIC AMERICAN
	EDWARDS HOLDING INC	HISPANIC AMERICAN
AVIATION	EDWARDS HOLDING INC	HISPANIC AMERICAN
FIRE	EDWARDS HOLDING INC	HISPANIC AMERICAN
PARKS & RECREATION	EDWARDS HOLDING INC	HISPANIC AMERICAN
	EDWARDS HOLDING INC	HISPANIC AMERICAN
PARKS & RECREATION	EDWARDS HOLDING INC	HISPANIC AMERICAN
FLEET MAINT OPS	EDWARDS HOLDING INC	HISPANIC AMERICAN
CONV FACILTIES	EL PASO IMPORT CO	
LIBRARY	EL SOL BAKERY INC	HISPANIC AMERICAN
CULTURAL AFFAIRS	EL SOL BAKERY INC	HISPANIC AMERICAN
FLEET MAINT OPS	ELIDA MEEKS VILLANUEVA	
AVIATION	ELIDA MEEKS VILLANUEVA	
SA METRO HEALTH DIST	ELIZABETH COFIELD	
PUBLIC WORKS	ELIZABETH K RUDD	HISPANIC AMERICAN
AVIATION	ELIZABETH RODRIGUEZ	HISPANIC AMERICAN
CITY MANAGER	ELSA TREVINO HAMER	HISPANIC AMERICAN
POLICE	EMBROIDERERS	HISPANIC AMERICAN
CITY MANAGER	EMBROIDERERS	HISPANIC AMERICAN
PARKS & RECREATION	EMERGENCY SERVICES SUPPLY	NONMINORITY FEMALE
FIRE	EMISSIONS TECHNOLOGY OF	
FLEET MAINT OPS	EMISSIONS TECHNOLOGY OF	
PARKS & RECREATION	EMPIRE CLEANING CO	HISPANIC AMERICAN
AVIATION	ENTERPRISE RENT A CAR	NONMINORITY MALE
COMMUNITY INITIATIVE	ENTERPRISE RENT A CAR	NONMINORITY MALE
ALAMODOME	EQUIPMENT DEPOT	NONMINORITY MALE
FIRE	EQUIPMENT DEPOT	NONMINORITY MALE
PURCH & CNTRCT SERV	EQUIPMENT DEPOT	NONMINORITY MALE
	EQUIPMENT DEPOT	NONMINORITY MALE
GRANTS MONITOR/ADMN	ERIC V SEEMANN	
PARKS & RECREATION	ERICA WILSON PERKINS	
PARKS & RECREATION	ERNESTO CARINO	HISPANIC AMERICAN
PUBLIC WORKS	ESCO IMPORTS OF TEXAS INC	NONMINORITY MALE
PARKS & RECREATION	EUREKA SHEET METAL INC	
CONV FACILTIES	EUREKA SHEET METAL INC	
PARKS & RECREATION	EWALD TRACTOR INC	NONMINORITY FEMALE
	EWALD TRACTOR INC	NONMINORITY FEMALE
FLEET MAINT OPS	EWALD TRACTOR INC	NONMINORITY FEMALE
FIRE	EWALD TRACTOR INC	NONMINORITY FEMALE
FLEET MAINT OPS	EXIDE BATTERY CORP	NONMINORITY MALE
AVIATION	EXIDE BATTERY CORP	NONMINORITY MALE
FIRE	EXIDE BATTERY CORP	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
	EXIDE BATTERY CORP	NONMINORITY MALE
PARKS & RECREATION	EXIDE BATTERY CORP	NONMINORITY MALE
PARKS & RECREATION	EXPERT ELECTRONICS	HISPANIC AMERICAN
POLICE	EXPERT ELECTRONICS	HISPANIC AMERICAN
POLICE	EXPRESS FLOOR SERVICES LT	NONMINORITY MALE
AVIATION	EXPRESS FLOOR SERVICES LT	NONMINORITY MALE
DEVELOPMENT SERVICES	F & F MICROFILMING INC	
PARKS & RECREATION	F A BARTLETT TREE EXPERT CO	
PUBLIC WORKS	F A NUNNELLY CO	NONMINORITY MALE
PUBLIC WORKS	FANICKS GARDEN CENTER INC	NONMINORITY MALE
PARKS & RECREATION	FANICKS GARDEN CENTER INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	FANICKS GARDEN CENTER INC	NONMINORITY MALE
FIRE	FARRWEST ENVIRONMENTAL SUPPLE INC	NONMINORITY FEMALE
PARKS & RECREATION	FAST SIGNS	NONMINORITY MALE
CULTURAL AFFAIRS	FEDERAL COURT REPORTERS	HISPANIC AMERICAN
DEVELOPMENT SERVICES	FEDEX KINKOS OFFICE & PRINT SERVICE	NONMINORITY MALE
PARKS & RECREATION	FEDEX KINKOS OFFICE & PRINT SERVICE	NONMINORITY MALE
CULTURAL AFFAIRS	FEDEX KINKOS OFFICE & PRINT SERVICE	NONMINORITY MALE
CUST SERV/311 SYSTEM	FEDEX KINKOS OFFICE & PRINT SERVICE	NONMINORITY MALE
DEVELOPMENT SERVICES	FEDEX KINKOS OFFICE & PRINT SERVICE	NONMINORITY MALE
	FEDEX KINKOS OFFICE & PRINT SERVICE	NONMINORITY MALE
AVIATION	FEDEX KINKOS OFFICE & PRINT SERVICE	NONMINORITY MALE
ITSD	FEDEX KINKOS OFFICE & PRINT SERVICE	NONMINORITY MALE
PUBLIC WORKS	FELIPE GARCIA	HISPANIC AMERICAN
PARKS & RECREATION	FELIX MALDONADO TRUCKING INC	HISPANIC AMERICAN
PARKS & RECREATION	FERGUSON ENTERPRISES INC	NONMINORITY MALE
ASSET MANAGEMENT	FERGUSON ENTERPRISES INC	NONMINORITY MALE
FLEET MAINT OPS	FERNANDEZ HONDA	HISPANIC AMERICAN
PARKS & RECREATION	FERNANDO CARMONA	HISPANIC AMERICAN
FIRE	FERNANDO DIMAS	
CULTURAL AFFAIRS	FERNANDO ESTABAN FLORES	HISPANIC AMERICAN
PARKS & RECREATION	FERTILE GARDEN SUPPLY	NONMINORITY MALE
AVIATION	FERTILE GARDEN SUPPLY	NONMINORITY MALE
PUBLIC WORKS	FIESTA BOLT CO INC	
PARKS & RECREATION	FIESTA NURSERY CO INC	HISPANIC AMERICAN
FIRE	FIESTA ONE LINCOLN MERCURY LTD	NONMINORITY MALE
AVIATION	FIESTA ONE LINCOLN MERCURY LTD	NONMINORITY MALE
FLEET MAINT OPS	FIESTA ONE LINCOLN MERCURY LTD	NONMINORITY MALE
PARKS & RECREATION	FIRE ALARM CONTROL SYSTEMS INC	
ASSET MANAGEMENT	FIRE QUEST INC	NONMINORITY MALE
POLICE	FIRESTORM	HISPANIC AMERICAN
	FITNESS IN MOTION	NONMINORITY MALE
FIRE	FITNESS IN MOTION	NONMINORITY MALE
POLICE	FITNESS IN MOTION	NONMINORITY MALE
ALAMODOME	FIVE STAR ELECTRIC MOTORS INC	NONMINORITY MALE
PARKS & RECREATION	FLAG WORLD	
LIBRARY	FLAG WORLD	
PARKS & RECREATION	FLASHER EQUIPMENT CO	NONMINORITY FEMALE
PUBLIC WORKS	FLASHER EQUIPMENT CO	NONMINORITY FEMALE
ALAMODOME	FLASHER EQUIPMENT CO	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	FLASHER EQUIPMENT CO	NONMINORITY FEMALE
COMMUNITY INITIATIVE	FLASHER EQUIPMENT CO	NONMINORITY FEMALE
PARKS & RECREATION	FLOOR COVERING UNLIMITED	HISPANIC AMERICAN
POLICE	FLORAL ELEGANCE BY A & M LTD	HISPANIC AMERICAN
COMMUNITY INITIATIVE	FLOWER FORREST	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
POLICE	FOAM PRODUCTS OF S A INC	NONMINORITY MALE
ALAMODOME	FOAM PRODUCTS OF S A INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	FOUR SEASONS EMBROIDERY INC	NONMINORITY MALE
	FOUR SEASONS EQUIPMENT INC	
PARKS & RECREATION	FRAME RITE INC	HISPANIC AMERICAN
CUST SERV/311 SYSTEM	FRANCISCO AGUILERA	HISPANIC AMERICAN
COMMUNITY INITIATIVE	FRANCISCO AGUILERA	HISPANIC AMERICAN
PARKS & RECREATION	FRANCISCO AGUILERA	HISPANIC AMERICAN
MUNICIPAL COURT	FRANCISCO AGUILERA	HISPANIC AMERICAN
CULTURAL AFFAIRS	FRANCISCO JAVIER GALVAN	
PARKS & RECREATION	FRANK MARTINEZ	
PARKS & RECREATION	FREEDOM SECURITY	NONMINORITY FEMALE
PARKS & RECREATION	FREEDOM SECURITY	NONMINORITY FEMALE
SOLID WASTE MNGMT	FREIGHTLINER OF SAN ANTONIO LTD	
	FREIGHTLINER OF SAN ANTONIO LTD	
FLEET MAINT OPS	FREIGHTLINER OF SAN ANTONIO LTD	
PARKS & RECREATION	FRESH HORIZONS CREATIVE CATERING	
AVIATION	FRIEDRICH AIR CONDITIONING CO	NONMINORITY MALE
CONV FACILTIES	FRIEDRICH AIR CONDITIONING CO	NONMINORITY MALE
FIRE	FRIEDRICH AIR CONDITIONING CO	NONMINORITY MALE
PARKS & RECREATION	FRONTIER MOWING INC	NONMINORITY FEMALE
ASSET MANAGEMENT	FRONTIER MOWING INC	NONMINORITY FEMALE
FIRE	FRONTIER MOWING INC	NONMINORITY FEMALE
PARKS & RECREATION	FRONTIER PAVEMENT SPECIALISTS INC	NONMINORITY FEMALE
AVIATION	FUENTES SEPTIC TANK	HISPANIC AMERICAN
POLICE	FULLERS ALAMO SAFE & LOCK	
FIRE	FURNITURE FACTORY WAREHOUSE	
LIBRARY	G & K SERVICES INC	
	G & K SERVICES INC	
ITSD	G & K SERVICES INC	
POLICE	G & K SERVICES INC	
COMMUNITY INITIATIVE	G & K SERVICES INC	
PARKS & RECREATION	G & K SERVICES INC	
FIRE	G & K SERVICES INC	
ASSET MANAGEMENT	G & K SERVICES INC	
PUBLIC WORKS	G & K SERVICES INC	
ITSD	G & K SERVICES INC	
SA METRO HEALTH DIST	G & K SERVICES INC	
ANIMAL CARE SERVICES	G & K SERVICES INC	
LIBRARY	G & S DIST CO	
CVB	G 2 E SERVICES INC	HISPANIC AMERICAN
AVIATION	G C POLYMERS INC	NONMINORITY MALE
PARKS & RECREATION	G G & G GENERAL CONSTRUCTION INC	HISPANIC AMERICAN
FLEET MAINT OPS	G G & G GENERAL CONSTRUCTION INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	G G & P LLC	HISPANIC AMERICAN
MUNICIPAL COURT	G G & P LLC	HISPANIC AMERICAN
AVIATION	G T S I CORP	NONMINORITY MALE
FIRE	G W JEFF JEFFERIES	
CUST SERV/311 SYSTEM	GAGE SIGN GROUP LTD	
PARKS & RECREATION	GALAN MANUFACTURING INC	
FLEET MAINT OPS	GALAXIE BODY WORKS	HISPANIC AMERICAN
FIRE	GALAXIE BODY WORKS	HISPANIC AMERICAN
AVIATION	GALAXIE BODY WORKS	HISPANIC AMERICAN
AVIATION	GAMBLE EQUIPMENT CO INC	NONMINORITY MALE
FLEET MAINT OPS	GAMBLE EQUIPMENT CO INC	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
	GAMBLE EQUIPMENT CO INC	NONMINORITY MALE
PARKS & RECREATION	GARCES IRON WORKS INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	GARCES IRON WORKS INC	NONMINORITY MALE
ASSET MANAGEMENT	GARCES METAL SPECIALTIES INC	NONMINORITY MALE
PARKS & RECREATION	GARCES METAL SPECIALTIES INC	NONMINORITY MALE
INTERNATIONAL AFFAIR	GARCIA ART GLASS INC	HISPANIC AMERICAN
CONV FACILTIES	GARCIA ART GLASS INC	HISPANIC AMERICAN
CVB	GARCIA ART GLASS INC	HISPANIC AMERICAN
AVIATION	GARCO CONTRACTING CO INC	HISPANIC AMERICAN
ALAMODOME	GARDEN VALLEY M H C LLC	
ALAMODOME	GARDEN VILLE FERTILIZER CO INC	
FIRE	GARY GRASSMUCK	
PARKS & RECREATION	GARZA MASONRY	
POLICE	GENE DAVALOS	HISPANIC AMERICAN
PARKS & RECREATION	GENERAL ELECTRIC SUPPLY	
DOWNTOWN OPERATIONS	GENERAL EQUIPMENT REPAIR INC	
PARKS & RECREATION	GENERAL EQUIPMENT REPAIR INC	
AVIATION	GENERAL NEON SIGN	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	GENERAL SUPPLY & SERVICES	
AVIATION	GENUINE PARTS CO	NONMINORITY MALE
PARKS & RECREATION	GENUINE PARTS CO	NONMINORITY MALE
FIRE	GENUINE PARTS CO	NONMINORITY MALE
FLEET MAINT OPS	GENUINE PARTS CO	NONMINORITY MALE
FLEET MAINT OPS	GEOFF STANEK	NONMINORITY MALE
PARKS & RECREATION	GEORGE A PALACIOS	
FIRE	GEORGE A PALACIOS	
FIRE	GEORGE CHAVEZ	
ASSET MANAGEMENT	GEORGE CISNEROS	HISPANIC AMERICAN
PLANNING	GEORGE M MILLER	NONMINORITY FEMALE
ALAMODOME	GEORGE W WORTH	NONMINORITY MALE
PUBLIC WORKS	GEOSHACK	NONMINORITY MALE
	GEOSOURCE INC	
PARKS & RECREATION	GERAGHTY TENNIS	NONMINORITY MALE
ALAMODOME	GERARD ELECTRIC INC	NONMINORITY FEMALE
POLICE	GERARD ELECTRIC INC	NONMINORITY FEMALE
PUBLIC WORKS	GERICHO SYSTEMS LLC	
POLICE	GERONIMO R NAVARRO JR	HISPANIC AMERICAN
ASSET MANAGEMENT	GERONIMO R NAVARRO JR	HISPANIC AMERICAN
PARKS & RECREATION	GERONIMO R NAVARRO JR	HISPANIC AMERICAN
LIBRARY	GERONIMO R NAVARRO JR	HISPANIC AMERICAN
FIRE	GILBERT MORALES	NONMINORITY MALE
PARKS & RECREATION	GINA HELFRICH	NONMINORITY FEMALE
ANIMAL CARE SERVICES	GIOVANNIS PIZZA & RESTAURANT	
NEIGHBORHOOD ACTION	GIOVANNIS PIZZA & RESTAURANT	
COMMUNITY INITIATIVE	GIOVANNIS PIZZA & RESTAURANT	
MUNICIPAL COURT	GIOVANNIS PIZZA & RESTAURANT	
SOLID WASTE MNGMT	GIRARD SIGN CO INC	NONMINORITY MALE
POLICE	GIRARD SIGN CO INC	NONMINORITY MALE
AVIATION	GLENN N TIMMERMANN	NONMINORITY MALE
ITSD	GLOBALSCOPE COMMUNICATIONS	HISPANIC AMERICAN
	GLOBALSCOPE COMMUNICATIONS	HISPANIC AMERICAN
ALAMODOME	GOLF CARS ETC	NONMINORITY MALE
PARKS & RECREATION	GOLF CARS ETC	NONMINORITY MALE
FLEET MAINT OPS	GOLF CARS ETC	NONMINORITY MALE
CONV FACILTIES	GOLF CARS ETC	NONMINORITY MALE

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
	GOLF CARS ETC	NONMINORITY MALE
CONV FACILTIES	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
SA METRO HEALTH DIST	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
AVIATION	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
ALAMODOME	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
LIBRARY	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
ASSET MANAGEMENT	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
	GOMEZ FLOOR COVERING	HISPANIC AMERICAN
SA METRO HEALTH DIST	GOODMAN SIGN ART INC	NONMINORITY MALE
POLICE	GOODWIN MINOR MAINTENANCE INC	AFRICAN AMERICAN
COMMUNITY INITIATIVE	GRADYS BAR B Q INC	NONMINORITY MALE
POLICE	GRADYS BAR B Q INC	NONMINORITY MALE
AVIATION	GRADYS BAR B Q INC	NONMINORITY MALE
PUBLIC WORKS	GRADYS BAR B Q INC	NONMINORITY MALE
MUNICIPAL COURT	GRAHAM SCREEN PRINT	NONMINORITY FEMALE
	GRANDE TRUCK CENTER INC	NONMINORITY MALE
FIRE	GRANDE TRUCK CENTER INC	NONMINORITY MALE
AVIATION	GRANDE TRUCK CENTER INC	NONMINORITY MALE
FIRE	GRANDE TRUCK CENTER INC	NONMINORITY MALE
ITSD	GRANDE TRUCK CENTER INC	NONMINORITY MALE
	GRANDE TRUCK CENTER INC	NONMINORITY MALE
FLEET MAINT OPS	GRANDE TRUCK CENTER INC	NONMINORITY MALE
FLEET MAINT OPS	GRANDE TRUCK CENTER INC	NONMINORITY MALE
DEVELOPMENT SERVICES	GRANDE TRUCK CENTER INC	NONMINORITY MALE
PURCH & CNTRCT SERV	GRANDE TRUCK CENTER INC	NONMINORITY MALE
PURCH & CNTRCT SERV	GRANDE TRUCK CENTER INC	NONMINORITY MALE
FLEET MAINT OPS	GRANVILLE W JEFFRIES JR	NONMINORITY MALE
AVIATION	GRANVILLE W JEFFRIES JR	NONMINORITY MALE
FIRE	GRANVILLE W JEFFRIES JR	NONMINORITY MALE
ANIMAL CARE SERVICES	GRAPEVINE GRAPHICS INC	NONMINORITY FEMALE
AVIATION	GRAPEVINE GRAPHICS INC	NONMINORITY FEMALE
POLICE	GRAPEVINE GRAPHICS INC	NONMINORITY FEMALE
CUST SERV/311 SYSTEM	GRAPEVINE GRAPHICS INC	NONMINORITY FEMALE
PURCH & CNTRCT SERV	GRAPHIC SHOP	HISPANIC AMERICAN
SOLID WASTE MNGMT	GRAPHIC SHOP	HISPANIC AMERICAN
ASSET MANAGEMENT	GRAYBAR ELECTRIC CO	NONMINORITY MALE
ALAMODOME	GRAYBAR ELECTRIC CO	NONMINORITY MALE
DOWNTOWN OPERATIONS	GRAYBAR ELECTRIC CO	NONMINORITY MALE
PARKS & RECREATION	GRAYBAR ELECTRIC CO	NONMINORITY MALE
FIRE	GRAYBAR ELECTRIC CO	NONMINORITY MALE
AVIATION	GRAYBAR ELECTRIC CO	NONMINORITY MALE
ITSD	GRAYBAR ELECTRIC CO	NONMINORITY MALE
POLICE	GRAYBAR ELECTRIC CO	NONMINORITY MALE
FLEET MAINT OPS	GRAYBAR ELECTRIC CO	NONMINORITY MALE
PUBLIC WORKS	GRAYBAR ELECTRIC CO	NONMINORITY MALE
CONV FACILTIES	GRAYBAR ELECTRIC CO	NONMINORITY MALE
	GRAYBAR ELECTRIC CO	NONMINORITY MALE
FIRE	GREATER SAN ANTONIO	
SA METRO HEALTH DIST	GREATER SAN ANTONIO	
MUNICIPAL COURT	GREATER SAN ANTONIO	
COMMUNITY INITIATIVE	GREATER SAN ANTONIO	
ASSET MANAGEMENT	GREEN GRASS INC	HISPANIC AMERICAN
PARKS & RECREATION	GREEN GRASS INC	HISPANIC AMERICAN
PARKS & RECREATION	GREEN HOUSES ETC	NONMINORITY MALE
PARKS & RECREATION	GREEN MOUNTAIN EQUIPMENT & RENTAL	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
AVIATION	GREEN MOUNTAIN EQUIPMENT & RENTAL	NONMINORITY MALE
PARKS & RECREATION	GUADALUPE LUMBER CO	
PARKS & RECREATION	GUILLERMO LOPEZ	HISPANIC AMERICAN
COMMUNITY INITIATIVE	GUILLERMOS DELI & CATERING	
COMMUNITY INITIATIVE	GUITAR CENTER INC	NONMINORITY MALE
LIBRARY	GULF COAST PAPER CO	NONMINORITY MALE
	GULF COAST PAPER CO	NONMINORITY MALE
SA METRO HEALTH DIST	GULF COAST PAPER CO	NONMINORITY MALE
AVIATION	GULF COAST PAPER CO	NONMINORITY MALE
PUBLIC WORKS	GULF COAST PAPER CO	NONMINORITY MALE
PARKS & RECREATION	GULF COAST PAPER CO	NONMINORITY MALE
	GULF COAST PAPER CO	NONMINORITY MALE
PARKS & RECREATION	GULF COAST PAPER CO	NONMINORITY MALE
FIRE	GULF COAST PAPER CO	NONMINORITY MALE
FIRE	GULF COAST PAPER CO	NONMINORITY MALE
FLEET MAINT OPS	GULF COAST PAPER CO	NONMINORITY MALE
ASSET MANAGEMENT	GULF COAST PAPER CO	NONMINORITY MALE
ASSET MANAGEMENT	GULF COAST PAPER CO	NONMINORITY MALE
SA METRO HEALTH DIST	GULF COAST PAPER CO	NONMINORITY MALE
CONV FACILTIES	GULF COAST PAPER CO	NONMINORITY MALE
LIBRARY	GULF COAST PAPER CO	NONMINORITY MALE
AVIATION	GULF COAST PAPER CO	NONMINORITY MALE
ANIMAL CARE SERVICES	GULF COAST PAPER CO	NONMINORITY MALE
CONV FACILTIES	GULF COAST PAPER CO	NONMINORITY MALE
ALAMODOME	GULF COAST PAPER CO	NONMINORITY MALE
DOWNTOWN OPERATIONS	GUMOUT LTD	NONMINORITY MALE
DEVELOPMENT SERVICES	GUNN CHEVROLET DODGE LTD	NONMINORITY MALE
SOLID WASTE MNGMT	GUNN CHEVROLET DODGE LTD	NONMINORITY MALE
PUBLIC WORKS	GUNN CHEVROLET DODGE LTD	NONMINORITY MALE
FLEET MAINT OPS	GUNN CHEVROLET DODGE LTD	NONMINORITY MALE
FLEET MAINT OPS	GUNN CHEVROLET DODGE LTD	NONMINORITY MALE
	GUNN CHEVROLET DODGE LTD	NONMINORITY MALE
	GUNN CHEVROLET DODGE LTD	NONMINORITY MALE
AVIATION	GUNN CHEVROLET DODGE LTD	NONMINORITY MALE
	H & E EQUIPMENT SERVICES INC	NONMINORITY MALE
ALAMODOME	H & E EQUIPMENT SERVICES INC	NONMINORITY MALE
FLEET MAINT OPS	H & M CO INC	NONMINORITY FEMALE
CONV FACILTIES	H & M CO INC	NONMINORITY FEMALE
INTERNATIONAL AFFAIR	H B S	
	H D SUPPLY PLUMBING HVAC LTD	HISPANIC AMERICAN
AVIATION	H D SUPPLY PLUMBING HVAC LTD	HISPANIC AMERICAN
CONV FACILTIES	H D SUPPLY PLUMBING HVAC LTD	HISPANIC AMERICAN
SOLID WASTE MNGMT	H D SUPPLY PLUMBING HVAC LTD	HISPANIC AMERICAN
PARKS & RECREATION	H D SUPPLY PLUMBING HVAC LTD	HISPANIC AMERICAN
SOLID WASTE MNGMT	H D SUPPLY PLUMBING HVAC LTD	HISPANIC AMERICAN
PUBLIC WORKS	H D SUPPLY PLUMBING HVAC LTD	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	H D SUPPLY PLUMBING HVAC LTD	HISPANIC AMERICAN
ALAMODOME	H D SUPPLY PLUMBING HVAC LTD	HISPANIC AMERICAN
FIRE	H D SUPPLY PLUMBING HVAC LTD	HISPANIC AMERICAN
ASSET MANAGEMENT	H D SUPPLY PLUMBING HVAC LTD	HISPANIC AMERICAN
POLICE	H E BUTT GROCERY CO	
AVIATION	H G FIRE SYSTEMS LP	NONMINORITY MALE
PUBLIC WORKS	H R C ENTERPRISES INC	
PARKS & RECREATION	HALF PRICE LOCAL MOVERS	NONMINORITY MALE
NEIGHBORHOOD ACTION	HALF PRICE LOCAL MOVERS	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
	HAMCO BUSINESS SUPPLIES	NONMINORITY MALE
PARKS & RECREATION	HAMCO BUSINESS SUPPLIES	NONMINORITY MALE
LIBRARY	HAMCO BUSINESS SUPPLIES	NONMINORITY MALE
FLEET MAINT OPS	HAMCO BUSINESS SUPPLIES	NONMINORITY MALE
POLICE	HAMMERHEAD INC	
PUBLIC WORKS	HARRY C CROOM	NONMINORITY MALE
PARKS & RECREATION	HASKIN ONE PUMP LTD	
POLICE	HAVEL CAMERA SERVICE INC	NONMINORITY MALE
COMMUNITY INITIATIVE	HEALTH PROFESSIONALS	NONMINORITY MALE
CVB	HEART OF TEXAS ENTERPISES	NONMINORITY FEMALE
PARKS & RECREATION	HEART OF TEXAS ENTERPISES	NONMINORITY FEMALE
FIRE	HEAT SAFETY & EQUIPMENT	NONMINORITY MALE
FLEET MAINT OPS	HEAVENLY GOURMET LLC	HISPANIC AMERICAN
CONTRACT SERVICES	HEB GROCERY CO LP	NONMINORITY MALE
ANIMAL CARE SERVICES	HEB GROCERY CO LP	NONMINORITY MALE
POLICE	HEB GROCERY CO LP	NONMINORITY MALE
SA METRO HEALTH DIST	HEB GROCERY CO LP	NONMINORITY MALE
COMMUNITY INITIATIVE	HEB GROCERY CO LP	NONMINORITY MALE
ITSD	HEFFERNANS AUDIO VIDEO	NONMINORITY MALE
COMMUNITY INITIATIVE	HEFFERNANS AUDIO VIDEO	NONMINORITY MALE
PUBLIC WORKS	HEFFERNANS AUDIO VIDEO	NONMINORITY MALE
PARKS & RECREATION	HEFFERNANS AUDIO VIDEO	NONMINORITY MALE
POLICE	HEFFERNANS AUDIO VIDEO	NONMINORITY MALE
FIRE	HEFFERNANS AUDIO VIDEO	NONMINORITY MALE
LIBRARY	HEFFERNANS AUDIO VIDEO	NONMINORITY MALE
POLICE	HELICOPTER SPECIALISTS	NONMINORITY MALE
FLEET MAINT OPS	HENRY O PETERSON	NONMINORITY MALE
	HERBER ENTERPRISES INC	HISPANIC AMERICAN
PUBLIC WORKS	HERBER ENTERPRISES INC	HISPANIC AMERICAN
PARKS & RECREATION	HERBER ENTERPRISES INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	HERFF TRAVEL INC	
PLANNING	HERMAN MILLER WORKPLACE	NONMINORITY MALE
CUST SERV/311 SYSTEM	HERMAN MILLER WORKPLACE	NONMINORITY MALE
SA METRO HEALTH DIST	HERMAN MILLER WORKPLACE	NONMINORITY MALE
FINANCE	HERMAN MILLER WORKPLACE	NONMINORITY MALE
	HERMAN MILLER WORKPLACE	NONMINORITY MALE
FIRE	HERMAN MILLER WORKPLACE	NONMINORITY MALE
DEVELOPMENT SERVICES	HERMAN MILLER WORKPLACE	NONMINORITY MALE
LIBRARY	HERMAN MILLER WORKPLACE	NONMINORITY MALE
AVIATION	HERMAN MILLER WORKPLACE	NONMINORITY MALE
COMMUNITY INITIATIVE	HERMES MUSIC OF SA INC	
POLICE	HERMES MUSIC OF SA INC	
PARKS & RECREATION	HERMES MUSIC OF SA INC	
ALAMODOME	HERMES MUSIC OF SA INC	
FIRE	HERSHEL HOMER	
CITY CLERK	HERWECKS	NONMINORITY FEMALE
CONTRACT SERVICES	HERWECKS	NONMINORITY FEMALE
PARKS & RECREATION	HERWECKS	NONMINORITY FEMALE
FIRE	HERWECKS	NONMINORITY FEMALE
SA METRO HEALTH DIST	HEYE INC	NONMINORITY MALE
AVIATION	HICKS CO	NONMINORITY FEMALE
ASSET MANAGEMENT	HICKS CO	NONMINORITY FEMALE
FIRE	HIGH SIERRA PORTABLE TOILETS	AFRICAN AMERICAN
PARKS & RECREATION	HIGH SIERRA PORTABLE TOILETS	AFRICAN AMERICAN
SOLID WASTE MNGMT	HIGH SIERRA PORTABLE TOILETS	AFRICAN AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
POLICE	HIGH SIERRA PORTABLE TOILETS	AFRICAN AMERICAN
PUBLIC WORKS	HIGH SIERRA PORTABLE TOILETS	AFRICAN AMERICAN
DOWNTOWN OPERATIONS	HIGH SIERRA PORTABLE TOILETS	AFRICAN AMERICAN
COMMUNITY INITIATIVE	HIGH SIERRA PORTABLE TOILETS	AFRICAN AMERICAN
AVIATION	HIGH SIERRA PORTABLE TOILETS	AFRICAN AMERICAN
ALAMODOME	HIGH SIERRA PORTABLE TOILETS	AFRICAN AMERICAN
LIBRARY	HIGHSMITH	NONMINORITY MALE
POLICE	HILL COUNTRY DOG CTR	NONMINORITY MALE
PARKS & RECREATION	HILL COUNTRY ELECTRIC SUPPLY	NONMINORITY MALE
ASSET MANAGEMENT	HILL COUNTRY ELECTRIC SUPPLY	NONMINORITY MALE
POLICE	HILL COUNTRY HELICOPTERS LLC	NONMINORITY MALE
ALAMODOME	HILL COUNTRY MATERIALS IN	NONMINORITY FEMALE
CONV FACILTIES	HILL COUNTRY MATERIALS IN	NONMINORITY FEMALE
LIBRARY	HODELL WINDOW COVERING INC	NONMINORITY MALE
PARKS & RECREATION	HOFFMAN GRASS FARM &	NONMINORITY MALE
AVIATION	HOFFMAN GRASS FARM &	NONMINORITY MALE
ALAMODOME	HOFFMAN GRASS FARM &	NONMINORITY MALE
FIRE	HOLT CO OF TEXAS	NONMINORITY MALE
LIBRARY	HOLT CO OF TEXAS	NONMINORITY MALE
ASSET MANAGEMENT	HOLT CO OF TEXAS	NONMINORITY MALE
ALAMODOME	HOLT CO OF TEXAS	NONMINORITY MALE
AVIATION	HOLT CO OF TEXAS	NONMINORITY MALE
	HOLT CO OF TEXAS	NONMINORITY MALE
FLEET MAINT OPS	HOLT CO OF TEXAS	NONMINORITY MALE
POLICE	HOLT CO OF TEXAS	NONMINORITY MALE
ALAMODOME	HOLT POWER SYSTEMS	NONMINORITY MALE
FIRE	HOLT POWER SYSTEMS	NONMINORITY MALE
AVIATION	HOLT POWER SYSTEMS	NONMINORITY MALE
FLEET MAINT OPS	HOLT POWER SYSTEMS	NONMINORITY MALE
ITSD	HOLT POWER SYSTEMS	NONMINORITY MALE
POLICE	HOLT POWER SYSTEMS	NONMINORITY MALE
ASSET MANAGEMENT	HOLT POWER SYSTEMS	NONMINORITY MALE
LIBRARY	HOLT POWER SYSTEMS	NONMINORITY MALE
SA METRO HEALTH DIST	HOLT POWER SYSTEMS	NONMINORITY MALE
FLEET MAINT OPS	HOMANN TIRE LTD	
AVIATION	HOOVER CO	NONMINORITY MALE
AVIATION	HOST INTERNATIONAL INC	
AVIATION	HOST INTERNATIONAL INC	
COMMUNITY INITIATIVE	HULL DOORS OF SAN ANTONIO	NONMINORITY FEMALE
AVIATION	HULL DOORS OF SAN ANTONIO	NONMINORITY FEMALE
ASSET MANAGEMENT	HULL DOORS OF SAN ANTONIO	NONMINORITY FEMALE
CONV FACILTIES	HULL DOORS OF SAN ANTONIO	NONMINORITY FEMALE
PARKS & RECREATION	HULL DOORS OF SAN ANTONIO	NONMINORITY FEMALE
FIRE	HUSTON MACHINE SHOP	HISPANIC AMERICAN
AVIATION	HUSTON MACHINE SHOP	HISPANIC AMERICAN
PARKS & RECREATION	I C M OF SAN ANTONIO	HISPANIC AMERICAN
PUBLIC WORKS	I C M OF SAN ANTONIO	HISPANIC AMERICAN
PARKS & RECREATION	I C M OF SAN ANTONIO	HISPANIC AMERICAN
PARKS & RECREATION	I T W FEG LLC	NONMINORITY MALE
FIRE	I T W FEG LLC	NONMINORITY MALE
DEVELOPMENT SERVICES	IKON OFFICE SOLUTIONS INC	NONMINORITY MALE
CITY CLERK	IKON OFFICE SOLUTIONS INC	NONMINORITY MALE
COMMUNITY INITIATIVE	IKON OFFICE SOLUTIONS INC	NONMINORITY MALE
AVIATION	IKON OFFICE SOLUTIONS INC	NONMINORITY MALE
PLANNING	IKON OFFICE SOLUTIONS INC	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
	IKON OFFICE SOLUTIONS INC	NONMINORITY MALE
ITSD	IKON OFFICE SOLUTIONS INC	NONMINORITY MALE
POLICE	IKON OFFICE SOLUTIONS INC	NONMINORITY MALE
PURCH & CNTRCT SERV	IKON OFFICE SOLUTIONS INC	NONMINORITY MALE
ALAMODOME	ILLUSIONS RENTALS & DESIGNS	
CONV FACILTIES	ILLUSIONS RENTALS & DESIGNS	
AVIATION	ILLUSIONS RENTALS & DESIGNS	
POLICE	IMAGERY GRAPHIC SYSTEMS I	NONMINORITY FEMALE
CITY CLERK	IMPRESSIVE PRINTING	HISPANIC AMERICAN
	IMPRESSIVE PRINTING	HISPANIC AMERICAN
SA METRO HEALTH DIST	IMPRESSIVE PRINTING	HISPANIC AMERICAN
SOLID WASTE MNGMT	IMPRESSIVE PRINTING	HISPANIC AMERICAN
MAYOR & COUNCIL	IMPRESSIVE PRINTING	HISPANIC AMERICAN
PARKS & RECREATION	IMPRESSIVE PRINTING	HISPANIC AMERICAN
LIBRARY	IMPRESSIVE PRINTING	HISPANIC AMERICAN
FLEET MAINT OPS	IMPRESSIVE PRINTING	HISPANIC AMERICAN
POLICE	IMPRESSIVE PRINTING	HISPANIC AMERICAN
LIBRARY	INAMERICAN GRAFFITI INC	
AVIATION	INDUSTRIAL DISPOSAL SUPPLY CO	NONMINORITY FEMALE
FLEET MAINT OPS	INDUSTRIAL DISPOSAL SUPPLY CO	NONMINORITY FEMALE
	INDUSTRIAL DISPOSAL SUPPLY CO	NONMINORITY FEMALE
PUBLIC WORKS	INDUSTRIAL DISPOSAL SUPPLY CO	NONMINORITY FEMALE
SA METRO HEALTH DIST	INDUSTRIAL SCALE SERVICE	
AVIATION	INDUSTRIAL SPECIALTIES	NONMINORITY MALE
	INDUSTRIAL SPECIALTIES	NONMINORITY MALE
DOWNTOWN OPERATIONS	INDUSTRIAL SPECIALTIES	NONMINORITY MALE
PARKS & RECREATION	INDUSTRIAL SPECIALTIES	NONMINORITY MALE
FLEET MAINT OPS	INDUSTRIAL SPECIALTIES	NONMINORITY MALE
CONV FACILTIES	INDUSTRIAL SYSTEMS INC	NONMINORITY FEMALE
ALAMODOME	INFO BOARD DISPLAY CO	
AVIATION	INGRAM CHRYSLER JEEP	NONMINORITY MALE
	INGRAM CHRYSLER JEEP	NONMINORITY MALE
FLEET MAINT OPS	INGRAM CHRYSLER JEEP	NONMINORITY MALE
FIRE	INGRAM CHRYSLER JEEP	NONMINORITY MALE
PUBLIC WORKS	INGRAM READYMIX INC	NONMINORITY MALE
LIBRARY	INITIAL SECURITY	HISPANIC AMERICAN
MUNICIPAL COURT	INITIAL SECURITY	HISPANIC AMERICAN
SOLID WASTE MNGMT	INITIAL SECURITY	HISPANIC AMERICAN
ASSET MANAGEMENT	INITIAL SECURITY	HISPANIC AMERICAN
PARKS & RECREATION	INITIAL SECURITY	HISPANIC AMERICAN
COMMUNITY INITIATIVE	INITIAL SECURITY	HISPANIC AMERICAN
POLICE	INITIAL SECURITY	HISPANIC AMERICAN
PUBLIC WORKS	INITIAL SECURITY	HISPANIC AMERICAN
AVIATION	INK SPOT	
ALAMODOME	INSCO DISTRIBUTING	HISPANIC AMERICAN
SOLID WASTE MNGMT	INSCO DISTRIBUTING	HISPANIC AMERICAN
AVIATION	INSCO DISTRIBUTING	HISPANIC AMERICAN
HUMAN RESOURCES	INTEGRATED OFFICE SYSTEMS INC	HISPANIC AMERICAN
AVIATION	INTEGRATED OFFICE SYSTEMS INC	HISPANIC AMERICAN
LIBRARY	INTEGRATED OFFICE SYSTEMS INC	HISPANIC AMERICAN
PARKS & RECREATION	INTEGRATED OFFICE SYSTEMS INC	HISPANIC AMERICAN
ITSD	INTEGRITEL INC	NONMINORITY MALE
LIBRARY	INTEGRITY SOLUTIONS	HISPANIC AMERICAN
PARKS & RECREATION	INTERPOOL INC	NONMINORITY FEMALE
ASSET MANAGEMENT	INTERPOOL INC	NONMINORITY FEMALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
AVIATION	INTERPOOL INC	NONMINORITY FEMALE
POLICE	INTERSTATE ALL BATTERY CENTER	HISPANIC AMERICAN
PUBLIC WORKS	INTERTEX ELECTRONICS INC	HISPANIC AMERICAN
PARKS & RECREATION	INTRUDER ALERT SYSTEMS INC	AFRICAN AMERICAN
DEVELOPMENT SERVICES	IRON AGE CORP	NONMINORITY MALE
CITY CLERK	IRON AGE CORP	NONMINORITY MALE
AVIATION	IRON AGE CORP	NONMINORITY MALE
PUBLIC WORKS	IRON AGE CORP	NONMINORITY MALE
PURCH & CNTRCT SERV	ISI DETENTION CONTRACTING GROUP INC	
POLICE	J & A HOLDINGS LLC	HISPANIC AMERICAN
CONV FACILTIES	J A CLEAN WAY INVESTMENTS LP	
SA METRO HEALTH DIST	J ANTHONYS REFRIGERATION INC	
AVIATION	J ANTHONYS REFRIGERATION INC	
COMMUNITY INITIATIVE	J ANTHONYS REFRIGERATION INC	
PARKS & RECREATION	J B M FABRICATION INC	HISPANIC AMERICAN
CITY CLERK	J C S BRANDING INC	NONMINORITY MALE
CAP IMPRV MGMT SERV	J D S A I LTD	NONMINORITY MALE
PUBLIC WORKS	J D S A I LTD	NONMINORITY MALE
ANIMAL CARE SERVICES	J D S A I LTD	NONMINORITY MALE
ITSD	J E H EAS INC	NONMINORITY FEMALE
LIBRARY	J E H EAS INC	NONMINORITY FEMALE
CITY CLERK	J E H EAS INC	NONMINORITY FEMALE
POLICE	J GORDON INC	HISPANIC AMERICAN
LIBRARY	J KINDELL ENTERPRISES	NONMINORITY MALE
PLANNING	J M GROUP	NONMINORITY MALE
CONV FACILTIES	J P HART LUMBER CO	NONMINORITY MALE
NEIGHBORHOOD ACTION	J ROSS BOLES CO INC	NONMINORITY MALE
ITSD	J ROSS BOLES CO INC	NONMINORITY MALE
PARKS & RECREATION	J ROSS BOLES CO INC	NONMINORITY MALE
FINANCE	J ROSS BOLES CO INC	NONMINORITY MALE
FIRE	J ROSS BOLES CO INC	NONMINORITY MALE
ALAMODOME	J ROSS BOLES CO INC	NONMINORITY MALE
ASSET MANAGEMENT	J ROSS BOLES CO INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	J ROSS BOLES CO INC	NONMINORITY MALE
MUNICIPAL COURT	J ROSS BOLES CO INC	NONMINORITY MALE
COMMUNITY INITIATIVE	J SILVA TRANSFER	NONMINORITY MALE
COMMUNITY INITIATIVE	J SILVA TRANSFER	HISPANIC AMERICAN
FIRE	J SILVA TRANSFER	HISPANIC AMERICAN
CUST SERV/311 SYSTEM	J SILVA TRANSFER	HISPANIC AMERICAN
COMMUNITY INITIATIVE	J SILVA TRANSFER	HISPANIC AMERICAN
POLICE	J SILVA TRANSFER	HISPANIC AMERICAN
FIRE	J SILVA TRANSFER	HISPANIC AMERICAN
POLICE	J SILVA TRANSFER	HISPANIC AMERICAN
SA METRO HEALTH DIST	J SILVA TRANSFER	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	J SILVA TRANSFER	HISPANIC AMERICAN
FLEET MAINT OPS	JACK HARRISON & ASSOC	HISPANIC AMERICAN
	JACK HARRISON & ASSOC	HISPANIC AMERICAN
CITY CLERK	JACOB STARR	
FLEET MAINT OPS	JACOBS EQUIPMENT DISTRIBUTION COMPA	NONMINORITY FEMALE
SA METRO HEALTH DIST	JAHN DENTAL SUPPLY CO	NONMINORITY FEMALE
CULTURAL AFFAIRS	JAIME LOPEZ	
DOWNTOWN OPERATIONS	JAM FINE ART DESIGNS & SIGNS	NONMINORITY MALE
SA METRO HEALTH DIST	JAMES A BORREGO	
AVIATION	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE
SA METRO HEALTH DIST	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
POLICE	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE
FLEET MAINT OPS	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE
FIRE	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE
DEVELOPMENT SERVICES	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE
	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE
PUBLIC WORKS	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE
SOLID WASTE MNGMT	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE
ASSET MANAGEMENT	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE
DOWNTOWN OPERATIONS	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE
PARKS & RECREATION	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE
SA METRO HEALTH DIST	JAMES R IRWIN	NONMINORITY MALE
POLICE	JAMES SERRATO	NONMINORITY MALE
DOWNTOWN OPERATIONS	JANAL WHOLESALE CO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	JANE POLLOCK WARMKE	AFRICAN AMERICAN
PARKS & RECREATION	JANETTE ENTERPRISES INC	NONMINORITY FEMALE
DEVELOPMENT SERVICES	JANICE R SCHWARTZ	NONMINORITY FEMALE
POLICE	JANICE R SCHWARTZ	NONMINORITY FEMALE
LIBRARY	JANICE R SCHWARTZ	NONMINORITY FEMALE
FIRE	JANICE R SCHWARTZ	NONMINORITY FEMALE
CUST SERV/311 SYSTEM	JANICE R SCHWARTZ	NONMINORITY FEMALE
	JANOE KENWORTH TRUCKS INC	NONMINORITY MALE
AVIATION	JANOE KENWORTH TRUCKS INC	NONMINORITY MALE
POLICE	JASON C REPMAN	
PARKS & RECREATION	JEFFERSON MEDICAL SUPPLY	
SA METRO HEALTH DIST	JEFFERSON MEDICAL SUPPLY	
FIRE	JEFFERSON MEDICAL SUPPLY	
PARKS & RECREATION	JEFFERY S MONTGOMERY	NONMINORITY MALE
COMMUNITY INITIATIVE	JEFFREY C FLORES	
DEVELOPMENT SERVICES	JERRY A COLLINS	NONMINORITY MALE
POLICE	JERRY MOYA	
PARKS & RECREATION	JERRY R KNEUPPER	NONMINORITY MALE
ANIMAL CARE SERVICES	JESUS DE LA CRUZ	
FIRE	JOE B STONE JR	
COMMUNITY INITIATIVE	JOE B STONE JR	
PARKS & RECREATION	JOE GARZA	HISPANIC AMERICAN
FIRE	JOE HARRISON MOTOR SPORTS	NONMINORITY MALE
PARKS & RECREATION	JOE HARRISON MOTOR SPORTS	NONMINORITY MALE
	JOE HARRISON MOTOR SPORTS	NONMINORITY MALE
FLEET MAINT OPS	JOE HARRISON MOTOR SPORTS	NONMINORITY MALE
POLICE	JOE HARRISON MOTOR SPORTS	NONMINORITY MALE
FIRE	JOE R FLORES	
CODE COMPLIANCE	JOE ROCHA	NONMINORITY MALE
NEIGHBORHOOD ACTION	JOHN A PENA	
SA METRO HEALTH DIST	JOHN H SOROLA INC	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	JOHN H SOROLA INC	HISPANIC AMERICAN
SOLID WASTE MNGMT	JOHN H SOROLA INC	HISPANIC AMERICAN
FLEET MAINT OPS	JOHN H SOROLA INC	HISPANIC AMERICAN
	JOHN H SOROLA INC	HISPANIC AMERICAN
AVIATION	JOHN H SOROLA INC	HISPANIC AMERICAN
DEVELOPMENT SERVICES	JOHN H SOROLA INC	HISPANIC AMERICAN
ALAMODOME	JOHN H SOROLA INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	JOHN H SOROLA INC	HISPANIC AMERICAN
POLICE	JOHN H SOROLA INC	HISPANIC AMERICAN
FIRE	JOHN H SOROLA INC	HISPANIC AMERICAN
PARKS & RECREATION	JOHN H SOROLA INC	HISPANIC AMERICAN

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PUBLIC WORKS	JOHN H SOROLA INC	HISPANIC AMERICAN
POLICE	JOHN LEFRANCOIS JR	
ALAMODOME	JOHN M BRADLEY	NONMINORITY FEMALE
CULTURAL AFFAIRS	JOHN M JARRETT	HISPANIC AMERICAN
PUBLIC WORKS	JOHN REYES	
FIRE	JOHN SINGLETON	
CONV FACILTIES	JOHNSON EQUIPMENT CO	HISPANIC AMERICAN
AVIATION	JOHNSTONE SUPPLY OF SA	
FIRE	JORDAN FORD INC	NONMINORITY MALE
AVIATION	JORDAN FORD INC	NONMINORITY MALE
FLEET MAINT OPS	JORDAN FORD INC	NONMINORITY MALE
	JORDAN FORD INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	JOSE G GONZALEZ	NONMINORITY MALE
PUBLIC WORKS	JOSE LOZANO	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	JOSE LUIS MENDEZ JR	
COMMUNITY INITIATIVE	JOSEPH GARZA JR	NONMINORITY MALE
POLICE	JOSEPH GARZA JR	NONMINORITY MALE
CODE COMPLIANCE	JOSEPH GARZA JR	NONMINORITY MALE
ALAMODOME	JOY CONCESSIONS	
SA METRO HEALTH DIST	JUAN E CHAGOYA	
CULTURAL AFFAIRS	JUAN E HERNANDEZ	
FIRE	JUAN G LAURELES	HISPANIC AMERICAN
FLEET MAINT OPS	JUDY CALLAHAN	NONMINORITY FEMALE
	JUDY CALLAHAN	NONMINORITY FEMALE
FIRE	JUDY CALLAHAN	NONMINORITY FEMALE
PARKS & RECREATION	JUDY CALLAHAN	NONMINORITY FEMALE
AVIATION	JUDY CALLAHAN	NONMINORITY FEMALE
POLICE	JULIE K CRAIG	NONMINORITY FEMALE
CULTURAL AFFAIRS	JUMP START PERFORMANCE CO	
PARKS & RECREATION	K BAR SERVICES	NONMINORITY MALE
AVIATION	K COMM INC	NONMINORITY MALE
SA METRO HEALTH DIST	K COMM INC	NONMINORITY MALE
FIRE	K COMM INC	NONMINORITY MALE
POLICE	K COMM INC	NONMINORITY MALE
	K COMM INC	NONMINORITY MALE
PARKS & RECREATION	K STONE MANAGEMENT INC	HISPANIC AMERICAN
ANIMAL CARE SERVICES	K STONE MANAGEMENT INC	HISPANIC AMERICAN
	K STONE MANAGEMENT INC	HISPANIC AMERICAN
CONV FACILTIES	K STONE MANAGEMENT INC	HISPANIC AMERICAN
ALAMODOME	K STONE MANAGEMENT INC	HISPANIC AMERICAN
AVIATION	K STONE MANAGEMENT INC	HISPANIC AMERICAN
ASSET MANAGEMENT	K STONE MANAGEMENT INC	HISPANIC AMERICAN
FLEET MAINT OPS	KAREN BARNES	
POLICE	KAREN SANCHEZ	HISPANIC AMERICAN
CULTURAL AFFAIRS	KATHY R LITTLE	AFRICAN AMERICAN
AVIATION	KELLAC UNIFORMS	NONMINORITY MALE
POLICE	KELLAC UNIFORMS	NONMINORITY MALE
CONV FACILTIES	KELLER MATERIAL INC	NONMINORITY MALE
SOLID WASTE MNGMT	KELLER MATERIAL INC	NONMINORITY MALE
ALAMODOME	KELLER MATERIAL INC	NONMINORITY MALE
	KELLER MATERIAL INC	NONMINORITY MALE
CODE COMPLIANCE	KELLER MATERIAL INC	NONMINORITY MALE
PUBLIC WORKS	KELLER MATERIAL INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	KELLER MATERIAL INC	NONMINORITY MALE
PARKS & RECREATION	KELLER MATERIAL INC	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
POLICE	KELLER MATERIAL INC	NONMINORITY MALE
PUBLIC WORKS	KENNEDY WIRE ROPE & SLING CO	
POLICE	KENT POWERSPORTS LP	
CVB	KERRVILLE BUS CO INC	NONMINORITY MALE
	KERRVILLE BUS CO INC	NONMINORITY MALE
PUBLIC WORKS	KIOLBASSA PROVISION CO	
FIRE	KIRBY L WILSON	NONMINORITY MALE
AVIATION	KLEEN AIR SERVICE OF TEXAS	HISPANIC AMERICAN
AVIATION	KLINGER SPECIALTIES DIRECT INC	NONMINORITY FEMALE
POLICE	KMORES LAWN CARE & LANDSCAPING	AFRICAN AMERICAN
COMMUNITY INITIATIVE	KMORES LAWN CARE & LANDSCAPING	AFRICAN AMERICAN
COMMUNITY INITIATIVE	KMORES LAWN CARE & LANDSCAPING	AFRICAN AMERICAN
CULTURAL AFFAIRS	KNIGHT VENTURES INC	NONMINORITY FEMALE
COMMUNITY INITIATIVE	KNUCKLEHEAD INVESTMENTS LP	NONMINORITY MALE
DOWNTOWN OPERATIONS	KNUCKLEHEAD INVESTMENTS LP	NONMINORITY MALE
AVIATION	KOETTER FIRE PROTECTION	NONMINORITY MALE
DEVELOPMENT SERVICES	KONCEPT SAFETY	NONMINORITY MALE
PUBLIC WORKS	KONCEPT SAFETY	NONMINORITY MALE
COMMUNITY INITIATIVE	KONCEPT SAFETY	NONMINORITY MALE
COMMUNITY INITIATIVE	KONE INC	NONMINORITY MALE
COMMUNITY INITIATIVE	KRAZY KAT CORP	NONMINORITY MALE
POLICE	KROSCHEL PUMP & SUPPLY INC	HISPANIC AMERICAN
AVIATION	KROSCHEL PUMP & SUPPLY INC	HISPANIC AMERICAN
ALAMODOME	L & H LEASING SK EGGLESTON	NONMINORITY MALE
PARKS & RECREATION	L & H LEASING SK EGGLESTON	NONMINORITY MALE
DOWNTOWN OPERATIONS	L & H LEASING SK EGGLESTON	NONMINORITY MALE
FIRE	L & M BOOK STORE	NONMINORITY FEMALE
PARKS & RECREATION	L & M SPECIALTIES	NONMINORITY FEMALE
AVIATION	L & M SPECIALTIES	NONMINORITY FEMALE
FIRE	L & M SPECIALTIES	NONMINORITY FEMALE
PUBLIC WORKS	L & M STEEL	NONMINORITY MALE
SOLID WASTE MNGMT	L N M OFFICE SUPPLY INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	L N M OFFICE SUPPLY INC	HISPANIC AMERICAN
PARKS & RECREATION	L V A CONSTRUCTION CO	HISPANIC AMERICAN
CAP IMPRV MGMT SERV	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
AVIATION	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
CULTURAL AFFAIRS	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
FLEET MAINT OPS	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
PURCH & CNTRCT SERV	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
SA METRO HEALTH DIST	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
CITY CLERK	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
FLEET MAINT OPS	LACHAPPELLE ELECTRIC CO	
POLICE	LAMB RESOURCES	HISPANIC AMERICAN
PARKS & RECREATION	LANDSCAPE DESIGNS	
FIRE	LANE EQUIPMENT CO	NONMINORITY MALE
	LANE EQUIPMENT CO	NONMINORITY MALE
SOLID WASTE MNGMT	LANE EQUIPMENT CO	NONMINORITY MALE
POLICE	LANE EQUIPMENT CO	NONMINORITY MALE
DOWNTOWN OPERATIONS	LANE EQUIPMENT CO	NONMINORITY MALE
PARKS & RECREATION	LANE EQUIPMENT CO	NONMINORITY MALE
PUBLIC WORKS	LANE EQUIPMENT CO	NONMINORITY MALE
AVIATION	LANE EQUIPMENT CO	NONMINORITY MALE
SA METRO HEALTH DIST	LANIER PRINT SHOP	
PARKS & RECREATION	LARRY MALDONADO	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ALAMODOME	LARRY WINSCH & ASSOCS	HISPANIC AMERICAN
PARKS & RECREATION	LARRY WINSCH & ASSOCS	HISPANIC AMERICAN
CULTURAL AFFAIRS	LAS CAZUELAS CATERING	HISPANIC AMERICAN
FLEET MAINT OPS	LAS PALMAS KEY SHOP	
	LAWRENCE S SHANNON JR	
FLEET MAINT OPS	LAWRENCE S SHANNON JR	
AVIATION	LAWRENCE S SHANNON JR	
PARKS & RECREATION	LEARNING ZONE	HISPANIC AMERICAN
	LEARNING ZONE	HISPANIC AMERICAN
SA METRO HEALTH DIST	LEARNING ZONE	HISPANIC AMERICAN
POLICE	LEARNING ZONE	HISPANIC AMERICAN
LIBRARY	LEGEND PLUMBING CO	
PARKS & RECREATION	LEGEND PLUMBING CO	
CONV FACILTIES	LEHIGH SAFETY SHOES	NONMINORITY MALE
PURCH & CNTRCT SERV	LEO PAEZ GUERRERO	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	LEO PAEZ GUERRERO	HISPANIC AMERICAN
PARKS & RECREATION	LEO PAEZ GUERRERO	HISPANIC AMERICAN
ASSET MANAGEMENT	LEO PAEZ GUERRERO	HISPANIC AMERICAN
SA METRO HEALTH DIST	LEON VILLANUEVA	HISPANIC AMERICAN
POLICE	LEON VILLANUEVA	HISPANIC AMERICAN
MUNICIPAL COURT	LEON VILLANUEVA	HISPANIC AMERICAN
CITY ATTORNEY	LEROY R BARTMAN	
	LESCO SERVICE CENTER	NONMINORITY MALE
ALAMODOME	LESCO SERVICE CENTER	NONMINORITY MALE
ALAMODOME	LESCO SERVICE CENTER	NONMINORITY MALE
PARKS & RECREATION	LESCO SERVICE CENTER	NONMINORITY MALE
AVIATION	LESTER J HALL	NONMINORITY MALE
ANIMAL CARE SERVICES	LIL INVESTMENTS	
PARKS & RECREATION	LILES PLUMBING CO	NONMINORITY MALE
COMMUNITY INITIATIVE	LILLIAN MITCHEL	
FIRE	LIQUID ENVIRONMENTAL SOLUTIONS LLC	NONMINORITY MALE
ANIMAL CARE SERVICES	LIQUID ENVIRONMENTAL SOLUTIONS LLC	NONMINORITY MALE
AVIATION	LIQUID ENVIRONMENTAL SOLUTIONS LLC	NONMINORITY MALE
FLEET MAINT OPS	LIQUID ENVIRONMENTAL SOLUTIONS LLC	NONMINORITY MALE
PUBLIC WORKS	LISA GRIMSINGER	
LIBRARY	LITHO MACHINE SALES	NONMINORITY MALE
FLEET MAINT OPS	LITHO MACHINE SALES	NONMINORITY MALE
HUMAN RESOURCES	LITHO PRESS INC	HISPANIC AMERICAN
PARKS & RECREATION	LITHO PRESS INC	HISPANIC AMERICAN
AVIATION	LITHO PRESS INC	HISPANIC AMERICAN
PUBLIC WORKS	LIVENGOOD FEEDS INC	
FLEET MAINT OPS	LONE STAR CARBURETORS	
ANIMAL CARE SERVICES	LONE STAR PET SUPPLY	
AVIATION	LONE STAR RADIATOR CO INC	NONMINORITY MALE
FLEET MAINT OPS	LONE STAR RADIATOR CO INC	NONMINORITY MALE
FIRE	LONE STAR RADIATOR CO INC	NONMINORITY MALE
PARKS & RECREATION	LONE STAR RADIATOR CO INC	NONMINORITY MALE
	LONE STAR RADIATOR CO INC	NONMINORITY MALE
PUBLIC WORKS	LONE STAR REPROGRAPHICS INC	NONMINORITY FEMALE
COMMUNITY INITIATIVE	LONE STAR SPECIAL TEES	NONMINORITY MALE
PARKS & RECREATION	LONE STAR STORAGE TRAILER II LTD	NONMINORITY MALE
POLICE	LONE STAR STORAGE TRAILER II LTD	NONMINORITY MALE
LIBRARY	LONE STAR STORAGE TRAILER II LTD	NONMINORITY MALE
POLICE	LONGHORN LINEN SERVICE	NONMINORITY MALE
NEIGHBORHOOD ACTION	LONGHORN TRUCK EQUIPMENT	HISPANIC AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PUBLIC UTILITIES	LONGHORN TRUCK EQUIPMENT	HISPANIC AMERICAN
PUBLIC WORKS	LONGHORN TRUCK EQUIPMENT	HISPANIC AMERICAN
PUBLIC WORKS	LOPEZ PRINTING INC	HISPANIC AMERICAN
LIBRARY	LORITA DANIELS	AFRICAN AMERICAN
COMMUNITY INITIATIVE	LOUIS J MAGRO	HISPANIC AMERICAN
	LOUIS SHANKS OF TEXAS INC	NONMINORITY MALE
PARKS & RECREATION	LOWES HOME IMPROVEMENT WAREHOUSE	NONMINORITY MALE
SOLID WASTE MNGMT	LOWES HOME IMPROVEMENT WAREHOUSE	NONMINORITY MALE
PARKS & RECREATION	LOWES HOME IMPROVEMENT WAREHOUSE	NONMINORITY MALE
PUBLIC WORKS	LOWES HOME IMPROVEMENT WAREHOUSE	NONMINORITY MALE
	LOWES HOME IMPROVEMENT WAREHOUSE	NONMINORITY MALE
FIRE	LOWES HOME IMPROVEMENT WAREHOUSE	NONMINORITY MALE
AVIATION	LOYD ARMATURE WORKS INC	HISPANIC AMERICAN
ASSET MANAGEMENT	LUCIA F RODRIGUEZ	
COMMUNITY INITIATIVE	LUCY R ARELLANO	HISPANIC AMERICAN
CULTURAL AFFAIRS	LUCY R ARELLANO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	LUIS JUIEL	
PARKS & RECREATION	LUIS JUIEL	
PARKS & RECREATION	LYNWOOD BLDG MATERIALS	NONMINORITY MALE
AVIATION	LYNWOOD BLDG MATERIALS	NONMINORITY MALE
ASSET MANAGEMENT	LYNWOOD BLDG MATERIALS	NONMINORITY MALE
LIBRARY	LYNWOOD BLDG MATERIALS	NONMINORITY MALE
PUBLIC WORKS	LYNWOOD BLDG MATERIALS	NONMINORITY MALE
	LYNWOOD BLDG MATERIALS	NONMINORITY MALE
ALAMODOME	LYNWOOD BLDG MATERIALS	NONMINORITY MALE
SOLID WASTE MNGMT	LYNWOOD BLDG MATERIALS	NONMINORITY MALE
AVIATION	M & K EQUIPMENT REPAIR LLC	NONMINORITY MALE
AVIATION	M & M METALS INC	
SA METRO HEALTH DIST	M & M METALS INC	
PARKS & RECREATION	M B METAL CONST INC	
PARKS & RECREATION	M C C I READY MIX CONCRETE	HISPANIC AMERICAN
SA METRO HEALTH DIST	M C F S A LTD	NONMINORITY MALE
PUBLIC WORKS	M G BUILDING MATERIALS	NONMINORITY MALE
PARKS & RECREATION	M G BUILDING MATERIALS	NONMINORITY MALE
SOLID WASTE MNGMT	M G BUILDING MATERIALS	NONMINORITY MALE
ASSET MANAGEMENT	M G UPHOLSTERY	NONMINORITY MALE
LIBRARY	M G UPHOLSTERY	NONMINORITY MALE
	M K 1 CONSTRUCTION SERVICE LLC	
PUBLIC WORKS	M K 1 CONSTRUCTION SERVICE LLC	
PARKS & RECREATION	M S RANCH INC	NONMINORITY MALE
CVB	M T C INC	NONMINORITY MALE
ITSD	M TRONICS INC	NONMINORITY MALE
FLEET MAINT OPS	MACON CONCRETE PRODUCTS	NONMINORITY MALE
PARKS & RECREATION	MACON CONCRETE PRODUCTS	NONMINORITY MALE
	MACTLC	NONMINORITY MALE
PARKS & RECREATION	MAGNUM TRAILERS PART &	NONMINORITY MALE
PURCH & CNTRCT SERV	MAGNUM TRAILERS PART &	NONMINORITY MALE
PUBLIC WORKS	MAGNUM TRAILERS PART &	NONMINORITY MALE
FIRE	MAGNUM TRAILERS PART &	NONMINORITY MALE
PARKS & RECREATION	MAGO CONSTRUCTION	HISPANIC AMERICAN
POLICE	MAILING & PACKAGING SYSTEMS INC	NONMINORITY MALE
LIBRARY	MAILING & PACKAGING SYSTEMS INC	NONMINORITY MALE
FLEET MAINT OPS	MAILING & PACKAGING SYSTEMS INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	MALDONADO NURSERY & LANDSCAPE	HISPANIC AMERICAN
PARKS & RECREATION	MALDONADO NURSERY & LANDSCAPE	HISPANIC AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PUBLIC WORKS	MALDONADO NURSERY & LANDSCAPE	HISPANIC AMERICAN
COMMUNITY INITIATIVE	MAN MAID	NONMINORITY MALE
PARKS & RECREATION	MAN MAID	NONMINORITY MALE
POLICE	MAN MAID	NONMINORITY MALE
CUST SERV/311 SYSTEM	MAN MAID	NONMINORITY MALE
ANIMAL CARE SERVICES	MANAGEMENT SOLUTIONS GROUP LLC	NONMINORITY FEMALE
AVIATION	MANHATTAN INTERNATIONAL INC	NONMINORITY FEMALE
ANIMAL CARE SERVICES	MAPSCO INC	NONMINORITY MALE
COMMUNITY INITIATIVE	MAPSCO INC	NONMINORITY MALE
SA METRO HEALTH DIST	MAPSCO INC	NONMINORITY MALE
POLICE	MAPSCO INC	NONMINORITY MALE
PUBLIC WORKS	MAPSCO INC	NONMINORITY MALE
FIRE	MAPSCO INC	NONMINORITY MALE
LIBRARY	MARCIVE INC	NONMINORITY FEMALE
FLEET MAINT OPS	MARCO ANTONIO GUERRA	
POLICE	MARIA GARCIA	HISPANIC AMERICAN
POLICE	MARIAS TAILOR SHOP	HISPANIC AMERICAN
PUBLIC UTILITIES	MARIO V KELLER	HISPANIC AMERICAN
AVIATION	MARK A CARDENAS	
ASSET MANAGEMENT	MARK ALLAN TEBBS	NONMINORITY MALE
COMMUNITY INITIATIVE	MARK ALLAN TEBBS	NONMINORITY MALE
ASSET MANAGEMENT	MARK D WEBER	
POLICE	MARK S MARTINEZ	
PARKS & RECREATION	MARMOLEJO CONSTRUCTION CO INC	HISPANIC AMERICAN
PARKS & RECREATION	MAROTTA ENTERPRISES INC	HISPANIC AMERICAN
PUBLIC WORKS	MARSHALL WEBB CO	NONMINORITY MALE
POLICE	MARTHA SANTOS	NONMINORITY MALE
CULTURAL AFFAIRS	MARTIN ALVAREZ	
PURCH & CNTRCT SERV	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
FLEET MAINT OPS	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
ASSET MANAGEMENT	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
CODE COMPLIANCE	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
ITSD	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
SA METRO HEALTH DIST	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
DEVELOPMENT SERVICES	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
CITY CLERK	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
POLICE	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
MUNICIPAL COURT	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
PUBLIC WORKS	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
ANIMAL CARE SERVICES	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
PARKS & RECREATION	MARY E WILLIAMS	NONMINORITY MALE
POLICE	MARY SHZIEL	
CONV FACILTIES	MASSENGALE ARMATURE WORKS	NONMINORITY MALE
PUBLIC WORKS	MASSENGALE ARMATURE WORKS	NONMINORITY MALE
DOWNTOWN OPERATIONS	MASSENGALE ARMATURE WORKS	NONMINORITY MALE
PARKS & RECREATION	MASSENGALE ARMATURE WORKS	NONMINORITY MALE
AVIATION	MASSENGALE ARMATURE WORKS	NONMINORITY MALE
LIBRARY	MASSENGALE ARMATURE WORKS	NONMINORITY MALE
NEIGHBORHOOD ACTION	MASTER MAILING SYSTEMS	NONMINORITY MALE
FLEET MAINT OPS	MATCO TOOLS	NONMINORITY MALE
SA METRO HEALTH DIST	MATERA PAPER CO	NONMINORITY MALE
FLEET MAINT OPS	MATERA PAPER CO	NONMINORITY MALE
AVIATION	MATERA PAPER CO	NONMINORITY MALE

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
CONV FACILTIES	MATERA PAPER CO	NONMINORITY MALE
DOWNTOWN OPERATIONS	MATERA PAPER CO	NONMINORITY MALE
POLICE	MATERA PAPER CO	NONMINORITY MALE
ANIMAL CARE SERVICES	MATERA PAPER CO	NONMINORITY MALE
ALAMODOME	MATERA PAPER CO	NONMINORITY MALE
	MATERA PAPER CO	NONMINORITY MALE
PARKS & RECREATION	MATERA PAPER CO	NONMINORITY MALE
FIRE	MATERA PAPER CO	NONMINORITY MALE
DOWNTOWN OPERATIONS	MATHEW BERRYHILL	NONMINORITY MALE
AVIATION	MATHEW BERRYHILL	NONMINORITY MALE
PARKS & RECREATION	MATHEW BERRYHILL	NONMINORITY MALE
COMMUNITY INITIATIVE	MATHEW BERRYHILL	NONMINORITY MALE
ASSET MANAGEMENT	MATHEW BERRYHILL	NONMINORITY MALE
SOLID WASTE MNGMT	MATHEW BERRYHILL	NONMINORITY MALE
FIRE	MATHEW BERRYHILL	NONMINORITY MALE
ALAMODOME	MATHEW BERRYHILL	NONMINORITY MALE
CVB	MATSON MULTI MEDIA	
PUBLIC WORKS	MATSON MULTI MEDIA	
ALAMODOME	MAVERICK VIDEO PRODUCTIONS INC	NONMINORITY MALE
FLEET MAINT OPS	MAYFIELD PAPER CO INC	HISPANIC AMERICAN
PARKS & RECREATION	MAYFIELD PAPER CO INC	HISPANIC AMERICAN
FIRE	MAYFIELD PAPER CO INC	HISPANIC AMERICAN
ALAMODOME	MAYFIELD PAPER CO INC	HISPANIC AMERICAN
AVIATION	MAYFIELD PAPER CO INC	HISPANIC AMERICAN
	MAYFIELD PAPER CO INC	HISPANIC AMERICAN
LIBRARY	MAYFIELD PAPER CO INC	HISPANIC AMERICAN
ASSET MANAGEMENT	MAYFIELD PAPER CO INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	MAYFIELD PAPER CO INC	HISPANIC AMERICAN
PARKS & RECREATION	MCELROY METAL MILL INC	
POLICE	MCINTOSH AUDIO VISUAL	
AVIATION	MCKENZIE EQUIPMENT CO	NONMINORITY FEMALE
PARKS & RECREATION	MEDA INC	NONMINORITY MALE
SA METRO HEALTH DIST	MEDICAL WHOLESALE INC	NONMINORITY FEMALE
PUBLIC WORKS	MEDINA CRUSHED STONE	NONMINORITY MALE
PARKS & RECREATION	MEDINA CRUSHED STONE	NONMINORITY MALE
	MEDINA ROCK HAULERS	NONMINORITY MALE
FIRE	MEF INC	
LIBRARY	MELLENBRUCH VACUUM	NONMINORITY MALE
SA METRO HEALTH DIST	MELLENBRUCH VACUUM	NONMINORITY MALE
DOWNTOWN OPERATIONS	MENCO INC	NONMINORITY MALE
POLICE	MENCO INC	NONMINORITY MALE
AVIATION	MENCO INC	NONMINORITY MALE
	MENCO INC	NONMINORITY MALE
PARKS & RECREATION	MENCO INC	NONMINORITY MALE
SA METRO HEALTH DIST	MENCO INC	NONMINORITY MALE
FLEET MAINT OPS	MENCO INC	NONMINORITY MALE
SOLID WASTE MNGMT	MENCO INC	NONMINORITY MALE
FIRE	METALCRAFTERS INC	NONMINORITY MALE
PUBLIC WORKS	METALCRAFTERS INC	NONMINORITY MALE
	METALCRAFTERS INC	NONMINORITY MALE
PUBLIC WORKS	MEXICAN MANHATTAN	
FIRE	MIC INDUSTRIES	HISPANIC AMERICAN
ASSET MANAGEMENT	MIC INDUSTRIES	HISPANIC AMERICAN
PARKS & RECREATION	MIC INDUSTRIES	HISPANIC AMERICAN
	MIC INDUSTRIES	HISPANIC AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ALAMODOME	MIC INDUSTRIES	HISPANIC AMERICAN
AVIATION	MIC INDUSTRIES	HISPANIC AMERICAN
LIBRARY	MIC INDUSTRIES	HISPANIC AMERICAN
PARKS & RECREATION	MICHAEL A GARCIA	
SA METRO HEALTH DIST	MICHAEL GUTIERREZ	
PURCH & CNTRCT SERV	MICHAEL GUTIERREZ	
CULTURAL AFFAIRS	MICHAEL MEHL	
PARKS & RECREATION	MICHAEL R RUSCH	
FLEET MAINT OPS	MICHAEL RAMIREZ	
POLICE	MICHAEL SARABIA	
POLICE	MICRO TECHNOLOGIES	HISPANIC AMERICAN
DEVELOPMENT SERVICES	MICRO TECHNOLOGIES	HISPANIC AMERICAN
INTERNATIONAL AFFAIR	MICRO TECHNOLOGIES	HISPANIC AMERICAN
PUBLIC WORKS	MICRO TECHNOLOGIES	HISPANIC AMERICAN
LIBRARY	MICRO TECHNOLOGIES	HISPANIC AMERICAN
ECONOMIC & EMP DEV	MICRO TECHNOLOGIES	HISPANIC AMERICAN
HUMAN RESOURCES	MICRO TECHNOLOGIES	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	MICRO TECHNOLOGIES	HISPANIC AMERICAN
FIRE	MICRO TECHNOLOGIES	HISPANIC AMERICAN
INTERNAL REVIEW	MICRO TECHNOLOGIES	HISPANIC AMERICAN
AVIATION	MICRO TECHNOLOGIES	HISPANIC AMERICAN
ITSD	MICRO TECHNOLOGIES	HISPANIC AMERICAN
ASSET MANAGEMENT	MICRO TECHNOLOGIES	HISPANIC AMERICAN
	MICRO TECHNOLOGIES	HISPANIC AMERICAN
PARKS & RECREATION	MICRO TECHNOLOGIES	HISPANIC AMERICAN
CITY MANAGER	MICRO TECHNOLOGIES	HISPANIC AMERICAN
CITY ATTORNEY	MICRO TECHNOLOGIES	HISPANIC AMERICAN
CUST SERV/311 SYSTEM	MICRO TECHNOLOGIES	HISPANIC AMERICAN
SA METRO HEALTH DIST	MICRO TECHNOLOGIES	HISPANIC AMERICAN
COMMUNITY INITIATIVE	MICRO TECHNOLOGIES	HISPANIC AMERICAN
PUBLIC WORKS	MICROTEQ ENGINEERING INC	OTHER
SA METRO HEALTH DIST	MID MARKET CONCEPTS L P	NATIVE AMERICAN
LIBRARY	MID MARKET CONCEPTS L P	NATIVE AMERICAN
COMMUNITY INITIATIVE	MIGHTY STUDIO GROUP LLC	AFRICAN AMERICAN
PARKS & RECREATION	MILBERGER LANDSCAPING INC	
	MILBERGER LANDSCAPING INC	
COMMUNITY INITIATIVE	MINUTEMAN PRESS	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	MIRELES PARTY ICE INC	HISPANIC AMERICAN
PARKS & RECREATION	MIRELES PARTY ICE INC	HISPANIC AMERICAN
POLICE	MISSION CITY CONTAINER INC	
AVIATION	MISSION CONTROLS & SUPPLY	NONMINORITY MALE
ALAMODOME	MISSION CONTROLS & SUPPLY	NONMINORITY MALE
PARKS & RECREATION	MISSION CONTROLS & SUPPLY	NONMINORITY MALE
CULTURAL AFFAIRS	MISSION COURIER	
CITY ATTORNEY	MISSION COURIER	
	MISSION GAS CO	NONMINORITY FEMALE
AVIATION	MISSION GAS CO	NONMINORITY FEMALE
PARKS & RECREATION	MISSION GOLF CARS &	NONMINORITY MALE
FLEET MAINT OPS	MISSION GOLF CARS &	NONMINORITY MALE
	MISSION GOLF CARS &	NONMINORITY MALE
PUBLIC WORKS	MISSION GOLF CARS &	NONMINORITY MALE
ASSET MANAGEMENT	MISSION GOLF CARS &	NONMINORITY MALE
DOWNTOWN OPERATIONS	MISSION GOLF CARS &	NONMINORITY MALE
GRANTS MONITOR/ADMN	MISSION GOLF CARS &	NONMINORITY MALE
AVIATION	MISSION GOLF CARS &	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ALAMODOME	MISSION GOLF CARS &	NONMINORITY MALE
PURCH & CNTRCT SERV	MISSION GOLF CARS &	NONMINORITY MALE
PARKS & RECREATION	MISSION PLUMBING HEATING & AIR	
NEIGHBORHOOD ACTION	MISTI RIOS	NONMINORITY FEMALE
FIRE	MITSON AUTOMOTIVE INC	HISPANIC AMERICAN
	MITSON AUTOMOTIVE INC	HISPANIC AMERICAN
FLEET MAINT OPS	MITSON AUTOMOTIVE INC	HISPANIC AMERICAN
AVIATION	MITSON AUTOMOTIVE INC	HISPANIC AMERICAN
ASSET MANAGEMENT	MOBILE TINT LLC	NONMINORITY MALE
AVIATION	MODULAR IN MOTION INC	
PARKS & RECREATION	MOORES FEED & SEED STORE	
ASSET MANAGEMENT	MORGAN BUILDING SYSTEMS INC	NONMINORITY MALE
AVIATION	MORRISON SUPPLY CO	NONMINORITY MALE
ALAMODOME	MORRISON SUPPLY CO	NONMINORITY MALE
DEVELOPMENT SERVICES	MORTELLAROS NURSERY INC	NONMINORITY FEMALE
	MORTELLAROS NURSERY INC	NONMINORITY FEMALE
PARKS & RECREATION	MORTELLAROS NURSERY INC	NONMINORITY FEMALE
AVIATION	MORTELLAROS NURSERY INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	MORTELLAROS NURSERY INC	NONMINORITY FEMALE
CONV FACILTIES	MORTELLAROS NURSERY INC	NONMINORITY FEMALE
POLICE	MORTON PRINTERS	NONMINORITY FEMALE
POLICE	MOTHERS WINDOW TINT INC	NONMINORITY MALE
AVIATION	MR ROOTER	
PARKS & RECREATION	MUENNINK GRAIN MERCHANDISING LLC	
ALAMODOME	MULDER FIRE PROTECTION	NONMINORITY MALE
PARKS & RECREATION	MULTILINK SECURITY INC	NONMINORITY MALE
COMMUNITY INITIATIVE	MUNGUIA PRINTERS INC	HISPANIC AMERICAN
FIRE	MUNGUIA PRINTERS INC	HISPANIC AMERICAN
POLICE	MUNGUIA PRINTERS INC	HISPANIC AMERICAN
PARKS & RECREATION	MUNIZ SAFE MOVERS	
CONV FACILTIES	MUNIZ SAFE MOVERS	
PARKS & RECREATION	MUTUAL SPRINKLERS INC STANDARD	NONMINORITY MALE
DOWNTOWN OPERATIONS	MUTUAL SPRINKLERS INC STANDARD	NONMINORITY MALE
PARKS & RECREATION	MUTUAL SPRINKLERS INC STANDARD	NONMINORITY MALE
ALAMODOME	MYCOM NORTH AMERICA SOUTH	
CONV FACILTIES	N CH CORP	NONMINORITY MALE
LIBRARY	N H F DISTRIBUTING	NONMINORITY MALE
PARKS & RECREATION	N R MASONRY INC	NONMINORITY MALE
AVIATION	N T S MIKEDON LLC	NONMINORITY MALE
FIRE	NAPA STORE 212	NONMINORITY MALE
FLEET MAINT OPS	NAPA STORE 212	NONMINORITY MALE
AVIATION	NAPA STORE 212	NONMINORITY MALE
	NATHAN ALTERMAN ELECTRIC CO	NONMINORITY MALE
SA METRO HEALTH DIST	NATHAN ALTERMAN ELECTRIC CO	NONMINORITY MALE
NEIGHBORHOOD ACTION	NATIONAL BLUE PRINT CO	HISPANIC AMERICAN
AVIATION	NATIONAL BLUE PRINT CO	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	NATIONAL OUTDOORS INC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	NATWELL SUPPLY CORP	NONMINORITY MALE
PARKS & RECREATION	NEVCO SERVICES INC	HISPANIC AMERICAN
AVIATION	NEW TEXAS AUTO AUCTION SRV LP	NONMINORITY MALE
	NEW TEXAS AUTO AUCTION SRV LP	NONMINORITY MALE
FLEET MAINT OPS	NEW TEXAS AUTO AUCTION SRV LP	NONMINORITY MALE
POLICE	NEW TEXAS AUTO AUCTION SRV LP	NONMINORITY MALE
DOWNTOWN OPERATIONS	NEWS PAPERS IN EDUCATION	
	NIKOLAI ELEVATOR CO	NONMINORITY MALE

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UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
COMMUNITY INITIATIVE	NITE PROFESSIONAL PROTECTION INC	
POLICE	NOLANS OFFICE PRODUCTS INC	NONMINORITY FEMALE
ANIMAL CARE SERVICES	NORMA L PERRY RFH	
LIBRARY	NORMAN F PORTER	
SA METRO HEALTH DIST	NORRIS TRAINING CENTERS	
FLEET MAINT OPS	NORTH PARK LINCOLN MERCURY INC	HISPANIC AMERICAN
POLICE	NORTH STAR LOCK & KEY	HISPANIC AMERICAN
FIRE	NORTHEAST UNIFORMS	NONMINORITY FEMALE
POLICE	NORTHEAST UNIFORMS	NONMINORITY FEMALE
CITY CLERK	NORTHERN TOOL & EQUIPMENT	NONMINORITY MALE
PARKS & RECREATION	NORTHERN TOOL & EQUIPMENT	NONMINORITY MALE
FIRE	NORTHERN TOOL & EQUIPMENT	NONMINORITY MALE
SOLID WASTE MNGMT	NORTHERN TOOL & EQUIPMENT	NONMINORITY MALE
AVIATION	NORTHERN TOOL & EQUIPMENT	NONMINORITY MALE
PUBLIC WORKS	NORTHERN TOOL & EQUIPMENT	NONMINORITY MALE
FIRE	NORTHSIDE REFRIGERATION	NONMINORITY FEMALE
AVIATION	NORTHWEST PERFORMANCE PAINT & BODY	HISPANIC AMERICAN
FLEET MAINT OPS	NORTHWEST PERFORMANCE PAINT & BODY	HISPANIC AMERICAN
PARKS & RECREATION	OCTAVIANO CARDENAS	HISPANIC AMERICAN
	OFFICE COMMUNICATIONS SYSTEMS INC	NONMINORITY MALE
ASSET MANAGEMENT	OFFICE COMMUNICATIONS SYSTEMS INC	NONMINORITY MALE
POLICE	OFFICE DEPOT STORE #113	NONMINORITY MALE
CITY CLERK	OFFICE DEPOT STORE #113	NONMINORITY MALE
ANIMAL CARE SERVICES	OFFICE DEPOT STORE #113	NONMINORITY MALE
ITSD	OFFICE DEPOT STORE #113	NONMINORITY MALE
PUBLIC WORKS	OFFICE DEPOT STORE #113	NONMINORITY MALE
SA METRO HEALTH DIST	OFFICE RESOURCE CENTER	NONMINORITY FEMALE
POLICE	OFFICE RESOURCE CENTER	NONMINORITY FEMALE
POLICE	OFFICE RESOURCE CENTER	NONMINORITY FEMALE
SA METRO HEALTH DIST	OFFICE RESOURCE CENTER	NONMINORITY FEMALE
SOLID WASTE MNGMT	OFFICESOURCE LTD	NONMINORITY FEMALE
	OFFICESOURCE LTD	NONMINORITY FEMALE
ITSD	OFFICESOURCE LTD	NONMINORITY FEMALE
INTERNATIONAL AFFAIR	OK TOURS	
PUBLIC WORKS	OLDCASTLE PRECAST INC	NONMINORITY MALE
PUBLIC WORKS	OLDCASTLE PRECAST INC	NONMINORITY MALE
PARKS & RECREATION	OLYMPIC TROPHY CENTER	HISPANIC AMERICAN
PARKS & RECREATION	OMNI LIFTS INC	NONMINORITY MALE
POLICE	OMNIBUS M INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	OMNIBUS M INC	NONMINORITY MALE
PARKS & RECREATION	OMNIBUS M INC	NONMINORITY MALE
SA METRO HEALTH DIST	OMRON COLIN MEDICAL INSTRUMENTS INC	NONMINORITY MALE
POLICE	ON COMPUTER SERVICES	NONMINORITY MALE
	ON COMPUTER SERVICES	NONMINORITY MALE
NEIGHBORHOOD ACTION	ONE DAY SIGNS INC	NONMINORITY FEMALE
AVIATION	ONE DAY SIGNS INC	NONMINORITY FEMALE
LIBRARY	ONE DAY SIGNS INC	NONMINORITY FEMALE
POLICE	ONE STOP SERVICES INC	HISPANIC AMERICAN
LIBRARY	ONE STOP SERVICES INC	HISPANIC AMERICAN
ASSET MANAGEMENT	ONE STOP SERVICES INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	ORGANON PHARMACEUTICAL	
ASSET MANAGEMENT	ORKIN EXTERMINATING CO INC	
NEIGHBORHOOD ACTION	ORLANDO CALDERON	HISPANIC AMERICAN
ALAMODOME	OSBURN MATERIALS INC	NONMINORITY MALE
PARKS & RECREATION	OSBURN MATERIALS INC	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
POLICE	OSCAR FLORES	
SA METRO HEALTH DIST	OSCAR SALAS ADVERTISING & GRAPHIC D	HISPANIC AMERICAN
ASSET MANAGEMENT	OSLIN NATION CO	
PARKS & RECREATION	OSVALDO GALAVIZ	
AVIATION	OTTMERS AUTO SERVICE INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	OUTSIDE THE BOX EVENTS LLC	NONMINORITY FEMALE
FLEET MAINT OPS	OWENS SERVICE CENTER	HISPANIC AMERICAN
PARKS & RECREATION	OZ MONUMENTS	NONMINORITY MALE
COMMUNITY INITIATIVE	P C MAILING SERVICES INC	HISPANIC AMERICAN
AVIATION	P D P SOUTH TEXAS AUTO & TRUCK	
PURCH & CNTRCT SERV	P M I PRINT & DESIGN	HISPANIC AMERICAN
FLEET MAINT OPS	P M I PRINT & DESIGN	HISPANIC AMERICAN
SA METRO HEALTH DIST	P M I PRINT & DESIGN	HISPANIC AMERICAN
POLICE	PACK MARK SHIPPING SUPPLIES INC	NONMINORITY FEMALE
CULTURAL AFFAIRS	PACK PRO OF TEXAS INC	
LIBRARY	PAGE BARTEAU CATERING INC	
ALAMODOME	PAINT & STAIN SPECIALIST INC	NONMINORITY MALE
CONV FACILTIES	PAINT & STAIN SPECIALIST INC	NONMINORITY MALE
ASSET MANAGEMENT	PANCHITOS PLAZA DE ARMAS RESTAURAN	
CONTRACT SERVICES	PANCHITOS PLAZA DE ARMAS RESTAURAN	
PUBLIC WORKS	PAPA DEANS POPCORN	NONMINORITY MALE
CONV FACILTIES	PARAMOUNT ELECTRIC MOTOR	HISPANIC AMERICAN
PARKS & RECREATION	PARAMOUNT ELECTRIC MOTOR	HISPANIC AMERICAN
ALAMODOME	PARAMOUNT ELECTRIC MOTOR	HISPANIC AMERICAN
AVIATION	PARAMOUNT ELECTRIC MOTOR	HISPANIC AMERICAN
PARKS & RECREATION	PARK PLACE RECREATION DESIGNS INC	NONMINORITY MALE
PUBLIC WORKS	PARKING LOT STORE INC	NONMINORITY MALE
CONV FACILTIES	PARKWAY SYSTEMS	NONMINORITY MALE
ITSD	PATRICIA H SMITH	HISPANIC AMERICAN
SA METRO HEALTH DIST	PATRICK MCFALL	NONMINORITY MALE
LIBRARY	PATS BBQ	
PURCH & CNTRCT SERV	PAUL M BRUNNER II	NONMINORITY MALE
POLICE	PAUL M BRUNNER II	NONMINORITY MALE
PARKS & RECREATION	PEERLESS EQUIPMENT CO	NONMINORITY MALE
FIRE	PETE SEGOVIA	
ALAMODOME	PETERSON BROS	HISPANIC AMERICAN
AVIATION	PETERSON BROS	HISPANIC AMERICAN
PARKS & RECREATION	PETERSON BROS	HISPANIC AMERICAN
CONV FACILTIES	PETERSON BROS	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	PETERSON BROS	HISPANIC AMERICAN
	PETERSON BROS	HISPANIC AMERICAN
FLEET MAINT OPS	PETROLEUM SOLUTIONS	NONMINORITY MALE
PARKS & RECREATION	PHILS NURSERY	
DOWNTOWN OPERATIONS	PHILS NURSERY	
ASSET MANAGEMENT	PICANTE GRILL	
CODE COMPLIANCE	PICK N PULL INC	
LIBRARY	PINTURA PAINT STORE	
NEIGHBORHOOD ACTION	PINTURA PAINT STORE	
PUBLIC WORKS	PIPE MOVERS INC	NONMINORITY FEMALE
PARKS & RECREATION	PIT STOP SERVICES LLC	
SA METRO HEALTH DIST	PIXELWORKS CORP	NONMINORITY MALE
LIBRARY	PIXELWORKS CORP	NONMINORITY MALE
	PLANT INTERSCAPES INC	NONMINORITY MALE
CUST SERV/311 SYSTEM	PLANT INTERSCAPES INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	PLANT INTERSCAPES INC	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	PLANT INTERSCAPES INC	NONMINORITY MALE
LIBRARY	PLANT INTERSCAPES INC	NONMINORITY MALE
FINANCE	PLANT INTERSCAPES INC	NONMINORITY MALE
GRANTS MONITOR/ADMN	PLANT INTERSCAPES INC	NONMINORITY MALE
CONV FACILTIES	PLANT INTERSCAPES INC	NONMINORITY MALE
AVIATION	PLANT INTERSCAPES INC	NONMINORITY MALE
AVIATION	PLASTIC SUPPLY OF S A	HISPANIC AMERICAN
SOLID WASTE MNGMT	PLASTIC SUPPLY OF S A	HISPANIC AMERICAN
ITSD	PLASTIC SUPPLY OF S A	HISPANIC AMERICAN
POLICE	PLASTIC SUPPLY OF S A	HISPANIC AMERICAN
FIRE	PLASTICS CTR OF TEXAS	
CONV FACILTIES	PLASTICS CTR OF TEXAS	
ALAMODOME	PLASTICS CTR OF TEXAS	
PARKS & RECREATION	PLASTICS CTR OF TEXAS	
DOWNTOWN OPERATIONS	PLASTICS CTR OF TEXAS	
PUBLIC WORKS	PLU & CO	
	POPPE AUTOMOTIVE WAREHOUSE INC	HISPANIC AMERICAN
ITSD	POPPE AUTOMOTIVE WAREHOUSE INC	HISPANIC AMERICAN
PARKS & RECREATION	POPPE AUTOMOTIVE WAREHOUSE INC	HISPANIC AMERICAN
FIRE	POPPE AUTOMOTIVE WAREHOUSE INC	HISPANIC AMERICAN
PUBLIC WORKS	POPPE AUTOMOTIVE WAREHOUSE INC	HISPANIC AMERICAN
FLEET MAINT OPS	POPPE AUTOMOTIVE WAREHOUSE INC	HISPANIC AMERICAN
AVIATION	POPPE AUTOMOTIVE WAREHOUSE INC	HISPANIC AMERICAN
PARKS & RECREATION	PORFIRIO MUNOZ	HISPANIC AMERICAN
PUBLIC WORKS	PORT AUTHORITY OF SAN ANTONIO	
SOLID WASTE MNGMT	PORTER POULTRY & EGG CO	NONMINORITY MALE
PARKS & RECREATION	POWELL APPLIANCE CORP	NONMINORITY MALE
SA METRO HEALTH DIST	POWELL APPLIANCE CORP	NONMINORITY MALE
ALAMODOME	POWELL APPLIANCE CORP	NONMINORITY MALE
SA METRO HEALTH DIST	POWERS INDUSTRIAL EQUIPMENT	HISPANIC AMERICAN
AVIATION	PPG ARCHITECTURAL FINISHES INC	
ASSET MANAGEMENT	PPG ARCHITECTURAL FINISHES INC	
NEIGHBORHOOD ACTION	PPS BUSINESS PRODUCTS INV	NONMINORITY MALE
PARKS & RECREATION	PRECISION SAW & TOOL INC	
POLICE	PREMIER EMBLEM INC	
SA METRO HEALTH DIST	PRESTIGIOUS MARK	NONMINORITY FEMALE
FIRE	PRESTO CLEANING & MAKE READY	
ASSET MANAGEMENT	PRESTO PRINTING	NONMINORITY FEMALE
FLEET MAINT OPS	PRESTO PRINTING	NONMINORITY FEMALE
ANIMAL CARE SERVICES	PRESTO PRINTING	NONMINORITY FEMALE
POLICE	PRESTO PRINTING	NONMINORITY FEMALE
SA METRO HEALTH DIST	PRESTO PRINTING	NONMINORITY FEMALE
PURCH & CNTRCT SERV	PRESTO PRINTING	NONMINORITY FEMALE
PUBLIC WORKS	PRIESTER MELL & NICHOLSON INC	
PUBLIC WORKS	PRIESTER SUPPLY CO	HISPANIC AMERICAN
	PRIME TIME INC	AFRICAN AMERICAN
DEVELOPMENT SERVICES	PRIME TIME INC	AFRICAN AMERICAN
SA METRO HEALTH DIST	PRIME TIME INC	AFRICAN AMERICAN
NEIGHBORHOOD ACTION	PRIME TIME INC	AFRICAN AMERICAN
AVIATION	PRIME TIME INC	AFRICAN AMERICAN
CODE COMPLIANCE	PRIME TIME INC	AFRICAN AMERICAN
PURCH & CNTRCT SERV	PRIME TIME INC	AFRICAN AMERICAN
FLEET MAINT OPS	PRIME TIME INC	AFRICAN AMERICAN
NEIGHBORHOOD ACTION	PRIME TIME INC	AFRICAN AMERICAN
CITY CLERK	PRIME TIME INC	AFRICAN AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	PRIME TIME INC	AFRICAN AMERICAN
POLICE	PRIME TIME INC	AFRICAN AMERICAN
NEIGHBORHOOD ACTION	PRIME TIME PUBLISHING	
SA METRO HEALTH DIST	PRINTED SUPPLIES INC	NONMINORITY FEMALE
LIBRARY	PRINTED SUPPLIES INC	NONMINORITY FEMALE
AVIATION	PRINTED WORD	HISPANIC AMERICAN
PUBLIC WORKS	PRINTING & DESIGNS	HISPANIC AMERICAN
SA METRO HEALTH DIST	PRINTING GRAPHICS ADVERTISING OF TX	NONMINORITY MALE
POLICE	PRINTING GRAPHICS ADVERTISING OF TX	NONMINORITY MALE
COMMUNITY INITIATIVE	PRINTING GRAPHICS ADVERTISING OF TX	NONMINORITY MALE
FLEET MAINT OPS	PRINTING GRAPHICS ADVERTISING OF TX	NONMINORITY MALE
PARKS & RECREATION	PRO IRRIGATION & REPAIR	
SOLID WASTE MNGMT	PRO SPECIALTIES	NONMINORITY FEMALE
SA METRO HEALTH DIST	PRO SPECIALTIES	NONMINORITY FEMALE
POLICE	PRODUCT DISTRIBUTION INC	
COMMUNITY INITIATIVE	PROFESSIONAL PAVILION PHARMACY	NONMINORITY MALE
CONTRACT SERVICES	PROFESSIONAL REPRODUCTIONS OF SAN	NONMINORITY MALE
POLICE	PROFLIGHT AVIATION SERVICES LLC	NONMINORITY MALE
FIRE	PROGRESSIVE EMERGENCY PRODUCTS	NONMINORITY MALE
CULTURAL AFFAIRS	PROMOTIONAL & LOGO SOLUTIONS	HISPANIC AMERICAN
PARKS & RECREATION	PROPER IDENTIFICATION INC	NONMINORITY MALE
AVIATION	PROPER IDENTIFICATION INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	PROPER IDENTIFICATION INC	NONMINORITY MALE
SA METRO HEALTH DIST	PUBLIC HEALTH EQUIPMENT & SUPPLY	HISPANIC AMERICAN
PARKS & RECREATION	PUMP MOVERS INC	NONMINORITY FEMALE
PUBLIC WORKS	PURE AIR FILTER CO INC	NONMINORITY MALE
PUBLIC WORKS	PURE PARTY ICE	
DOWNTOWN OPERATIONS	PURE PARTY ICE	
FIRE	PURITY WATER CO	HISPANIC AMERICAN
SA METRO HEALTH DIST	PURITY WATER CO	HISPANIC AMERICAN
AVIATION	PURITY WATER CO	HISPANIC AMERICAN
PARKS & RECREATION	PURITY WATER CO	HISPANIC AMERICAN
SOLID WASTE MNGMT	QUALITY EQUIPMENT CO	NONMINORITY MALE
	QUALITY EQUIPMENT CO	NONMINORITY MALE
PUBLIC WORKS	QUALITY EQUIPMENT CO	NONMINORITY MALE
PARKS & RECREATION	QUALITY EQUIPMENT CO	NONMINORITY MALE
FLEET MAINT OPS	QUALITY EQUIPMENT CO	NONMINORITY MALE
AVIATION	QUALITY EQUIPMENT CO	NONMINORITY MALE
FIRE	QUALITY MATTRESS CO	
PARKS & RECREATION	QUALITY TRAILER PRODUCTS LP	HISPANIC AMERICAN
CITY ATTORNEY	QUICK COURIER	HISPANIC AMERICAN
POLICE	R & L SALINAS TRUCKING	HISPANIC AMERICAN
FIRE	R & L SALINAS TRUCKING	HISPANIC AMERICAN
PARKS & RECREATION	R & L SALINAS TRUCKING	HISPANIC AMERICAN
PUBLIC WORKS	R & L SALINAS TRUCKING	HISPANIC AMERICAN
AVIATION	R & L SALINAS TRUCKING	HISPANIC AMERICAN
	R & L SALINAS TRUCKING	HISPANIC AMERICAN
COMMUNITY INITIATIVE	R & R	NONMINORITY FEMALE
ASSET MANAGEMENT	R & R	NONMINORITY FEMALE
PARKS & RECREATION	R & R ENTERPRISES	NONMINORITY MALE
PARKS & RECREATION	R & R ENTERPRISES	NONMINORITY MALE
COMMUNITY INITIATIVE	R & R ENTERPRISES	NONMINORITY MALE
DOWNTOWN OPERATIONS	R & R ENTERPRISES	NONMINORITY MALE
POLICE	R & R ENTERPRISES	NONMINORITY MALE
COMMUNITY INITIATIVE	R & R ENTERPRISES	NONMINORITY MALE

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ASSET MANAGEMENT	R & R ENTERPRISES	NONMINORITY MALE
ASSET MANAGEMENT	R & R ENTERPRISES	NONMINORITY MALE
DOWNTOWN OPERATIONS	R & R TRACTOR & EQUIPMENT LTD	NONMINORITY MALE
PARKS & RECREATION	R A C INC	
PARKS & RECREATION	R D M INTERNATIONAL CORP	NONMINORITY FEMALE
PARKS & RECREATION	R D M INTERNATIONAL CORP	NONMINORITY MALE
AVIATION	R D O EQUIPMENT CO	NONMINORITY MALE
	R D O EQUIPMENT CO	NONMINORITY MALE
PARKS & RECREATION	R D O EQUIPMENT CO	NONMINORITY MALE
FLEET MAINT OPS	R D O EQUIPMENT CO	NONMINORITY MALE
NEIGHBORHOOD ACTION	R F MURRAY CO INC	HISPANIC AMERICAN
PARKS & RECREATION	R K CONSTRUCTION CO	NONMINORITY MALE
POLICE	R K CONSTRUCTION CO	NONMINORITY MALE
ECONOMIC & EMP DEV	R K GROUP LLC	NONMINORITY MALE
GRANTS MONITOR/ADMN	R K GROUP LLC	NONMINORITY MALE
CAP IMPRV MGMT SERV	R K GROUP LLC	NONMINORITY MALE
PARKS & RECREATION	R K GROUP LLC	NONMINORITY MALE
CONTRACT SERVICES	R K GROUP LLC	NONMINORITY MALE
COMMUNITY INITIATIVE	R K GROUP LLC	NONMINORITY MALE
PUBLIC WORKS	R K GROUP LLC	NONMINORITY MALE
SA METRO HEALTH DIST	R K GROUP LLC	NONMINORITY MALE
DEVELOPMENT SERVICES	R K GROUP LLC	NONMINORITY MALE
	R K GROUP LLC	NONMINORITY MALE
CONV FACILTIES	R K GROUP LLC	NONMINORITY MALE
PUBLIC WORKS	R L JONES CO LP	NONMINORITY MALE
AVIATION	R L MARTIN DIST CO INC	NONMINORITY MALE
FLEET MAINT OPS	R L MARTIN DIST CO INC	NONMINORITY MALE
COMMUNITY INITIATIVE	RADIO SHACK	NONMINORITY MALE
MUNICIPAL COURT	RAJAH SALES CO	NONMINORITY MALE
POLICE	RANDALL LINGO	
POLICE	RANDY EIKEN & ROB GREEN	
ASSET MANAGEMENT	RANDY EIKEN & ROB GREEN	
CITY CLERK	RANDY EIKEN & ROB GREEN	
PARKS & RECREATION	RANGER AMERICAN OF TEXAS	NONMINORITY MALE
NEIGHBORHOOD ACTION	RAPID SIGNS	NONMINORITY MALE
NEIGHBORHOOD ACTION	RAUL CERDA	HISPANIC AMERICAN
CODE COMPLIANCE	RAUL CERDA	HISPANIC AMERICAN
PARKS & RECREATION	RAUL HERNANDEZ	
PARKS & RECREATION	RAY SCHUMACHER	
FLEET MAINT OPS	RAYMOND BANNER	
PARKS & RECREATION	RAYMUNDO V GARCIA	
CULTURAL AFFAIRS	READY 48 LLC	
POLICE	RECORD SYSTEMS INC	HISPANIC AMERICAN
FLEET MAINT OPS	RED MCCOMBS MOTORS LTD	NONMINORITY FEMALE
	RED MCCOMBS MOTORS LTD	NONMINORITY FEMALE
FLEET MAINT OPS	RED MCCOMBS MOTORS LTD	NONMINORITY FEMALE
PARKS & RECREATION	RED WING SHOE STORE	NONMINORITY MALE
PARKS & RECREATION	RED WING SHOE STORE	NONMINORITY MALE
POLICE	RED WING SHOE STORE	NONMINORITY MALE
POLICE	RED WING SHOE STORE	NONMINORITY MALE
PUBLIC WORKS	RED WING SHOE STORE	NONMINORITY MALE
CONV FACILTIES	RED WING SHOE STORE	NONMINORITY MALE
PARKS & RECREATION	REDDY ICE	NONMINORITY MALE
COMMUNITY INITIATIVE	REDDY ICE	NONMINORITY MALE
SOLID WASTE MNGMT	REDDY ICE	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
DEVELOPMENT SERVICES	REDDY ICE	NONMINORITY MALE
	REDDY ICE	NONMINORITY MALE
LIBRARY	REDDY ICE	NONMINORITY MALE
PUBLIC WORKS	REDDY ICE	NONMINORITY MALE
FLEET MAINT OPS	REDDY ICE	NONMINORITY MALE
DOWNTOWN OPERATIONS	REDDY ICE	NONMINORITY MALE
ANIMAL CARE SERVICES	REDDY ICE	NONMINORITY MALE
FIRE	REDDY ICE	NONMINORITY MALE
FIRE	REFLECTIVE DYNAMICS OF TEXAS	NONMINORITY MALE
AVIATION	REGENT COACH LINE LTD	
FLEET MAINT OPS	RELIANCE TRUCK & EQUIPMENT LTD	HISPANIC AMERICAN
	RELIANCE TRUCK & EQUIPMENT LTD	HISPANIC AMERICAN
FLEET MAINT OPS	RELIANCE TRUCK & EQUIPMENT LTD	HISPANIC AMERICAN
PURCH & CNTRCT SERV	RELIANCE TRUCK & EQUIPMENT LTD	HISPANIC AMERICAN
PARKS & RECREATION	REXEL SUMMERS ELECTRIC CO	
FIRE	REYES INDUSTRIES INC	HISPANIC AMERICAN
LIBRARY	RHODE ISLAND NOVELTY	
SA METRO HEALTH DIST	RICARDO R GARCIA	
	RICARDO R GARCIA	
DEVELOPMENT SERVICES	RICARDO R GARCIA	
FLEET MAINT OPS	RICHARD E VILLANUEVA	
FIRE	RICHARD E VILLANUEVA	
POLICE	RICHARD ESPINOZA	HISPANIC AMERICAN
PARKS & RECREATION	RICHARD L HUDSON	
AVIATION	RICHARD MCCASKEY	
PARKS & RECREATION	RICHARD MCGRAW	
PARKS & RECREATION	RICHARD R REYNA	
MUNICIPAL COURT	RICHMOND PAPER ROLLS INC	
FLEET MAINT OPS	RIDER CAR WASH SYSTEMS INC	NONMINORITY FEMALE
	RIDER CAR WASH SYSTEMS INC	NONMINORITY FEMALE
PUBLIC WORKS	RIDGWAYS	NONMINORITY MALE
PARKS & RECREATION	RIDGWAYS	NONMINORITY MALE
PUBLIC WORKS	RIOSA LAWNCARE	NONMINORITY FEMALE
PARKS & RECREATION	RIOSA LAWNCARE	NONMINORITY FEMALE
ITSD	RITZ CAMERA CENTERS INC	NONMINORITY MALE
POLICE	RITZ CAMERA CENTERS INC	NONMINORITY MALE
FIRE	RIVER CITY HYDRAULICS INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	RIVER CITY PRESSURE CLEANING	NONMINORITY MALE
PUBLIC WORKS	RIVER CITY PRESSURE CLEANING	NONMINORITY MALE
PARKS & RECREATION	RIVER CITY PRESSURE CLEANING	NONMINORITY MALE
ASSET MANAGEMENT	RIVER CITY SILVER	HISPANIC AMERICAN
PARKS & RECREATION	RIVER CITY STEEL & RECYCLING INC	NONMINORITY MALE
PUBLIC WORKS	RIVER CITY STEEL & RECYCLING INC	NONMINORITY MALE
PUBLIC WORKS	ROAD RUNNER PLATE & SHORING	
	ROBBIE J NELSON	HISPANIC AMERICAN
PARKS & RECREATION	ROBBIE J NELSON	HISPANIC AMERICAN
COMMUNITY INITIATIVE	ROBERT B HUTTON	
CITY MANAGER	ROBERT C HERRICK	
SA METRO HEALTH DIST	ROBERT J SALDIVAR	HISPANIC AMERICAN
ANIMAL CARE SERVICES	ROBERT J SALDIVAR	HISPANIC AMERICAN
PARKS & RECREATION	ROBERT L OLIVER	
PUBLIC WORKS	ROBERT MAROTTA	NONMINORITY MALE
ANIMAL CARE SERVICES	ROBERT R ASHCROFT	
PARKS & RECREATION	ROBERT S PERROTT	NONMINORITY MALE
NEIGHBORHOOD ACTION	ROBYN K KLAR	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	RODDIS LUMBER & VENEER CO INC	
PARKS & RECREATION	RODOLFO G GAMBOA	
ASSET MANAGEMENT	RODOLFO G GAMBOA	
POLICE	RODOLFO G GAMBOA	
POLICE	ROGER EDGINGTON	NONMINORITY MALE
LIBRARY	ROGER EDGINGTON	NONMINORITY MALE
SA METRO HEALTH DIST	ROGER MOREAU	NONMINORITY MALE
PARKS & RECREATION	ROGERS GARDENS	HISPANIC AMERICAN
POLICE	ROLAND A ORTIZ	
PARKS & RECREATION	ROLAND SANCHEZ	HISPANIC AMERICAN
ALAMODOME	RONALD B WEST & VIRGINIA C WEST	NONMINORITY MALE
DOWNTOWN OPERATIONS	ROSALINDA GALVEZ	
PARKS & RECREATION	ROSEMARIE MARIE	
POLICE	ROTHE DEVELOPMENT INC	NONMINORITY FEMALE
PARKS & RECREATION	ROTHE DEVELOPMENT INC	NONMINORITY FEMALE
AVIATION	ROY C GARRETT INC	NONMINORITY MALE
PARKS & RECREATION	ROYAL WINDOW FASHIONS	NONMINORITY MALE
PUBLIC WORKS	ROYALL MATTHIESSEN	NONMINORITY MALE
FLEET MAINT OPS	ROYALL MATTHIESSEN	NONMINORITY MALE
FLEET MAINT OPS	ROYCE GROFF OIL CO INC	
PARKS & RECREATION	RRGT INC	NONMINORITY MALE
FLEET MAINT OPS	RSC EQUIPMENT RENTAL	NONMINORITY MALE
PARKS & RECREATION	RSC EQUIPMENT RENTAL	NONMINORITY MALE
PUBLIC WORKS	RSC EQUIPMENT RENTAL	NONMINORITY MALE
CONV FACILTIES	RTG FURNITURE OF TEXAS LP	
FIRE	RUBEN HERRERA	
ALAMODOME	RUFUS A WALKER & CO	HISPANIC AMERICAN
PARKS & RECREATION	RUFUS A WALKER & CO	HISPANIC AMERICAN
PUBLIC WORKS	RUFUS A WALKER & CO	HISPANIC AMERICAN
PLANNING	RUNNER EXPRESS	
MAYOR & COUNCIL	RUSH AMERICAN PRINTING INC	HISPANIC AMERICAN
POLICE	RUSH AMERICAN PRINTING INC	HISPANIC AMERICAN
SOLID WASTE MNGMT	RUSH AMERICAN PRINTING INC	HISPANIC AMERICAN
CITY CLERK	RUSH AMERICAN PRINTING INC	HISPANIC AMERICAN
FIRE	RUSH TRUCK LEASING	NONMINORITY MALE
PUBLIC WORKS	RUSH TRUCK LEASING	NONMINORITY MALE
	RUSH TRUCK LEASING	NONMINORITY MALE
FLEET MAINT OPS	RUSH TRUCK LEASING	NONMINORITY MALE
PARKS & RECREATION	RYAN L STEPHENS	
PUBLIC WORKS	S A I INDUSTIRES INC	
FLEET MAINT OPS	S B C AUTOMOTIVE LTD	NONMINORITY MALE
ALAMODOME	S O S ENVIRO SERVICES INC	HISPANIC AMERICAN
PARKS & RECREATION	S O S ENVIRO SERVICES INC	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	S O S LIQUID WASTE HAULERS	NONMINORITY MALE
ANIMAL CARE SERVICES	S O S LIQUID WASTE HAULERS	NONMINORITY MALE
SA METRO HEALTH DIST	S O S LIQUID WASTE HAULERS	NONMINORITY MALE
PARKS & RECREATION	S O S LIQUID WASTE HAULERS	NONMINORITY MALE
ALAMODOME	S O S LIQUID WASTE HAULERS	NONMINORITY MALE
CONV FACILTIES	S O S LIQUID WASTE HAULERS	NONMINORITY MALE
PUBLIC WORKS	S W T QUALITY FASTENERS	
AVIATION	SAFEGUARD ENTERPRISES INC	NONMINORITY MALE
SOLID WASTE MNGMT	SAFEGUARD SECURITY GROUP LTD	NONMINORITY MALE
POLICE	SAFEGUARD SECURITY GROUP LTD	NONMINORITY MALE
PARKS & RECREATION	SAFETY SUPPLY INC	NONMINORITY FEMALE
PUBLIC WORKS	SAFETY SUPPLY INC	NONMINORITY FEMALE

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
AVIATION	SAFETY SUPPLY INC	NONMINORITY FEMALE
CAP IMPRV MGMT SERV	SAFETY SUPPLY INC	NONMINORITY FEMALE
	SAFETY SUPPLY INC	NONMINORITY FEMALE
SOLID WASTE MNGMT	SAFETY SUPPLY INC	NONMINORITY FEMALE
POLICE	SAFETY SUPPLY INC	NONMINORITY FEMALE
DEVELOPMENT SERVICES	SAFETY SUPPLY INC	NONMINORITY FEMALE
FLEET MAINT OPS	SAFETY SUPPLY INC	NONMINORITY FEMALE
FIRE	SAFETY SUPPLY INC	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	SAFETY SUPPLY INC	NONMINORITY FEMALE
ALAMODOME	SAFETY SUPPLY INC	NONMINORITY FEMALE
PUBLIC WORKS	SAFETY TODAY INC	NONMINORITY MALE
	SAFETY TODAY INC	NONMINORITY MALE
PARKS & RECREATION	SAFETY TODAY INC	NONMINORITY MALE
FIRE	SAFETY TODAY INC	NONMINORITY MALE
FLEET MAINT OPS	SAFETY TODAY INC	NONMINORITY MALE
DEVELOPMENT SERVICES	SAFETY TODAY INC	NONMINORITY MALE
AVIATION	SAFETY TODAY INC	NONMINORITY MALE
POLICE	SAFETY TODAY INC	NONMINORITY MALE
ASSET MANAGEMENT	SAFEWAY SUPPLY INC	NONMINORITY MALE
AVIATION	SAFEWAY SUPPLY INC	NONMINORITY MALE
CONV FACILTIES	SAFEWAY SUPPLY INC	NONMINORITY MALE
PARKS & RECREATION	SAFWAY SERVICES INC	NONMINORITY MALE
ALAMODOME	SAFWAY SERVICES INC	NONMINORITY MALE
	SALT EXCHANGE INC	NONMINORITY MALE
AVIATION	SALT EXCHANGE INC	NONMINORITY MALE
COMMUNITY INITIATIVE	SALT EXCHANGE INC	NONMINORITY MALE
ALAMODOME	SALT EXCHANGE INC	NONMINORITY MALE
FLEET MAINT OPS	SALT EXCHANGE INC	NONMINORITY MALE
ALAMODOME	SAM ASH MUSIC	NONMINORITY MALE
PARKS & RECREATION	SAM ASH MUSIC	NONMINORITY MALE
NEIGHBORHOOD ACTION	SAMS WHOLESALE CLUB	NONMINORITY MALE
COMMUNITY INITIATIVE	SAMS WHOLESALE CLUB	NONMINORITY MALE
PUBLIC WORKS	SAMS WHOLESALE CLUB	NONMINORITY MALE
FIRE	SAMUELS GLASS CO	NONMINORITY FEMALE
ALAMODOME	SAMUELS GLASS CO	NONMINORITY FEMALE
CUST SERV/311 SYSTEM	SAMUELS GLASS CO	NONMINORITY FEMALE
SA METRO HEALTH DIST	SAMUELS GLASS CO	NONMINORITY FEMALE
PARKS & RECREATION	SAMUELS GLASS CO	NONMINORITY FEMALE
LIBRARY	SAMUELS GLASS CO	NONMINORITY FEMALE
ANIMAL CARE SERVICES	SAMUELS GLASS CO	NONMINORITY FEMALE
	SAMUELS GLASS CO	NONMINORITY FEMALE
POLICE	SAMUELS GLASS CO	NONMINORITY FEMALE
PUBLIC WORKS	SAMUELS GLASS CO	NONMINORITY FEMALE
AVIATION	SAMUELS GLASS CO	NONMINORITY FEMALE
CONV FACILTIES	SAMUELS GLASS CO	NONMINORITY FEMALE
COMMUNITY INITIATIVE	SAMUELS GLASS CO	NONMINORITY FEMALE
ASSET MANAGEMENT	SAMUELS GLASS CO	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	SAMUELS GLASS CO	NONMINORITY FEMALE
PUBLIC WORKS	SAN ANTONIO BELT & PULLEY	NONMINORITY MALE
ASSET MANAGEMENT	SAN ANTONIO BELTING & PULLEY CO	HISPANIC AMERICAN
AVIATION	SAN ANTONIO BELTING & PULLEY CO	HISPANIC AMERICAN
FIRE	SAN ANTONIO BELTING & PULLEY CO	HISPANIC AMERICAN
FLEET MAINT OPS	SAN ANTONIO BELTING & PULLEY CO	HISPANIC AMERICAN
PARKS & RECREATION	SAN ANTONIO BELTING & PULLEY CO	HISPANIC AMERICAN
PUBLIC WORKS	SAN ANTONIO BELTING & PULLEY CO	HISPANIC AMERICAN

APPENDIX C
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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
POLICE	SAN ANTONIO BELTING & PULLEY CO	HISPANIC AMERICAN
CONV FACILTIES	SAN ANTONIO BELTING & PULLEY CO	HISPANIC AMERICAN
	SAN ANTONIO BELTING & PULLEY CO	HISPANIC AMERICAN
ALAMODOME	SAN ANTONIO BELTING & PULLEY CO	HISPANIC AMERICAN
FIRE	SAN ANTONIO BRAKE & CLUTCH SERVICE	NONMINORITY MALE
	SAN ANTONIO BRAKE & CLUTCH SERVICE	NONMINORITY MALE
SOLID WASTE MNGMT	SAN ANTONIO BRAKE & CLUTCH SERVICE	NONMINORITY MALE
AVIATION	SAN ANTONIO BRAKE & CLUTCH SERVICE	NONMINORITY MALE
CULTURAL AFFAIRS	SAN ANTONIO BUSINESS JOURNAL	NONMINORITY MALE
MANAGEMENT & BUDGET	SAN ANTONIO CITY TOURS LT	NONMINORITY MALE
	SAN ANTONIO CITY TOURS LT	NONMINORITY MALE
INTERNATIONAL AFFAIR	SAN ANTONIO CITY TOURS LT	NONMINORITY MALE
PUBLIC WORKS	SAN ANTONIO COCA COLA BOTTLING	NONMINORITY MALE
DEVELOPMENT SERVICES	SAN ANTONIO COPY CONCIERGE	HISPANIC AMERICAN
FLEET MAINT OPS	SAN ANTONIO COPY CONCIERGE	HISPANIC AMERICAN
HUMAN RESOURCES	SAN ANTONIO COPY CONCIERGE	HISPANIC AMERICAN
DEVELOPMENT SERVICES	SAN ANTONIO COPY CONCIERGE	HISPANIC AMERICAN
MANAGEMENT & BUDGET	SAN ANTONIO COPY CONCIERGE	HISPANIC AMERICAN
FLEET MAINT OPS	SAN ANTONIO COPY CONCIERGE	HISPANIC AMERICAN
SA METRO HEALTH DIST	SAN ANTONIO CP LTD	HISPANIC AMERICAN
CULTURAL AFFAIRS	SAN ANTONIO CURRENT	
FIRE	SAN ANTONIO EQUIPMENT HYDRAULIC CO	NONMINORITY MALE
CONV FACILTIES	SAN ANTONIO EQUIPMENT HYDRAULIC CO	NONMINORITY MALE
PUBLIC WORKS	SAN ANTONIO EQUIPMENT HYDRAULIC CO	NONMINORITY MALE
FLEET MAINT OPS	SAN ANTONIO EQUIPMENT HYDRAULIC CO	NONMINORITY MALE
	SAN ANTONIO EQUIPMENT HYDRAULIC CO	NONMINORITY MALE
AVIATION	SAN ANTONIO EQUIPMENT HYDRAULIC CO	NONMINORITY MALE
PARKS & RECREATION	SAN ANTONIO EQUIPMENT HYDRAULIC CO	NONMINORITY MALE
FLEET MAINT OPS	SAN ANTONIO EQUIPMENT HYDRAULIC CO	NONMINORITY MALE
FIRE	SAN ANTONIO EQUIPMENT REPAIR	NONMINORITY MALE
FIRE	SAN ANTONIO FOAM FABRICATORS	NONMINORITY MALE
LIBRARY	SAN ANTONIO GENEALOGICAL &	NONMINORITY MALE
CITY CLERK	SAN ANTONIO INFORMER	AFRICAN AMERICAN
PUBLIC WORKS	SAN ANTONIO INFORMER	AFRICAN AMERICAN
PUBLIC WORKS	SAN ANTONIO LAWN & TURF	NONMINORITY MALE
AVIATION	SAN ANTONIO LAWN & TURF	NONMINORITY MALE
FLEET MAINT OPS	SAN ANTONIO OBSERVER NEWS	AFRICAN AMERICAN
	SAN ANTONIO OBSERVER NEWS	AFRICAN AMERICAN
POLICE	SAN ANTONIO PHOTOLAB	NONMINORITY MALE
LIBRARY	SAN ANTONIO PRESS INC	
POLICE	SAN ANTONIO SECURITY & PATROL	HISPANIC AMERICAN
COMMUNITY INITIATIVE	SAN ANTONIO SOUND & LIGHT	NONMINORITY MALE
ALAMODOME	SAN ANTONIO SOUND & LIGHT	NONMINORITY MALE
AVIATION	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
SA METRO HEALTH DIST	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
FIRE	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
LIBRARY	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
CONV FACILTIES	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
DEVELOPMENT SERVICES	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
PUBLIC WORKS	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
ITSD	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
PARKS & RECREATION	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
ASSET MANAGEMENT	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
POLICE	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
CODE COMPLIANCE	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
FLEET MAINT OPS	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
ALAMODOME	SAN ANTONIO STORED ENERGIES LLC	HISPANIC AMERICAN
SA METRO HEALTH DIST	SAN ANTONIO TESTING LABORATORY INC	HISPANIC AMERICAN
PARKS & RECREATION	SAN ANTONIO TESTING LABORATORY INC	HISPANIC AMERICAN
AVIATION	SAN ANTONIO TOP TECH REFRIGERATION INC	
SA METRO HEALTH DIST	SAN ANTONIO TOP TECH REFRIGERATION INC	
CULTURAL AFFAIRS	SAN ANTONIO UNDERGROUND FILM	HISPANIC AMERICAN
CULTURAL AFFAIRS	SAN FERNANDO CATHEDRAL	
ITSD	SAN GERONIMO TOWER CO INC	
DOWNTOWN OPERATIONS	SAN JACINTO MATERIALS	NONMINORITY MALE
PARKS & RECREATION	SAN JACINTO MATERIALS	NONMINORITY MALE
SA METRO HEALTH DIST	SANDRA I NAGEL	NONMINORITY FEMALE
AVIATION	SANDRA I NAGEL	NONMINORITY FEMALE
PUBLIC WORKS	SANFORD L KATZ	NONMINORITY MALE
PARKS & RECREATION	SANI SAFE PRODUCTS	NONMINORITY FEMALE
FLEET MAINT OPS	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
CONV FACILTIES	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
ALAMODOME	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
LIBRARY	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
ASSET MANAGEMENT	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
AVIATION	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
PARKS & RECREATION	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
SA METRO HEALTH DIST	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
POLICE	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
FIRE	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
PUBLIC WORKS	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
ANIMAL CARE SERVICES	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
	SANIVAC DAVIS MANUFACTURING CO	HISPANIC AMERICAN
CONV FACILTIES	SANKEY EQUIPMENT CO INC	NONMINORITY MALE
AVIATION	SANKEY EQUIPMENT CO INC	NONMINORITY MALE
FLEET MAINT OPS	SANKEY EQUIPMENT CO INC	NONMINORITY MALE
ALAMODOME	SANKEY EQUIPMENT CO INC	NONMINORITY MALE
PARKS & RECREATION	SANKEY EQUIPMENT CO INC	NONMINORITY MALE
ASSET MANAGEMENT	SANKEY EQUIPMENT CO INC	NONMINORITY MALE
PUBLIC WORKS	SANKEY EQUIPMENT CO INC	NONMINORITY MALE
FIRE	SANKEY EQUIPMENT CO INC	NONMINORITY MALE
PARKS & RECREATION	SANTA CLARA ENTERPRISES INC	HISPANIC AMERICAN
PURCH & CNTRCT SERV	SANTEX TRUCK CENTER LTD	NONMINORITY FEMALE
FIRE	SANTEX TRUCK CENTER LTD	NONMINORITY FEMALE
ITSD	SANTEX TRUCK CENTER LTD	NONMINORITY FEMALE
	SANTEX TRUCK CENTER LTD	NONMINORITY FEMALE
AVIATION	SANTEX TRUCK CENTER LTD	NONMINORITY FEMALE
FLEET MAINT OPS	SANTEX TRUCK CENTER LTD	NONMINORITY FEMALE
PURCH & CNTRCT SERV	SAT RADIO COMMUNICATIONS LTD	NONMINORITY FEMALE
PUBLIC WORKS	SAT RADIO COMMUNICATIONS LTD	NONMINORITY FEMALE
	SAT RADIO COMMUNICATIONS LTD	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	SAT RADIO COMMUNICATIONS LTD	NONMINORITY FEMALE
PARKS & RECREATION	SAT RADIO COMMUNICATIONS LTD	NONMINORITY FEMALE
ITSD	SAT RADIO COMMUNICATIONS LTD	NONMINORITY FEMALE
LIBRARY	SCENE MONTHLY	
DOWNTOWN OPERATIONS	SCHINDLER ELEVATOR CORP	NONMINORITY MALE
SA METRO HEALTH DIST	SCHINDLER ELEVATOR CORP	NONMINORITY MALE

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ASSET MANAGEMENT	SCHULTZ & CO LANDSCAPES	
PARKS & RECREATION	SCHUMACHERS HILL COUNTRY GARDENS	
PUBLIC WORKS	SCHWANS HOME SERVICE	
COMMUNITY INITIATIVE	SCOBEY MOVING & STORAGE	
CUST SERV/311 SYSTEM	SCOBEY MOVING & STORAGE	
ASSET MANAGEMENT	SCOBEY MOVING & STORAGE	
PARKS & RECREATION	SCOTT M LAMBARIA	
COMMUNITY INITIATIVE	SEARS	NONMINORITY MALE
SA METRO HEALTH DIST	SEARS	NONMINORITY MALE
FIRE	SEARS	NONMINORITY MALE
	SEARS	NONMINORITY MALE
HUMAN RESOURCES	SEARS INDUSTRIAL SALES	NONMINORITY MALE
AVIATION	SECURITY GENERAL INTL	HISPANIC AMERICAN
PARKS & RECREATION	SECURITY GENERAL INTL	HISPANIC AMERICAN
COMMUNITY INITIATIVE	SECURITY ONE INC	NONMINORITY MALE
POLICE	SECURITY ONE INC	NONMINORITY MALE
COMMUNITY INITIATIVE	SELRICO SERVICES INC	HISPANIC AMERICAN
PARKS & RECREATION	SELRICO SERVICES INC	HISPANIC AMERICAN
	SELRICO SERVICES INC	HISPANIC AMERICAN
CONV FACILTIES	SERVICE MECHANICAL GROUP INC	NONMINORITY MALE
FLEET MAINT OPS	SERVICE PARTS & MACHINE CO	NONMINORITY MALE
	SERVICE PARTS & MACHINE CO	NONMINORITY MALE
ALAMODOME	SERVICE PRODUCTS INC	NONMINORITY MALE
SA METRO HEALTH DIST	SERVICES BY VITAL SIGNS INC	NONMINORITY FEMALE
PARKS & RECREATION	SHADES OF GREEN NURSERY	NONMINORITY MALE
NEIGHBORHOOD ACTION	SHANNON DUNN	NONMINORITY FEMALE
POLICE	SHANNON DUNN	NONMINORITY FEMALE
PLANNING	SHANNON DUNN	NONMINORITY FEMALE
	SHEPLERS CONCRETE ACCESSORIES	NONMINORITY MALE
AVIATION	SHEPLERS CONCRETE ACCESSORIES	NONMINORITY MALE
PUBLIC WORKS	SHEPLERS CONCRETE ACCESSORIES	NONMINORITY MALE
PARKS & RECREATION	SHEPLERS CONCRETE ACCESSORIES	NONMINORITY MALE
AVIATION	SHEPLERS WESTERN WEAR	NONMINORITY MALE
PUBLIC WORKS	SHERWIN WILLIAMS CO	NONMINORITY MALE
CONV FACILTIES	SHERWIN WILLIAMS CO	NONMINORITY MALE
PARKS & RECREATION	SHERWIN WILLIAMS CO	NONMINORITY MALE
NEIGHBORHOOD ACTION	SHERWIN WILLIAMS CO	NONMINORITY MALE
SOLID WASTE MNGMT	SHIRTMASTER CUSTOM SCREEN PRINTING	NONMINORITY MALE
POLICE	SHIRTMASTER CUSTOM SCREEN PRINTING	NONMINORITY MALE
CODE COMPLIANCE	SHIRTMASTER CUSTOM SCREEN PRINTING	NONMINORITY MALE
FIRE	SHOOK MOBILE TECHNOLOGY	HISPANIC AMERICAN
	SHOOK MOBILE TECHNOLOGY	HISPANIC AMERICAN
POLICE	SHOOK MOBILE TECHNOLOGY	HISPANIC AMERICAN
ALAMODOME	SIDES SUPPLY LTD	HISPANIC AMERICAN
ITSD	SIGMA SOLUTIONS INC	NONMINORITY MALE
LIBRARY	SIGN ANTONIO	NONMINORITY MALE
ASSET MANAGEMENT	SIGN SPOT LLC	HISPANIC AMERICAN
PARKS & RECREATION	SIGN STATION	
DOWNTOWN OPERATIONS	SIGN STATION	
NEIGHBORHOOD ACTION	SIGNS BY TOMORROW	HISPANIC AMERICAN
FIRE	SIGNS BY TOMORROW	HISPANIC AMERICAN
CODE COMPLIANCE	SIGNS BY TOMORROW	HISPANIC AMERICAN
SOLID WASTE MNGMT	SIGNS BY TOMORROW	HISPANIC AMERICAN
FLEET MAINT OPS	SIGNS BY TOMORROW	HISPANIC AMERICAN
FIRE	SIGNS BY TOMORROW	

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ALAMODOME	SIGOLOFF FRAME & ART	
MUNICIPAL COURT	SIMMANGS ENGRAVING CO	
PUBLIC WORKS	SIMMANGS ENGRAVING CO	
DEVELOPMENT SERVICES	SIMMANGS ENGRAVING CO	
DOWNTOWN OPERATIONS	SIMPLEXGRINNELL LP	NONMINORITY MALE
ASSET MANAGEMENT	SIMPLEXGRINNELL LP	NONMINORITY MALE
ALAMODOME	SIMPLEXGRINNELL LP	NONMINORITY MALE
PARKS & RECREATION	SIMPLEXGRINNELL LP	NONMINORITY MALE
AVIATION	SIMPLEXGRINNELL LP	NONMINORITY MALE
PUBLIC WORKS	SIMPLEXGRINNELL LP	NONMINORITY MALE
LIBRARY	SIMPLEXGRINNELL LP	NONMINORITY MALE
CONV FACILTIES	SIMPLEXGRINNELL LP	NONMINORITY MALE
COMMUNITY INITIATIVE	SIMPLEXGRINNELL LP	NONMINORITY MALE
POLICE	SIMPLEXGRINNELL LP	NONMINORITY MALE
PARKS & RECREATION	SKLENCAR ENTERPRISES INC	
NEIGHBORHOOD ACTION	SMART CONTROL SYSTEMS LLC	NONMINORITY MALE
PARKS & RECREATION	SMART CONTROL SYSTEMS LLC	NONMINORITY MALE
ANIMAL CARE SERVICES	SMART CONTROL SYSTEMS LLC	NONMINORITY MALE
SOLID WASTE MNGMT	SMITH HAMILTON LLC	NONMINORITY MALE
ASSET MANAGEMENT	SMITH LEGACY SECURITY	NONMINORITY FEMALE
AVIATION	SMITH LEGACY SECURITY	NONMINORITY FEMALE
POLICE	SMITH LEGACY SECURITY	NONMINORITY FEMALE
COMMUNITY INITIATIVE	SMITH LEGACY SECURITY	NONMINORITY FEMALE
PARKS & RECREATION	SMITH LEGACY SECURITY	NONMINORITY FEMALE
SOLID WASTE MNGMT	SMITH LEGACY SECURITY	NONMINORITY FEMALE
SA METRO HEALTH DIST	SMITH LEGACY SECURITY	NONMINORITY FEMALE
PUBLIC WORKS	SMITH LEGACY SECURITY	NONMINORITY FEMALE
LIBRARY	SMITH LEGACY SECURITY	NONMINORITY FEMALE
FLEET MAINT OPS	SMITH LEGACY SECURITY	NONMINORITY FEMALE
FIRE	SMITH PROTECTION SERVICE INC	
CULTURAL AFFAIRS	SMITHPRINT	
POLICE	SMITHPRINT	
ANIMAL CARE SERVICES	SMITHPRINT	
CITY CLERK	SMITHPRINT	
DOWNTOWN OPERATIONS	SMITHPRINT	
AVIATION	SMITHPRINT II	
PARKS & RECREATION	SMITHPRINT II	
LIBRARY	SMITHPRINT II	
SOLID WASTE MNGMT	SMITHPRINT II	
DOWNTOWN OPERATIONS	SMITHPRINT II	
POLICE	SNOGA INC	
AVIATION	SODEXHO CAMPUS SERVICES	
	SOLERS INC	
ITSD	SOUTH TEXAS COMPUTER REPAIR CENTER	HISPANIC AMERICAN
SA METRO HEALTH DIST	SOUTH TEXAS COMPUTER REPAIR CENTER	HISPANIC AMERICAN
	SOUTH TEXAS COMPUTER REPAIR CENTER	HISPANIC AMERICAN
AVIATION	SOUTHERN TIRE MART LLC	NONMINORITY MALE
FLEET MAINT OPS	SOUTHERN TIRE MART LLC	NONMINORITY MALE
CULTURAL AFFAIRS	SOUTHTOWN CAFE	OTHER
AVIATION	SOUTHWAY FORD INC	NONMINORITY MALE
FLEET MAINT OPS	SOUTHWAY FORD INC	NONMINORITY MALE
DEVELOPMENT SERVICES	SOUTHWELL CO INC	NONMINORITY MALE
SA METRO HEALTH DIST	SOUTHWELL CO INC	NONMINORITY MALE
PLANNING	SOUTHWELL CO INC	NONMINORITY MALE
PUBLIC WORKS	SOUTHWELL CO INC	NONMINORITY MALE

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
SOLID WASTE MNGMT	SOUTHWELL CO INC	NONMINORITY MALE
POLICE	SOUTHWELL CO INC	NONMINORITY MALE
PARKS & RECREATION	SOUTHWELL CO INC	NONMINORITY MALE
ASSET MANAGEMENT	SOUTHWELL CO INC	NONMINORITY MALE
PARKS & RECREATION	SOUTHWEST COMPANIES LTD	NONMINORITY MALE
POLICE	SOUTHWEST COMPANIES LTD	NONMINORITY MALE
	SOUTHWEST COMPANIES LTD	NONMINORITY MALE
AVIATION	SOUTHWEST COMPANIES LTD	NONMINORITY MALE
DEVELOPMENT SERVICES	SOUTHWEST COMPANIES LTD	NONMINORITY MALE
FLEET MAINT OPS	SOUTHWEST COMPANIES LTD	NONMINORITY MALE
FIRE	SOUTHWEST COMPANIES LTD	NONMINORITY MALE
PARKS & RECREATION	SOUTHWEST DATACOM SYSTEMS	NONMINORITY MALE
	SOUTHWEST DATACOM SYSTEMS	NONMINORITY MALE
PARKS & RECREATION	SOUTHWEST GALVANIZING INC	NONMINORITY MALE
DEVELOPMENT SERVICES	SOUTHWEST GOOSENECK LTD	NONMINORITY MALE
PUBLIC WORKS	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
COMMUNITY INITIATIVE	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
FIRE	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
ITSD	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
SA METRO HEALTH DIST	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
FLEET MAINT OPS	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
MUNICIPAL COURT	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
POLICE	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
CODE COMPLIANCE	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
AVIATION	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
PARKS & RECREATION	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
CONV FACILTIES	SOUTHWEST SOUND & ELECTRONICS INC	NONMINORITY MALE
AVIATION	SOUTHWEST SOUND & ELECTRONICS INC	NONMINORITY MALE
PARKS & RECREATION	SOUTHWEST SOUND & ELECTRONICS INC	NONMINORITY MALE
INTERNATIONAL AFFAIR	SOUTHWEST TEX LEASING CO INC	NONMINORITY MALE
SA METRO HEALTH DIST	SOUTHWESTERN MOTOR TRANSPORT INC	
AVIATION	SOUTHWESTERN WELDING & MACHINING	HISPANIC AMERICAN
FLEET MAINT OPS	SOUTHWESTERN WELDING & MACHINING	HISPANIC AMERICAN
PARKS & RECREATION	SPA CRAFTERS	
ASSET MANAGEMENT	SPAGHETTI WAREHOUSE	
DOWNTOWN OPERATIONS	SPECIAL TS	NONMINORITY MALE
DEVELOPMENT SERVICES	SPEEDY PRINT SERVICE INC	
ALAMODOME	SPG MOQUETTE INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	SPORT SUPPLY GROUP INC	NONMINORITY MALE
PARKS & RECREATION	SPORT SUPPLY GROUP INC	NONMINORITY MALE
	SPORT SUPPLY GROUP INC	NONMINORITY MALE
PUBLIC WORKS	SPORT SUPPLY GROUP INC	NONMINORITY MALE
PARKS & RECREATION	SPORTS & RECREATIONAL	HISPANIC AMERICAN
FIRE	STAFCO INC	NONMINORITY MALE
FLEET MAINT OPS	STAFCO INC	NONMINORITY MALE
AVIATION	STAFCO INC	NONMINORITY MALE
ITSD	STAMP SHOP INC	
PARKS & RECREATION	STAMP SHOP INC	
ITSD	STAMP SHOP INC	
LIBRARY	STANLEY STEEMER	
POLICE	STANLEY STEEMER	
AVIATION	STAR SHUTTLE CHARTERS	HISPANIC AMERICAN
PARKS & RECREATION	STAR SHUTTLE CHARTERS	HISPANIC AMERICAN

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UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
	STAR SHUTTLE CHARTERS	HISPANIC AMERICAN
PARKS & RECREATION	STAR SHUTTLE INC	
PARKS & RECREATION	STAR SUPPLY CO INC	NONMINORITY FEMALE
PUBLIC WORKS	STAR SUPPLY CO INC	NONMINORITY FEMALE
CUST SERV/311 SYSTEM	STARLITE ENTERPRISES INC	AFRICAN AMERICAN
CODE COMPLIANCE	STARR MARKETING	NONMINORITY FEMALE
SOLID WASTE MNGMT	STARR MARKETING	NONMINORITY FEMALE
POLICE	STARR MARKETING	NONMINORITY FEMALE
FIRE	STARR MARKETING	NONMINORITY FEMALE
PUBLIC WORKS	STARR MARKETING	NONMINORITY FEMALE
DEVELOPMENT SERVICES	STARR MARKETING	NONMINORITY FEMALE
SOLID WASTE MNGMT	STARR MARKETING	NONMINORITY FEMALE
CITY CLERK	STARR MARKETING	NONMINORITY FEMALE
ASSET MANAGEMENT	STARR MARKETING	NONMINORITY FEMALE
	STARR MARKETING	NONMINORITY FEMALE
PARKS & RECREATION	STARR MARKETING	NONMINORITY FEMALE
POLICE	STARR MARKETING	NONMINORITY FEMALE
SA METRO HEALTH DIST	STARR MARKETING	NONMINORITY FEMALE
AVIATION	STARR MARKETING	NONMINORITY FEMALE
FLEET MAINT OPS	STARR MARKETING	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	STARR MARKETING	NONMINORITY FEMALE
AVIATION	STATE INDUSTRIAL PRODUCTS	
PARKS & RECREATION	STELLAR KWAL PAINT	NONMINORITY MALE
PUBLIC WORKS	STELLAR KWAL PAINT	NONMINORITY MALE
DOWNTOWN OPERATIONS	STELLAR KWAL PAINT	NONMINORITY MALE
NEIGHBORHOOD ACTION	STELLAR KWAL PAINT	NONMINORITY MALE
LIBRARY	STELLAR KWAL PAINT	NONMINORITY MALE
	STELLAR KWAL PAINT	NONMINORITY MALE
CODE COMPLIANCE	STELLAR KWAL PAINT	NONMINORITY MALE
POLICE	STERLING SECURITY	NONMINORITY MALE
MUNICIPAL COURT	STERLING SECURITY	NONMINORITY MALE
ALAMODOME	STERLING SECURITY	NONMINORITY MALE
FIRE	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
POLICE	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
PUBLIC WORKS	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
PURCH & CNTRCT SERV	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
CODE COMPLIANCE	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
PARKS & RECREATION	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
SA METRO HEALTH DIST	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
MUNICIPAL COURT	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
ANIMAL CARE SERVICES	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
ASSET MANAGEMENT	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
AVIATION	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
NEIGHBORHOOD ACTION	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
ALAMODOME	STERLINGS PUBLIC SAFETY UNIFORM &	NONMINORITY MALE
PARKS & RECREATION	STEVE MECHLER & ASSOCS	NONMINORITY MALE
PARKS & RECREATION	STOCKTON FINANCE INC	NONMINORITY MALE
PARKS & RECREATION	STONE & SOIL DEPOT INC	
CULTURAL AFFAIRS	STONEMETAL PRESS	
PUBLIC WORKS	STUART C IRBY CO	
PUBLIC WORKS	SUBWAY	NONMINORITY MALE
PARKS & RECREATION	SUHOR INDUSTRIES INC	
PUBLIC WORKS	SUMMERS ELECTRIC	NONMINORITY MALE
SOLID WASTE MNGMT	SUNBELT MILL SUPPLY	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
DOWNTOWN OPERATIONS	SUNBELT MILL SUPPLY	NONMINORITY MALE
	SUNBELT MILL SUPPLY	NONMINORITY MALE
FLEET MAINT OPS	SUNBELT MILL SUPPLY	NONMINORITY MALE
ASSET MANAGEMENT	SUNBELT MILL SUPPLY	NONMINORITY MALE
AVIATION	SUNBELT MILL SUPPLY	NONMINORITY MALE
ALAMODOME	SUNBELT MILL SUPPLY	NONMINORITY MALE
FIRE	SUNBELT MILL SUPPLY	NONMINORITY MALE
CONV FACILTIES	SUNBELT MILL SUPPLY	NONMINORITY MALE
PUBLIC WORKS	SUNBELT MILL SUPPLY	NONMINORITY MALE
SA METRO HEALTH DIST	SUNBELT MILL SUPPLY	NONMINORITY MALE
PARKS & RECREATION	SUNBELT MILL SUPPLY	NONMINORITY MALE
ALAMODOME	SUNBELT RENTALS INC	
PARKS & RECREATION	SUNBELT RENTALS INC	
AVIATION	SUNBELT RENTALS INC	
	SUNBELT RENTALS INC	
PUBLIC WORKS	SUNSET STATION GROUP LLC	
COMMUNITY INITIATIVE	SUNSET STATION GROUP LLC	
ASSET MANAGEMENT	SUNSET STATION GROUP LLC	
FIRE	SUNSHINE DISTRIBUTORS	HISPANIC AMERICAN
COMMUNITY INITIATIVE	SUNSHINE DISTRIBUTORS	HISPANIC AMERICAN
SA METRO HEALTH DIST	SUNSHINE DISTRIBUTORS	HISPANIC AMERICAN
COMMUNITY INITIATIVE	SUNSHINE MEDICAL UNIFORMS	NONMINORITY MALE
PUBLIC WORKS	SUPER BOUNCE	HISPANIC AMERICAN
FIRE	SUSAN A TOLER	AFRICAN AMERICAN
POLICE	SWAT ENTERPRISE	HISPANIC AMERICAN
ASSET MANAGEMENT	SWIFF TRAIN CO	HISPANIC AMERICAN
PUBLIC WORKS	SYN CO CHEMICAL INC	NONMINORITY MALE
ANIMAL CARE SERVICES	SYN CO CHEMICAL INC	NONMINORITY MALE
COMMUNITY INITIATIVE	SYSCO FOOD SERVICE	
AVIATION	T & B TOOL & EQUIPMENT	NONMINORITY MALE
SA METRO HEALTH DIST	T & M PRINTING CO	HISPANIC AMERICAN
SOLID WASTE MNGMT	T & M PRINTING CO	HISPANIC AMERICAN
PARKS & RECREATION	T C L CONSTRUCTION ENT	HISPANIC AMERICAN
FLEET MAINT OPS	T C L CONSTRUCTION ENT	HISPANIC AMERICAN
	T E C	NONMINORITY MALE
FLEET MAINT OPS	T E C	NONMINORITY MALE
SOLID WASTE MNGMT	T E C	NONMINORITY MALE
	T J W ENTERPRISES	NONMINORITY MALE
FLEET MAINT OPS	T J W ENTERPRISES	NONMINORITY MALE
AVIATION	T J W ENTERPRISES	NONMINORITY MALE
SA METRO HEALTH DIST	T N T OFFICE SUPPLY INC	NONMINORITY FEMALE
POLICE	T R C COMPUTER SERVICES INC	HISPANIC AMERICAN
FIRE	T R C COMPUTER SERVICES INC	HISPANIC AMERICAN
	T V I B LLC	HISPANIC AMERICAN
FLEET MAINT OPS	T V I B LLC	HISPANIC AMERICAN
PUBLIC UTILITIES	T V I B LLC	HISPANIC AMERICAN
PARKS & RECREATION	T V I B LLC	HISPANIC AMERICAN
AVIATION	T V I B LLC	HISPANIC AMERICAN
FIRE	T V I B LLC	HISPANIC AMERICAN
	TAG SALES LTD	NONMINORITY FEMALE
PARKS & RECREATION	TALLER STUDIO CARLOS CORTES	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	TALLER STUDIO CARLOS CORTES	HISPANIC AMERICAN
POLICE	TAP LIMON INC	NONMINORITY MALE
COMMUNITY INITIATIVE	TARGET PRINTING	NONMINORITY MALE
SA METRO HEALTH DIST	TARGET STORES	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
AVIATION	TAYLOR MADE HOSE INC	HISPANIC AMERICAN
FLEET MAINT OPS	TAYLOR MADE HOSE INC	HISPANIC AMERICAN
PARKS & RECREATION	TAYLOR MADE HOSE INC	HISPANIC AMERICAN
FIRE	TAYLOR MADE HOSE INC	HISPANIC AMERICAN
PURCH & CNTRCT SERV	TAYLOR MADE HOSE INC	HISPANIC AMERICAN
CONV FACILTIES	TECHNOS CORP	
DEVELOPMENT SERVICES	TECHNOVATIONS INTEGRATION GROUP LLC	NONMINORITY MALE
SA METRO HEALTH DIST	TECHNOVATIONS INTEGRATION GROUP LLC	NONMINORITY MALE
	TECHNOVATIONS INTEGRATION GROUP LLC	NONMINORITY MALE
	TEHCO INC	NONMINORITY FEMALE
PARKS & RECREATION	TEHCO INC	NONMINORITY FEMALE
AVIATION	TEHCO INC	NONMINORITY FEMALE
FLEET MAINT OPS	TEHCO INC	NONMINORITY FEMALE
ALAMODOME	TEHCO INC	NONMINORITY FEMALE
FIRE	TERESA M GAMBOA	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	TERMINIX INTERNATIONAL PEST CONTROL	NONMINORITY MALE
POLICE	TERMINIX INTERNATIONAL PEST CONTROL	NONMINORITY MALE
PARKS & RECREATION	TERMINIX INTERNATIONAL PEST CONTROL	NONMINORITY MALE
ASSET MANAGEMENT	TERMINIX INTERNATIONAL PEST CONTROL	NONMINORITY MALE
COMMUNITY INITIATIVE	TERMINIX INTERNATIONAL PEST CONTROL	NONMINORITY MALE
LIBRARY	TERMINIX INTERNATIONAL PEST CONTROL	NONMINORITY MALE
LIBRARY	TERRA GENESIS INC	
CONV FACILTIES	TEX ALL BOAT CO	HISPANIC AMERICAN
	TEXACE CORP	NONMINORITY MALE
PARKS & RECREATION	TEXACE CORP	NONMINORITY MALE
FLEET MAINT OPS	TEXANA MACHINERY ONE LTD	NONMINORITY MALE
PARKS & RECREATION	TEXANA MACHINERY ONE LTD	NONMINORITY MALE
	TEXANA MACHINERY ONE LTD	NONMINORITY MALE
AVIATION	TEXANA MACHINERY ONE LTD	NONMINORITY MALE
CONV FACILTIES	TEXAS AIR PRODUCTS LTD	
ALAMODOME	TEXAS AIR PRODUCTS LTD	
PARKS & RECREATION	TEXAS AUTO CARRIERS INC	NONMINORITY MALE
PUBLIC WORKS	TEXAS CORRUGATORS SOUTH TEXAS	HISPANIC AMERICAN
PARKS & RECREATION	TEXAS CORRUGATORS SOUTH TEXAS	HISPANIC AMERICAN
PUBLIC WORKS	TEXAS CRANE SERVICES	
PUBLIC WORKS	TEXAS ELECTRONIC SYSTEMS SPECIALIST	NONMINORITY MALE
COMMUNITY INITIATIVE	TEXAS ELECTRONIC SYSTEMS SPECIALIST	NONMINORITY MALE
ALAMODOME	TEXAS ELECTRONIC SYSTEMS SPECIALIST	NONMINORITY MALE
POLICE	TEXAS ELECTRONIC SYSTEMS SPECIALIST	NONMINORITY MALE
	TEXAS ELECTRONIC SYSTEMS SPECIALIST	NONMINORITY MALE
ASSET MANAGEMENT	TEXAS ELECTRONIC SYSTEMS SPECIALIST	NONMINORITY MALE
SOLID WASTE MNGMT	TEXAS ELECTRONIC SYSTEMS SPECIALIST	NONMINORITY MALE
SA METRO HEALTH DIST	TEXAS ELECTRONIC SYSTEMS SPECIALIST	NONMINORITY MALE
MUNICIPAL COURT	TEXAS ELECTRONIC SYSTEMS SPECIALIST	NONMINORITY MALE
FIRE	TEXAS ELECTRONIC SYSTEMS SPECIALIST	NONMINORITY MALE
CONV FACILTIES	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
LIBRARY	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
SA METRO HEALTH DIST	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
FIRE	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
FLEET MAINT OPS	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
ALAMODOME	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
AVIATION	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
POLICE	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
ASSET MANAGEMENT	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
CUST SERV/311 SYSTEM	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
ANIMAL CARE SERVICES	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
PUBLIC WORKS	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
SOLID WASTE MNGMT	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
PARKS & RECREATION	TEXAS HOSPITALITY GROUP	
FIRE	TEXAS INDUSTRIAL RUBBER & GASKET CO	NONMINORITY FEMALE
POLICE	TEXAS INDUSTRIAL RUBBER & GASKET CO	NONMINORITY FEMALE
PARKS & RECREATION	TEXAS LOCK & DOOR CLOSER	NONMINORITY MALE
FIRE	TEXAS MOBILE HOME SUPPLY	
PARKS & RECREATION	TEXAS PORT A COOL	NATIVE AMERICAN
POLICE	TEXAS PORT A COOL	NATIVE AMERICAN
ALAMODOME	TEXAS SCENIC CO INC	NONMINORITY MALE
COMMUNITY INITIATIVE	TEXAS SCENIC CO INC	NONMINORITY MALE
CONV FACILTIES	TEXAS SCENIC CO INC	NONMINORITY MALE
PARKS & RECREATION	TEXAS SCENIC CO INC	NONMINORITY MALE
ALAMODOME	TEXAS SHADE ENERGY CORP	
PURCH & CNTRCT SERV	TEXAS SHADE ENERGY CORP	
POLICE	TEXAS SHADE ENERGY CORP	
ASSET MANAGEMENT	TEXAS SHADE ENERGY CORP	
FIRE	TEXAS SHEET METAL & S S FABRICATORS	NONMINORITY MALE
PARKS & RECREATION	TEXAS SPECIALTY STEEL	HISPANIC AMERICAN
POLICE	TEXAS SPECIALTY STEEL	HISPANIC AMERICAN
LIBRARY	TEXAS SPECIALTY STEEL	HISPANIC AMERICAN
PUBLIC WORKS	TEXAS SPECIALTY STEEL	HISPANIC AMERICAN
AVIATION	TEXAS TOWING CORP	NONMINORITY MALE
ALAMODOME	TEXAS TOWING CORP	NONMINORITY MALE
FIRE	TEXAS TOWING CORP	NONMINORITY MALE
FLEET MAINT OPS	TEXAS TOWING CORP	NONMINORITY MALE
PARKS & RECREATION	TEXAS TOWING CORP	NONMINORITY MALE
POLICE	TEXAS TOWING CORP	NONMINORITY MALE
DOWNTOWN OPERATIONS	TEXAS TOWING CORP	NONMINORITY MALE
PARKS & RECREATION	TEXAS TUB & SPA CO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	TEXAS VACUUM CLEANER CO	NONMINORITY MALE
FIRE	TEXAS VACUUM CLEANER CO	NONMINORITY MALE
CITY ATTORNEY	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
POLICE	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
CITY MANAGER	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
CUST SERV/311 SYSTEM	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
ECONOMIC & EMP DEV	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
CONV FACILTIES	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
PARKS & RECREATION	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
COMMUNITY INITIATIVE	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
PUBLIC UTILITIES	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
LIBRARY	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
PUBLIC WORKS	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
SA METRO HEALTH DIST	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
ASSET MANAGEMENT	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
MAYOR & COUNCIL	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
FIRE	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
MUNICIPAL COURT	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
COMM & PUB AFFAIRS	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
AVIATION	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
CITY CLERK	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN

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UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
FLEET MAINT OPS	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
NEIGHBORHOOD ACTION	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
DOWNTOWN OPERATIONS	TEXAS WIRED MUSIC INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	TEXDOOR INC	NONMINORITY FEMALE
CITY CLERK	TEXDOOR INC	NONMINORITY FEMALE
PARKS & RECREATION	TEXDOOR INC	NONMINORITY FEMALE
POLICE	TEXDOOR INC	NONMINORITY FEMALE
AVIATION	TEXDOOR INC	NONMINORITY FEMALE
POLICE	TEZEL & COTTER AIR COND LP	NONMINORITY MALE
AVIATION	TEZEL & COTTER AIR COND LP	NONMINORITY MALE
DOWNTOWN OPERATIONS	THAD ZIEGLER GLASS	NONMINORITY MALE
PARKS & RECREATION	THAD ZIEGLER GLASS	NONMINORITY MALE
PARKS & RECREATION	THOMPSON LANDSCAPE	NONMINORITY MALE
POLICE	THOMPSONBUSINESSFORMSINC	HISPANIC AMERICAN
SA METRO HEALTH DIST	THOMPSONBUSINESSFORMSINC	HISPANIC AMERICAN
FINANCE	THOMPSONBUSINESSFORMSINC	HISPANIC AMERICAN
FLEET MAINT OPS	TIMOTHY A ROWAN	HISPANIC AMERICAN
FLEET MAINT OPS	TIRE CENTERS LLC	NONMINORITY MALE
POLICE	TODAYS OFFICE CENTRE	
PARKS & RECREATION	TODD MILLERS GREEN LAWN INC	
	TOM BENSON CHEVROLET	NONMINORITY MALE
FLEET MAINT OPS	TOM BENSON CHEVROLET	NONMINORITY MALE
POLICE	TOM SIEVERS	
FLEET MAINT OPS	TOM SIEVERS	
ALAMODOME	TOMMY GALAN	
DOWNTOWN OPERATIONS	TOOL MART INC	HISPANIC AMERICAN
PARKS & RECREATION	TOOL TECH INDUSTRIAL MACHINE &S UPP	NONMINORITY MALE
LIBRARY	TORMAX DOOR SYSTEMS	
SOLID WASTE MNGMT	TOTAL SOURCE DATA PRO	NONMINORITY MALE
LIBRARY	TOUDOUZE INC	
POLICE	TOUDOUZE INC	
AVIATION	TOUDOUZE INC	
PARKS & RECREATION	TOUDOUZE INC	
CODE COMPLIANCE	TOUDOUZE INC	
	TRACTOR CITY	NONMINORITY MALE
PARKS & RECREATION	TRACTOR CITY	NONMINORITY MALE
DOWNTOWN OPERATIONS	TRACY CLEANING SERVICE	NONMINORITY FEMALE
PARKS & RECREATION	TRACY CLEANING SERVICE	NONMINORITY FEMALE
SOLID WASTE MNGMT	TRADE GROUP SAN ANTONIO LLC	NONMINORITY MALE
AVIATION	TRADE GROUP SAN ANTONIO LLC	NONMINORITY MALE
FIRE	TRAVIS BOATS & MOTORS LLC	HISPANIC AMERICAN
LIBRARY	TRECO SERVICES INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	TRIALS INC	
DOWNTOWN OPERATIONS	TRIALS INC	
PARKS & RECREATION	TRIALS INC	
POLICE	TROPHY CRAFT	NONMINORITY MALE
PARKS & RECREATION	TROPHY CRAFT	NONMINORITY MALE
POLICE	TRU GREEN LP	NONMINORITY MALE
AVIATION	TRUCK PARTS SPECIALISTS	NONMINORITY MALE
	TRUCK PARTS SPECIALISTS	NONMINORITY MALE
FIRE	TRUCK PARTS SPECIALISTS	NONMINORITY MALE
PURCH & CNTRCT SERV	TRUCK PARTS SPECIALISTS	NONMINORITY MALE
FLEET MAINT OPS	TRUCK PARTS SPECIALISTS	NONMINORITY MALE
CVB	TRUE FLAVORS CULINARY PLANNERS	HISPANIC AMERICAN
COMMUNITY INITIATIVE	TRUE FLAVORS CULINARY PLANNERS	HISPANIC AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	TRUE FLAVORS CULINARY PLANNERS	HISPANIC AMERICAN
PARKS & RECREATION	TRUE VALUE HARDWARE	NONMINORITY MALE
PARKS & RECREATION	TRUEGREEN CHEMLAWN	NONMINORITY MALE
COMMUNITY INITIATIVE	TRUMAC PRODUCTS	
FLEET MAINT OPS	TRUMP EQUIPMENT CO INC	NONMINORITY MALE
PURCH & CNTRCT SERV	TRUMP EQUIPMENT CO INC	NONMINORITY MALE
FLEET MAINT OPS	TUBE & SOLID TIRE LTD	
SA METRO HEALTH DIST	TUFFSHED	NONMINORITY MALE
COMMUNITY INITIATIVE	TUFFSHED	NONMINORITY MALE
POLICE	TURNER & CO	
POLICE	TWIN TILE CO	HISPANIC AMERICAN
PARKS & RECREATION	U S CYCLE LP	NONMINORITY MALE
	U S WHOLESALE PRODUCTS	NONMINORITY MALE
PARKS & RECREATION	U S WHOLESALE PRODUCTS	NONMINORITY MALE
POLICE	U S WHOLESALE PRODUCTS	NONMINORITY MALE
NEIGHBORHOOD ACTION	U S WHOLESALE PRODUCTS	NONMINORITY MALE
ASSET MANAGEMENT	U S WHOLESALE PRODUCTS	NONMINORITY MALE
AVIATION	U S WHOLESALE PRODUCTS	NONMINORITY MALE
ALAMODOME	U S WHOLESALE PRODUCTS	NONMINORITY MALE
LIBRARY	U S WHOLESALE PRODUCTS	NONMINORITY MALE
FIRE	U S WHOLESALE PRODUCTS	NONMINORITY MALE
CODE COMPLIANCE	U S WHOLESALE PRODUCTS	NONMINORITY MALE
CONV FACILTIES	U S WHOLESALE PRODUCTS	NONMINORITY MALE
COMMUNITY INITIATIVE	UNIFIRST CORP	
PARKS & RECREATION	UNION TILE & CARPET CO	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	UNITED DOOR SERVICES	HISPANIC AMERICAN
PARKS & RECREATION	UNITED DOOR SERVICES	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	UNITED RENTALS	NONMINORITY MALE
PARKS & RECREATION	UNITED RENTALS	NONMINORITY MALE
	UNITED RENTALS	NONMINORITY MALE
ASSET MANAGEMENT	UNITED RENTALS	NONMINORITY MALE
SOLID WASTE MNGMT	UNITED RENTALS	NONMINORITY MALE
ALAMODOME	UNITED RENTALS	NONMINORITY MALE
FIRE	UNITED RENTALS	NONMINORITY MALE
AVIATION	UNITED RENTALS	NONMINORITY MALE
AVIATION	UNIVERSAL AUTOMATIC DOORS	NONMINORITY FEMALE
COMMUNITY INITIATIVE	UNIVERSAL AUTOMATIC DOORS	NONMINORITY FEMALE
	UNIVERSAL AUTOMATIC DOORS	NONMINORITY FEMALE
LIBRARY	UNIVERSAL AUTOMATIC DOORS	NONMINORITY FEMALE
POLICE	UNIVERSAL AUTOMATIC DOORS	NONMINORITY FEMALE
PARKS & RECREATION	UNIVERSAL AUTOMATIC DOORS	NONMINORITY FEMALE
CONV FACILTIES	UNIVERSAL FORM TOPS INC	HISPANIC AMERICAN
ITSD	UNIVERSAL PEN & PRINT	
POLICE	UNIVERSALBOOKBINDERYINC	NONMINORITY MALE
POLICE	UPS STORE #4673	
CULTURAL AFFAIRS	URBAN 15 GROUP	
PURCH & CNTRCT SERV	UTILITY TRUCK & EQUIPMENT CO	HISPANIC AMERICAN
PARKS & RECREATION	UTILITY TRUCK & EQUIPMENT CO	HISPANIC AMERICAN
FLEET MAINT OPS	UTILITY TRUCK & EQUIPMENT CO	HISPANIC AMERICAN
	UTILITY TRUCK & EQUIPMENT CO	HISPANIC AMERICAN
FLEET MAINT OPS	UTILITY TRUCK & EQUIPMENT CO	HISPANIC AMERICAN
	V F C MEDICAL SUPPLY CO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	V F C MEDICAL SUPPLY CO	HISPANIC AMERICAN
PARKS & RECREATION	V F C MEDICAL SUPPLY CO	HISPANIC AMERICAN
SA METRO HEALTH DIST	V F C MEDICAL SUPPLY CO	HISPANIC AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
FIRE	V F C MEDICAL SUPPLY CO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	V I A TECHNOLOGY	HISPANIC AMERICAN
FIRE	VAMVORAS LTD	NONMINORITY MALE
PARKS & RECREATION	VAUGHANS CENTRAL INC	NONMINORITY MALE
SOLID WASTE MNGMT	VAUGHANS CENTRAL INC	NONMINORITY MALE
PARKS & RECREATION	VERMEER EQUIPMENT OF TEXASINC	NONMINORITY MALE
SOLID WASTE MNGMT	VERMEER EQUIPMENT OF TEXASINC	NONMINORITY MALE
DEVELOPMENT SERVICES	VERMEER EQUIPMENT OF TEXASINC	NONMINORITY MALE
FLEET MAINT OPS	VERMEER EQUIPMENT OF TEXASINC	NONMINORITY MALE
	VERMEER EQUIPMENT OF TEXASINC	NONMINORITY MALE
PARKS & RECREATION	VERONICA LONGORIA	HISPANIC AMERICAN
ASSET MANAGEMENT	VICTOR SALAS	HISPANIC AMERICAN
POLICE	VICTORY PACKAGING	NONMINORITY MALE
DOWNTOWN OPERATIONS	VIRGINIA M OTHUIS	
PARKS & RECREATION	VIRGINIA M OTHUIS	
DOWNTOWN OPERATIONS	VIRIDIANA COLEMAN	
POLICE	VISUAL TECH	HISPANIC AMERICAN
FLEET MAINT OPS	W A MAYES INC	NONMINORITY MALE
SOLID WASTE MNGMT	W P MURPHY INC	NONMINORITY MALE
AVIATION	W P MURPHY INC	NONMINORITY MALE
FLEET MAINT OPS	WABASH NATIONAL TRAILER CENTERS	NONMINORITY MALE
PURCH & CNTRCT SERV	WABASH NATIONAL TRAILER CENTERS	NONMINORITY MALE
	WABASH NATIONAL TRAILER CENTERS	NONMINORITY MALE
AVIATION	WAGNER AUTOMATION INC	
POLICE	WAL MART	NONMINORITY MALE
FIRE	WAL MART	NONMINORITY MALE
COMMUNITY INITIATIVE	WAL MART	NONMINORITY MALE
SA METRO HEALTH DIST	WAL MART	NONMINORITY MALE
CITY CLERK	WALKER ADVERTISING INC	
FIRE	WALKER ADVERTISING INC	
PARKS & RECREATION	WALKER ADVERTISING INC	
NEIGHBORHOOD ACTION	WALKER ADVERTISING INC	
POLICE	WALKER ADVERTISING INC	
SA METRO HEALTH DIST	WALKER ADVERTISING INC	
AVIATION	WALKER ADVERTISING INC	
FIRE	WALLER HOLDINGS LLC	NONMINORITY MALE
LIBRARY	WALLER HOLDINGS LLC	NONMINORITY MALE
AVIATION	WALLER HOLDINGS LLC	NONMINORITY MALE
DOWNTOWN OPERATIONS	WALLER HOLDINGS LLC	NONMINORITY MALE
ASSET MANAGEMENT	WALTER E SMOTEK	
DOWNTOWN OPERATIONS	WALZ MECHANICAL INC	NONMINORITY FEMALE
PARKS & RECREATION	WALZ MECHANICAL INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	WARD SYSTEMS	NONMINORITY MALE
PARKS & RECREATION	WARD SYSTEMS	NONMINORITY MALE
PUBLIC WORKS	WASHING EQUIPMENT OF TEXAS	NONMINORITY MALE
PARKS & RECREATION	WASHING EQUIPMENT OF TEXAS	NONMINORITY MALE
POLICE	WASHING EQUIPMENT OF TEXAS	NONMINORITY MALE
AVIATION	WASHING EQUIPMENT OF TEXAS	NONMINORITY MALE
PARKS & RECREATION	WATER GARDEN GEMS INC	HISPANIC AMERICAN
PARKS & RECREATION	WATER WORKS PLBG & IRRIGATION INC	
CULTURAL AFFAIRS	WATERMARK GROUP INC	
LIBRARY	WATERMARK GROUP INC	
PARKS & RECREATION	WATTS EQUIPMENT INC	AFRICAN AMERICAN
FLEET MAINT OPS	WATTS EQUIPMENT INC	AFRICAN AMERICAN
POLICE	WATTS EQUIPMENT INC	AFRICAN AMERICAN

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UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
AVIATION	WATTS EQUIPMENT INC	AFRICAN AMERICAN
DOWNTOWN OPERATIONS	WAYDAN ENTERPRISES INC	NONMINORITY MALE
PARKS & RECREATION	WAYNE DENT	HISPANIC AMERICAN
SA METRO HEALTH DIST	WEB HEAD GROUP	HISPANIC AMERICAN
ASSET MANAGEMENT	WESSELY THOMPSON HARDWARE INC	ASIAN AMERICAN
PARKS & RECREATION	WEST TEXA BY PRODUCTS LP	
DOWNTOWN OPERATIONS	WEST TEXA BY PRODUCTS LP	
PARKS & RECREATION	WESTBROOK METALS INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	WESTBROOK METALS INC	NONMINORITY FEMALE
ALAMODOME	WESTBROOK METALS INC	NONMINORITY FEMALE
	WESTERN DATA SYSTEMS	NONMINORITY MALE
ASSET MANAGEMENT	WESTERN STATES FIRE	NONMINORITY MALE
CONV FACILTIES	WESTERN STATES FIRE	NONMINORITY MALE
ALAMODOME	WESTERN STATES FIRE	NONMINORITY MALE
	WEYERHAEUSER	NONMINORITY FEMALE
FLEET MAINT OPS	WEYERHAEUSER	NONMINORITY FEMALE
PARKS & RECREATION	WHITE DOVE DISTRIBUTING	NONMINORITY FEMALE
AVIATION	WICK FLOOR MACHINE CO INC	NONMINORITY MALE
ALAMODOME	WICK FLOOR MACHINE CO INC	NONMINORITY MALE
LIBRARY	WICK FLOOR MACHINE CO INC	NONMINORITY MALE
CONV FACILTIES	WICK FLOOR MACHINE CO INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	WICK FLOOR MACHINE CO INC	NONMINORITY MALE
PARKS & RECREATION	WICK FLOOR MACHINE CO INC	NONMINORITY MALE
POLICE	WILL PEARSON	NONMINORITY MALE
PARKS & RECREATION	WILLIAM G PORTER	NONMINORITY MALE
CULTURAL AFFAIRS	WILLIAM LEWIS III	
FLEET MAINT OPS	WILLIAM OWEN WEST	
FLEET MAINT OPS	WINGFOOT	NONMINORITY MALE
LIBRARY	WINGS	
FIRE	WITTIGS OFFICE INTERIORS	
SA METRO HEALTH DIST	WOODTRONICS INC	
ALAMODOME	WORLD AUDIO & LIGHTS	
COMMUNITY INITIATIVE	WORLD AUDIO & LIGHTS	
ASSET MANAGEMENT	WRICO CORP	HISPANIC AMERICAN
AVIATION	WRIGHT OIL CO	NONMINORITY FEMALE
PARKS & RECREATION	XMAS TREE RANCH LTD	NONMINORITY MALE
ALAMODOME	XPECT FIRST AID CORP	NONMINORITY MALE
POLICE	XPEDITE GROUP	
POLICE	YBARRA GROUP INC	HISPANIC AMERICAN
	YBARRA GROUP INC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	YBARRA GROUP INC	HISPANIC AMERICAN
ASSET MANAGEMENT	YBARRA GROUP INC	HISPANIC AMERICAN
AVIATION	YBARRA GROUP INC	HISPANIC AMERICAN
PARKS & RECREATION	YBARRA GROUP INC	HISPANIC AMERICAN
POLICE	YORE SERVIES	HISPANIC AMERICAN
CVB	YOU NAME IT SPECIALTIES	NONMINORITY FEMALE
LIBRARY	YVONNE M ARMSTRONG	AFRICAN AMERICAN

CITY OF SAN ANTONIO
UTILIZATION DETAILS - OTHER SERVICES
LIST OF UNIQUE FIRMS BY PURCHASING ORGANIZATION

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
DEVELOPMENT SERVICES	24 7 COURIER	HISPANIC AMERICAN
	24 7 COURIER	HISPANIC AMERICAN
	24 HOUR POWER LLC	OTHER
CONV FACILTIES	A 1 FIRE & SAFETY CO	NONMINORITY MALE
FIRE	A 1 FIRE & SAFETY CO	NONMINORITY MALE
	A 1 FIRE & SAFETY CO	NONMINORITY MALE
DOWNTOWN OPERATIONS	A 1 FIRE & SAFETY CO	NONMINORITY MALE
AVIATION	A 1 FIRE & SAFETY CO	NONMINORITY MALE
PARKS & RECREATION	A 1 FIRE & SAFETY CO	NONMINORITY MALE
COMMUNITY INITIATIVE	A 1 FIRE & SAFETY CO	NONMINORITY MALE
SA METRO HEALTH DIST	A 1 FIRE & SAFETY CO	NONMINORITY MALE
MUNICIPAL COURT	A 1 FIRE & SAFETY CO	NONMINORITY MALE
LIBRARY	A 1 FIRE & SAFETY CO	NONMINORITY MALE
PUBLIC WORKS	A 1 FIRE & SAFETY CO	NONMINORITY MALE
SOLID WASTE MNGMT	A 1 FIRE & SAFETY CO	NONMINORITY MALE
POLICE	A 1 FIRE & SAFETY CO	NONMINORITY MALE
FLEET MAINT OPS	A 1 FIRE & SAFETY CO	NONMINORITY MALE
ALAMODOME	A 1 FIRE & SAFETY CO	NONMINORITY MALE
ASSET MANAGEMENT	A 1 FIRE & SAFETY CO	NONMINORITY MALE
SA METRO HEALTH DIST	A 1 SCALE SERVICE INC	NONMINORITY MALE
AVIATION	A B C AUTO INTERIOR DECORATORS	NONMINORITY MALE
	A B C AUTO INTERIOR DECORATORS	NONMINORITY MALE
AVIATION	A H R AVIONICS INC	NONMINORITY FEMALE
ALAMODOME	A J MONIER CO INC	
AVIATION	A J MONIER CO INC	
CODE COMPLIANCE	A RIGHT LANDSCAPING	NONMINORITY MALE
NEIGHBORHOOD ACTION	A RIGHT LANDSCAPING	NONMINORITY MALE
COMMUNITY INITIATIVE	A VIP LIMOUSINE SERVICE INC	
SA METRO HEALTH DIST	AARDVARK DRAINAGE CO	
	AARDVARK DRAINAGE CO	
	AARDVARK KIETH MOVING CO	NONMINORITY FEMALE
COMMUNITY INITIATIVE	AARON PRADO	
	ABLE TIRE CO	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	ACCENT PUBLISHING & IMAGING	HISPANIC AMERICAN
PARKS & RECREATION	ACCENT PUBLISHING & IMAGING	HISPANIC AMERICAN
AVIATION	ACCENT PUBLISHING & IMAGING	HISPANIC AMERICAN
LIBRARY	ACCENT PUBLISHING & IMAGING	HISPANIC AMERICAN
PUBLIC WORKS	ACCUTRONICS INC	HISPANIC AMERICAN
	ACCUTRONICS INC	HISPANIC AMERICAN
CODE COMPLIANCE	ACE RIVER CITY SPORTS	HISPANIC AMERICAN
	ACE SPRING SERVICE INC	NONMINORITY MALE
COMMUNITY INITIATIVE	ACME ACE LUMBER & SUPPLY CO	NONMINORITY MALE
LIBRARY	ACME SAFE & LOCK CO	NONMINORITY MALE
FIRE	ACME SAFE & LOCK CO	NONMINORITY MALE
FLEET MAINT OPS	ACME SAFE & LOCK CO	NONMINORITY MALE
PARKS & RECREATION	ACME SAFE & LOCK CO	NONMINORITY MALE
ALAMODOME	ACME SAFE & LOCK CO	NONMINORITY MALE
AVIATION	ACME SAFE & LOCK CO	NONMINORITY MALE
CUST SERV/311 SYSTEM	ACME SAFE & LOCK CO	NONMINORITY MALE
ITSD	ACME SAFE & LOCK CO	NONMINORITY MALE
CVB	ACME SAFE & LOCK CO	NONMINORITY MALE
PUBLIC WORKS	ACME SAFE & LOCK CO	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
POLICE	ACME SAFE & LOCK CO	NONMINORITY MALE
MUNICIPAL COURT	ACME SAFE & LOCK CO	NONMINORITY MALE
	ACME SAFE & LOCK CO	NONMINORITY MALE
ASSET MANAGEMENT	ACME SAFE & LOCK CO	NONMINORITY MALE
COMMUNITY INITIATIVE	ACME SAFE & LOCK CO	NONMINORITY MALE
ANIMAL CARE SERVICES	ACME SAFE & LOCK CO	NONMINORITY MALE
SOLID WASTE MNGMT	ACME SAFE & LOCK CO	NONMINORITY MALE
DOWNTOWN OPERATIONS	ACME SAFE & LOCK CO	NONMINORITY MALE
SA METRO HEALTH DIST	ACME SAFE & LOCK CO	NONMINORITY MALE
CONV FACILTIES	ACME SAFE & LOCK CO	NONMINORITY MALE
AVIATION	ADECCO	NONMINORITY FEMALE
CODE COMPLIANCE	ADOLPH ARGUIJO	
COMMUNITY INITIATIVE	ADVANCED ADVERTISING GRAPHICS INC	NONMINORITY MALE
ALAMODOME	AIRNET SECURITY AND NETWORK	
	AIRWAVE RADIO INC	NONMINORITY MALE
	ALAMO AG CON EQUIPMENT INC	OTHER
PUBLIC WORKS	ALAMO CITY PARTY RENTS INC	NONMINORITY MALE
PUBLIC WORKS	ALAMO CITY TRAFFIC SERVICES INC	
	ALAMO DOOR SYSTEMS	NONMINORITY MALE
SA METRO HEALTH DIST	ALAMO IRON WORKS	NONMINORITY MALE
ANIMAL CARE SERVICES	ALAMO IRON WORKS	NONMINORITY MALE
LIBRARY	ALAMO IRON WORKS	NONMINORITY MALE
CONV FACILTIES	ALAMO IRON WORKS	NONMINORITY MALE
ALAMODOME	ALAMO IRON WORKS	NONMINORITY MALE
CAP IMPRV MGMT SERV	ALAMO IRON WORKS	NONMINORITY MALE
PARKS & RECREATION	ALAMO IRON WORKS	NONMINORITY MALE
FIRE	ALAMO IRON WORKS	NONMINORITY MALE
DOWNTOWN OPERATIONS	ALAMO IRON WORKS	NONMINORITY MALE
	ALAMO IRON WORKS	NONMINORITY MALE
PUBLIC WORKS	ALAMO IRON WORKS	NONMINORITY MALE
NEIGHBORHOOD ACTION	ALAMO IRON WORKS	NONMINORITY MALE
DEVELOPMENT SERVICES	ALAMO IRON WORKS	NONMINORITY MALE
ASSET MANAGEMENT	ALAMO IRON WORKS	NONMINORITY MALE
FLEET MAINT OPS	ALAMO IRON WORKS	NONMINORITY MALE
SOLID WASTE MNGMT	ALAMO IRON WORKS	NONMINORITY MALE
POLICE	ALAMO IRON WORKS	NONMINORITY MALE
PURCH & CNTRCT SERV	ALAMO IRON WORKS	NONMINORITY MALE
AVIATION	ALAMO IRON WORKS	NONMINORITY MALE
PARKS & RECREATION	ALAMO IRON WORKS	NONMINORITY MALE
AVIATION	ALAMO PUBLIC TELE COMMUNICATIONS	
CVB	ALAMO PUBLIC TELE COMMUNICATIONS	
PARKS & RECREATION	ALBERT F CARBAJAL	HISPANIC AMERICAN
CULTURAL AFFAIRS	ALBERTO TORRES	
SOLID WASTE MNGMT	ALPHA PORTABLE STORAGE LLC	NONMINORITY MALE
SA METRO HEALTH DIST	AMERI FORM INC	NONMINORITY MALE
CULTURAL AFFAIRS	AMERICAN INDIAN TEXAS AT THE	
PARKS & RECREATION	AMERICAN ROOFING &	NONMINORITY MALE
PUBLIC WORKS	AMERICAN SIGNAL EQUIP CO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	AMY BETH SAUERS VENTISINQUE	
	ANDERSON MACHINERY CO	NONMINORITY MALE
PARKS & RECREATION	ANDREW P CASIANO	
PARKS & RECREATION	ANGELA ALATORRE	
PARKS & RECREATION	ANGELA MARTINEZ	
POLICE	ANGELITA RANGEL JIMENEZ	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	ANNE MARIES RESTAURANT	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
CODE COMPLIANCE	ANTONIO SANCHEZ	
NEIGHBORHOOD ACTION	ARAMARK LEISURE SERVICE	NONMINORITY MALE
CODE COMPLIANCE	ARMANDO SALAZAR	NONMINORITY MALE
NEIGHBORHOOD ACTION	ARMANDO SALAZAR	NONMINORITY MALE
COMMUNITY INITIATIVE	ARROW FIRE PROTECTION INC	
CULTURAL AFFAIRS	ARTHUR RAY FLORES	
CULTURAL AFFAIRS	ARTPACE	
NEIGHBORHOOD ACTION	ARTURO ROMO	
CODE COMPLIANCE	ARTURO ROMO	
	ATLAS MECHANICAL	HISPANIC AMERICAN
AVIATION	ATS CONSTRUCTION INC	HISPANIC AMERICAN
LIBRARY	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
PUBLIC WORKS	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
ASSET MANAGEMENT	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
PARKS & RECREATION	AUTOMATIC ELEVATOR INC	HISPANIC AMERICAN
PUBLIC WORKS	AZTECH RENTAL CTR INC	NONMINORITY MALE
PUBLIC WORKS	B F I WASTE SERVICES OF TEXAS LP	NONMINORITY MALE
SOLID WASTE MNGMT	B F I WASTE SYSTEMS OF NORTH AMERICA	NONMINORITY MALE
CULTURAL AFFAIRS	B R USHERING OF TEXAS LLC	NONMINORITY FEMALE
SA METRO HEALTH DIST	B V A SCIENTIFIC	NONMINORITY FEMALE
CULTURAL AFFAIRS	B Z DESIGNS INC	HISPANIC AMERICAN
ANIMAL CARE SERVICES	BADGEMAN PROMOTIONAL PROD	NONMINORITY FEMALE
SA METRO HEALTH DIST	BADGEMAN PROMOTIONAL PROD	NONMINORITY FEMALE
AVIATION	BALLOON EXPRESSIONS	
FIRE	BARLOW CONSTRUCTION LLC	NONMINORITY MALE
PUBLIC WORKS	BARTEK CONSTRUCTION CO	NONMINORITY MALE
NEIGHBORHOOD ACTION	BAYTECH SUPPLY INC	NONMINORITY FEMALE
ECONOMIC & EMP DEV	BEARINGPOINT	NONMINORITY MALE
PUBLIC WORKS	BECKWITH ELECTRONIC ENGINEERING CO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	BECKWITH ELECTRONIC ENGINEERING CO	HISPANIC AMERICAN
CULTURAL AFFAIRS	BENAVIDEZ GROUP	HISPANIC AMERICAN
PUBLIC WORKS	BEST OF TEXAS EVENTS INC	NONMINORITY FEMALE
POLICE	BETTIE JAMES COOPER	
COMMUNITY INITIATIVE	BEXAR FIRE & SAFETY EQUIP	HISPANIC AMERICAN
ITSD	BEXAR METRO 9 1 1 NETWORK DISTRICT	
AVIATION	BIG JUICY INC	
POLICE	BIGA INTERNATIONAL LP	
CULTURAL AFFAIRS	BIHL HAUS ARTS INC	
PUBLIC WORKS	BILL FITZGIBBONS	
POLICE	BLACK TIE AFFAIRS	
AVIATION	BLACKMON MOORING STEAMATIC INC	
POLICE	BLUE RIBBON INC	NONMINORITY MALE
COMMUNITY INITIATIVE	BOBBY MCMORRIS	AFRICAN AMERICAN
SA METRO HEALTH DIST	BODY LINGO INC	HISPANIC AMERICAN
POLICE	BORDER MEDIA PARTNERS RADIO LLP	NONMINORITY MALE
COMMUNITY INITIATIVE	BORDER MEDIA PARTNERS RADIO LLP	NONMINORITY MALE
CULTURAL AFFAIRS	BRANDON ELLIS MCKELVEY	
PUBLIC WORKS	BRIAN L MCKIBBIN	
CULTURAL AFFAIRS	BROCKS CERAMICS	OTHER
CULTURAL AFFAIRS	BUILDING A BETTER WORLD	NONMINORITY MALE
PARKS & RECREATION	C A LANDRY PARTNERS	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
DOWNTOWN OPERATIONS	C E GROUP INC	NONMINORITY FEMALE
CULTURAL AFFAIRS	C E GROUP INC	NONMINORITY FEMALE
PARKS & RECREATION	CANTU CONTRACTING INC	HISPANIC AMERICAN
LIBRARY	CANTU CONTRACTING INC	HISPANIC AMERICAN
PARKS & RECREATION	CARLOS ABELAR	HISPANIC AMERICAN
POLICE	CARLOS TRUJILLO	
ALAMODOME	CARRIER COMMERCIAL SERVICE	NONMINORITY MALE
COMMUNITY INITIATIVE	CASSANDRA MARIE FINNEGAN	
LIBRARY	CATALINA VALLE	
PUBLIC WORKS	CATHY CUNNINGHAM GLASS STUDIO LIMIT	
PARKS & RECREATION	CATHY CUNNINGHAM GLASS STUDIO LIMIT	
PUBLIC WORKS	CEDAR SOLUTIONS LLC	NONMINORITY FEMALE
	CENTRAL AIR CONDITIONING CO INC	
PUBLIC WORKS	CENTRAL TEXAS EXPRESS METALWORK LTD	ASIAN AMERICAN
DOWNTOWN OPERATIONS	CENTRO SA	NONMINORITY MALE
PARKS & RECREATION	CENTRO SA	NONMINORITY MALE
ALAMODOME	CENTURY MUSIC SYSTEMS	NONMINORITY FEMALE
SA METRO HEALTH DIST	CFI DELIVERY LTD	
ALAMODOME	CHAPARRAL WATER TREATMENT	NONMINORITY MALE
PARKS & RECREATION	CHARLEEN TREVINO	
NEIGHBORHOOD ACTION	CHARLES M WILFORD	NONMINORITY MALE
CODE COMPLIANCE	CHARLES M WILFORD	NONMINORITY MALE
AVIATION	CHISM CO	NONMINORITY MALE
PARKS & RECREATION	CHISM CO	NONMINORITY MALE
ANIMAL CARE SERVICES	CHOE ENTERPRISES INC	AFRICAN AMERICAN
	CHOE ENTERPRISES INC	AFRICAN AMERICAN
CONV FACILTIES	CHRISTOPHER B TOVAR	HISPANIC AMERICAN
CODE COMPLIANCE	CHRISTOPHER J RAMIREZ	HISPANIC AMERICAN
CODE COMPLIANCE	CHRISTOPHER POWELL	NONMINORITY MALE
NEIGHBORHOOD ACTION	CHRISTOPHER POWELL	NONMINORITY MALE
PARKS & RECREATION	CITY WIDE JANITORIAL MAINTENANCE	HISPANIC AMERICAN
COMMUNITY INITIATIVE	CLEAR CHANNEL BROADCASTING INC	
POLICE	CLEAR CHANNEL BROADCASTING INC	
	CLEAR VISIONS INC	NONMINORITY MALE
LIBRARY	CLEAR VISIONS INC	NONMINORITY MALE
CONV FACILTIES	CLEARISTE CONSTRUCTION	
SOLID WASTE MNGMT	CLICK US NOW	
ANIMAL CARE SERVICES	CLINTON R CULLUM	
	CLOSNER EQUIPMENT CO INC	NONMINORITY MALE
	COMMERCIAL KITCHEN REPAIR CO	NONMINORITY MALE
CONV FACILTIES	CON COR INC APM LLC	NONMINORITY MALE
SA METRO HEALTH DIST	CONCENTRA HEALTH SERVICES INC	NONMINORITY MALE
CULTURAL AFFAIRS	CONJUNTO HERITAGE TALLER	HISPANIC AMERICAN
ALAMODOME	CONVENTION DECORATING SERVICES INC	NONMINORITY MALE
	COOPER EQUIPMENT CO	NONMINORITY MALE
PUBLIC WORKS	COOPER EQUIPMENT CO	NONMINORITY MALE
CULTURAL AFFAIRS	COPPINI ACADAMEY OF FINE ARTS	
MAYOR & COUNCIL	CORPORATE PAYROLL ADMINISTRATORS	
MUNICIPAL COURT	CORRECTIONS PRODUCTS CO	
CVB	COSME ROMERO	
COMMUNITY INITIATIVE	COX RADIO LLC	
NEIGHBORHOOD ACTION	CRITES KEY SERVICE	
	CROSSROADS CONTRACTING	NONMINORITY MALE
	CURLEYS ALL PRO ROOTER	NONMINORITY MALE
NEIGHBORHOOD ACTION	CUSTOM STEEL RULE DIE INC	HISPANIC AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PUBLIC WORKS	D B S AMANO CINCINNATI TIME OF SAN AN	HISPANIC AMERICAN
AVIATION	D B SIGHT & SOUND LLC	
PUBLIC WORKS	D H L EXPRESS USA INC	NONMINORITY MALE
MUNICIPAL COURT	D M C INTERNATIONAL	
PUBLIC WORKS	DABNEY GROUP	
COMMUNITY INITIATIVE	DAHILL INDUSTRIES INC	
	DANA RENKAINEN	
COMMUNITY INITIATIVE	DANCE THERAPY	NONMINORITY MALE
COMMUNITY INITIATIVE	DANIEL A HOLT	NONMINORITY MALE
HUMAN RESOURCES	DANIEL ESCOBEDO	
CODE COMPLIANCE	DANIEL GOMEZ JR	HISPANIC AMERICAN
	DANIEL GOMEZ JR	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	DANIEL H PRADO	
CODE COMPLIANCE	DANIEL TREVINO	
	DANIEL TREVINO	
CODE COMPLIANCE	DANIEL TREVINO	
CODE COMPLIANCE	DANIEL TREVINO	
NEIGHBORHOOD ACTION	DAVID JIMENEZ	HISPANIC AMERICAN
CODE COMPLIANCE	DAVID JIMENEZ	HISPANIC AMERICAN
LIBRARY	DAVID LEIVA	HISPANIC AMERICAN
CODE COMPLIANCE	DAVID LEIVA	HISPANIC AMERICAN
	DAVID LIMON	HISPANIC AMERICAN
PARKS & RECREATION	DAVID MATHIS	NONMINORITY MALE
PUBLIC WORKS	DAVID S SODERMAN	NONMINORITY MALE
PUBLIC WORKS	DAVID ZAMORA CASAS	
CONV FACILTIES	DEA SPECIALTIES CO LTD	NONMINORITY FEMALE
HUMAN RESOURCES	DEACON PROFESSIONAL SERVICES LLC	
COMMUNITY INITIATIVE	DEAF INTERPRETER SERVICES INC	
NEIGHBORHOOD ACTION	DEAF INTERPRETER SERVICES INC	
POLICE	DEAF INTERPRETER SERVICES INC	
POLICE	DEAF LINK INC	
MANAGEMENT & BUDGET	DENNIS A BALTUSKONIS	
PUBLIC WORKS	DOLORES GALINDO	HISPANIC AMERICAN
POLICE	DON JOHNSON	NONMINORITY MALE
	DOOR DIRECT	NONMINORITY MALE
SOLID WASTE MNGMT	DOOR DIRECT	NONMINORITY MALE
SA METRO HEALTH DIST	DOUG DUDYCHA	
NEIGHBORHOOD ACTION	DRAGO INVESTMENTS LTD	NONMINORITY MALE
ASSET MANAGEMENT	DRAGO INVESTMENTS LTD	NONMINORITY MALE
LIBRARY	DRAGO INVESTMENTS LTD	NONMINORITY MALE
CULTURAL AFFAIRS	DREW ADVERTISING	HISPANIC AMERICAN
	DSS SERVICES INC	HISPANIC AMERICAN
PUBLIC WORKS	DUDERSTADT STAKE CO	NONMINORITY MALE
NEIGHBORHOOD ACTION	DUGGER CANADAY GRAFE INC	NONMINORITY MALE
ASSET MANAGEMENT	DUGGER CANADAY GRAFE INC	NONMINORITY MALE
AVIATION	DUGGER CANADAY GRAFE INC	NONMINORITY MALE
CAP IMPRV MGMT SERV	DUGGER CANADAY GRAFE INC	NONMINORITY MALE
COMMUNITY INITIATIVE	DUGGER CANADAY GRAFE INC	NONMINORITY MALE
PUBLIC WORKS	DUGGER CANADAY GRAFE INC	NONMINORITY MALE
COMM & PUB AFFAIRS	DUGGER CANADAY GRAFE INC	NONMINORITY MALE
PARKS & RECREATION	DUGGER CANADAY GRAFE INC	NONMINORITY MALE
ALAMODOME	DULANEY EXTERIOR SOLUTIONS LTD	NONMINORITY FEMALE
COMMUNITY INITIATIVE	DUMAS HARDWARE CO	HISPANIC AMERICAN
	EASTMAN KODAK CO	NONMINORITY MALE
CULTURAL AFFAIRS	EDGEWOOD FAMILY NETWORK	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
NEIGHBORHOOD ACTION	EDWARD D DUDERSTADT	NONMINORITY MALE
PUBLIC WORKS	EDWARD L STEWART JR	
	EDWARDS HOLDING INC	HISPANIC AMERICAN
	EDWARDS HOLDING INC	HISPANIC AMERICAN
FLEET MAINT OPS	EDWARDS HOLDING INC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	EEMPLOYERS SOLUTIONS INC	NONMINORITY MALE
PARKS & RECREATION	EEMPLOYERS SOLUTIONS INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	ELIZABETH HERNANDEZ	NONMINORITY FEMALE
CODE COMPLIANCE	ELIZABETH HERNANDEZ	NONMINORITY FEMALE
	ELIZABETH HERNANDEZ	NONMINORITY FEMALE
CODE COMPLIANCE	ELIZABETH HERNANDEZ	NONMINORITY FEMALE
AVIATION	EMBASSY SUITS	
NEIGHBORHOOD ACTION	EMILIO & MARIA AGUILAR	NONMINORITY MALE
CONV FACILTIES	ENTECH SALES & SERVICE	NONMINORITY MALE
	ENTECH SALES & SERVICE	NONMINORITY MALE
NEIGHBORHOOD ACTION	ENTREES CAFE & CATERING	NONMINORITY MALE
PUBLIC WORKS	ERIC S HUCKABEE	
PUBLIC WORKS	ERIC SCOTT SIERRA	HISPANIC AMERICAN
AVIATION	ETHEL MARGARET SHIPTON	
CONV FACILTIES	EUREKA SHEET METAL INC	
ALAMODOME	F A NUNNELLY CO	NONMINORITY MALE
SA METRO HEALTH DIST	F B S COMMUNICATIONS INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	FAITH OUTREACH CENTER VANGUARD YOUT	
CULTURAL AFFAIRS	FEDERAL COURT REPORTERS	HISPANIC AMERICAN
PUBLIC WORKS	FELIX FENCE CO	HISPANIC AMERICAN
PARKS & RECREATION	FELIX FENCE CO	HISPANIC AMERICAN
POLICE	FELIX FENCE CO	HISPANIC AMERICAN
SOLID WASTE MNGMT	FELIX FENCE CO	HISPANIC AMERICAN
	FIESTA ONE LINCOLN MERCURY LTD	NONMINORITY MALE
POLICE	FIRST COMM INC	HISPANIC AMERICAN
POLICE	FITNESS IN MOTION	NONMINORITY MALE
ALAMODOME	FIVE STAR ELECTRIC MOTORS INC	NONMINORITY MALE
CULTURAL AFFAIRS	FRANCES MARTINEZ	
AVIATION	FRITZ OZUNA	HISPANIC AMERICAN
ALAMODOME	G C I CONTENTS RESTORATION & REMEDIAT	
HUMAN RESOURCES	G T M WASHINGTON SQUARE LTD	
	GAMBLE EQUIPMENT CO INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	GARY POOLS INC	NONMINORITY FEMALE
PUBLIC WORKS	GARY POOLS INC	NONMINORITY FEMALE
CULTURAL AFFAIRS	GEMINI INK	
ALAMODOME	GENERAL NEON SIGN	NONMINORITY FEMALE
CULTURAL AFFAIRS	GEORGE PRADO	
ALAMODOME	GEORGE W WORTH	NONMINORITY MALE
PUBLIC WORKS	GEOSOURCE INC	
COMMUNITY INITIATIVE	GERALD MADRIGAL	HISPANIC AMERICAN
CODE COMPLIANCE	GILBERT E CARDENAS	
NEIGHBORHOOD ACTION	GILBERT E CARDENAS	
CODE COMPLIANCE	GILBERT J VASQUEZ	HISPANIC AMERICAN
ANIMAL CARE SERVICES	GILBERT ROLAND PENA	NONMINORITY MALE
PARKS & RECREATION	GILBERT ROLAND PENA	NONMINORITY MALE
COMMUNITY INITIATIVE	GIOVANNIS PIZZA & RESTAURANT	
CULTURAL AFFAIRS	GIRL SCOUTS OF SAN ANTONIO AREA	
	GLOBALSCOPE COMMUNICATIONS	HISPANIC AMERICAN
ITSD	GLOBALSCOPE COMMUNICATIONS	HISPANIC AMERICAN
ALAMODOME	GO PROFESSIONAL	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	GOODMAN SIGN ART INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	GRACE C DOMINGUEZ	
	GRANDE TRUCK CENTER INC	NONMINORITY MALE
	GRANDE TRUCK CENTER INC	NONMINORITY MALE
	GRANVILLE W JEFFRIES JR	NONMINORITY MALE
PUBLIC WORKS	GRAPHIC SHOP	HISPANIC AMERICAN
	GRAYBAR ELECTRIC CO	NONMINORITY MALE
	GREATER SAN ANTONIO	
AVIATION	GREEN HOUSES ETC	NONMINORITY MALE
PARKS & RECREATION	GREEN HOUSES ETC	NONMINORITY MALE
POLICE	GUADALUPE VALLEY TELECOMMUNICATIONS	NONMINORITY MALE
COMMUNITY INITIATIVE	GUERRA DE BERRY COODY	NONMINORITY FEMALE
PARKS & RECREATION	GUILLERMO LOPEZ	HISPANIC AMERICAN
CODE COMPLIANCE	GWENS SHREDDING SERVICE LLC	NONMINORITY MALE
NEIGHBORHOOD ACTION	H B S	
NEIGHBORHOOD ACTION	H W I CAPITAL LLC	NONMINORITY MALE
NEIGHBORHOOD ACTION	HEB GROCERY CO LP	NONMINORITY MALE
PARKS & RECREATION	HENDERSON HOUSE MOVERS	NONMINORITY MALE
	HERBERT E AUSTIN	
DOWNTOWN OPERATIONS	HERBERT H CONSTRUCTION	NONMINORITY MALE
	HERMAN MILLER WORKPLACE	NONMINORITY MALE
CULTURAL AFFAIRS	HERWECKS	NONMINORITY FEMALE
	HEYE INC	NONMINORITY MALE
SA METRO HEALTH DIST	HEYE INC	NONMINORITY MALE
PUBLIC WORKS	HIGH QUALITY INSTALL	HISPANIC AMERICAN
PUBLIC WORKS	HIGH SIERRA PORTABLE TOILETS	AFRICAN AMERICAN
	HIGH SIERRA PORTABLE TOILETS	AFRICAN AMERICAN
PUBLIC WORKS	HILL COUNTRY ELECTRIC SUPPLY	NONMINORITY MALE
	HOLT POWER SYSTEMS	NONMINORITY MALE
AVIATION	HOST INTERNATIONAL INC	
AVIATION	HOST INTERNATIONAL INC	
POLICE	HURLEY MONUMENT CO INC	
PARKS & RECREATION	I C M OF SAN ANTONIO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	IGNACIO CARRILLO	
SA METRO HEALTH DIST	INAMERICAN GRAFFITI INC	
LIBRARY	INAMERICAN GRAFFITI INC	
FIRE	INDUSTRIAL CONSTRUCTION CO	AFRICAN AMERICAN
SA METRO HEALTH DIST	INDUSTRIAL SCALE SERVICE	
	INDUSTRIAL SPECIALTIES	NONMINORITY MALE
	INTEGRITEL INC	NONMINORITY MALE
ITSD	ISABEL C GONZABA	HISPANIC AMERICAN
CULTURAL AFFAIRS	ISMAEL LOPEZ	
SA METRO HEALTH DIST	J & M TV RADIO & APPL	
CONV FACILTIES	J A CLEAN WAY INVESTMENTS LP	
NEIGHBORHOOD ACTION	J B WASTEWATER MAINTENANCE PROVIDERS	NONMINORITY MALE
SA METRO HEALTH DIST	J D S A I LTD	NONMINORITY MALE
	J E H EAS INC	NONMINORITY FEMALE
PLANNING	J M GROUP	NONMINORITY MALE
	J ROSS BOLES CO INC	NONMINORITY MALE
PUBLIC WORKS	JACK ROBBINS	
DOWNTOWN OPERATIONS	JAM FINE ART DESIGNS & SIGNS	NONMINORITY MALE
	JAMES LAWNMOWER SALES & SERVICE	NONMINORITY MALE
NEIGHBORHOOD ACTION	JAMES R GIBBS	NONMINORITY MALE
SA METRO HEALTH DIST	JAMES R IRWIN	NONMINORITY MALE
PUBLIC WORKS	JAMINA VASBINDER	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
COMMUNITY INITIATIVE	JANIS DE LARA	
COMMUNITY INITIATIVE	JENNIFER O CONNOR	
CODE COMPLIANCE	JERRI COLLINS	
PARKS & RECREATION	JESSE LUJAN	HISPANIC AMERICAN
	JESSE URESTIS CAMPER SALES	
NEIGHBORHOOD ACTION	JESUS A GARAI	
	JOE ROCHA	NONMINORITY MALE
COMMUNITY INITIATIVE	JOEL VARGAS	
PUBLIC WORKS	JOHN A YANCEY	
PUBLIC WORKS	JOHN BOWLES	NONMINORITY MALE
CULTURAL AFFAIRS	JOHN C MATA	
COMMUNITY INITIATIVE	JOHN DELGADO	
ASSET MANAGEMENT	JOHN E CALLAHAN	NONMINORITY MALE
	JOHN H SOROLA INC	HISPANIC AMERICAN
CODE COMPLIANCE	JOHN M BRADLEY	NONMINORITY FEMALE
AVIATION	JOHN MICHAEL RAMOS JR	
	JOHNNY S MCFADDEN	
NEIGHBORHOOD ACTION	JOHNNY S MCFADDEN	
CODE COMPLIANCE	JOHNNY S MCFADDEN	
NEIGHBORHOOD ACTION	JON SLUSH	
	JORDAN FORD INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	JOSE I GUAJARDO JR	
CODE COMPLIANCE	JOSE I GUAJARDO JR	
NEIGHBORHOOD ACTION	JOSE LUIS MENDEZ JR	
COMMUNITY INITIATIVE	JOSE RUBEN DE LEON	
SA METRO HEALTH DIST	JOSE SOLIS	NONMINORITY MALE
COMMUNITY INITIATIVE	JOSEPH C DE LOS SANTOS	
NEIGHBORHOOD ACTION	JOSEPH DELGADO	
CODE COMPLIANCE	JOSEPH DELGADO	
PUBLIC WORKS	JOSIE Z SALAZAR	
PUBLIC WORKS	JUAN A MENDEZ	HISPANIC AMERICAN
MUNICIPAL COURT	JUANITA ULLOA	
POLICE	JUDITH A STEWART	
PARKS & RECREATION	JUS CUZ POTTERY & ARTWORK	
AVIATION	K COMM INC	NONMINORITY MALE
CULTURAL AFFAIRS	KATE GREEN	
AVIATION	KATHLEEN TRENCHARD	
PARKS & RECREATION	KIMBERLEY D COBB	
	KLEEN AIR SERVICE OF TEXAS	HISPANIC AMERICAN
COMMUNITY INITIATIVE	KORBELL & ASSOCS INC	
	KROSCHEL PUMP & SUPPLY INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	KWIK KOPY PRINTING	NONMINORITY FEMALE
SOLID WASTE MNGMT	LABOR READY CENTRAL INC	
COMMUNITY INITIATIVE	LANDSCAPE DESIGNS	
SA METRO HEALTH DIST	LANIER PRINT SHOP	
ANIMAL CARE SERVICES	LARRY RICKETTS	
NEIGHBORHOOD ACTION	LAS CAZUELAS CATERING	HISPANIC AMERICAN
ALAMODOME	LENDON P GRAY	AFRICAN AMERICAN
	LEO PAEZ GUERRERO	HISPANIC AMERICAN
	LEON VILLANUEVA	HISPANIC AMERICAN
PUBLIC WORKS	LISA VALADEZ	HISPANIC AMERICAN
	LITHO PRESS INC	HISPANIC AMERICAN
SOLID WASTE MNGMT	LODDE TYPEWRITER CO	HISPANIC AMERICAN
	LONE STAR RADIATOR CO INC	NONMINORITY MALE
POLICE	LONNA AYRES	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
CULTURAL AFFAIRS	LOWES HOME IMPROVEMENT WAREHOUSE	NONMINORITY MALE
	LOYD ARMATURE WORKS INC	HISPANIC AMERICAN
CODE COMPLIANCE	LUIS D MARTINEZ	
COMMUNITY INITIATIVE	LUIS JUIEL	
SA METRO HEALTH DIST	M C F S A LTD	NONMINORITY MALE
ALAMODOME	M JACKS FIRE & SAFETY	HISPANIC AMERICAN
POLICE	M P II INC	
POLICE	M S P A ACQUISTION II LP	
DOWNTOWN OPERATIONS	M T C INC	NONMINORITY MALE
PARKS & RECREATION	MAGO CONSTRUCTION	HISPANIC AMERICAN
	MAN MAID	NONMINORITY MALE
PARKS & RECREATION	MANUEL R A DIAZ RODRIGUEZ	NONMINORITY MALE
PARKS & RECREATION	MARIA CITLALI ZENTELLA	HISPANIC AMERICAN
COMMUNITY INITIATIVE	MARJER INC	HISPANIC AMERICAN
PUBLIC WORKS	MARJORIE B FLETCHER	NONMINORITY FEMALE
PLANNING	MARK A RIEMANN	
AVIATION	MARK LANGFORD	
PARKS & RECREATION	MARMOLEJO CONSTRUCTION CO INC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	MARSHALL SHREDDING CO	NONMINORITY MALE
FINANCE	MARSHALL SHREDDING CO	NONMINORITY MALE
PUBLIC WORKS	MARSHALL WEBB CO	NONMINORITY MALE
PARKS & RECREATION	MARSHALL WEBB CO	NONMINORITY MALE
	MARTIN BUSINESS SERVICES INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	MARY CARMEN CORTEZ	HISPANIC AMERICAN
PARKS & RECREATION	MARY CARMEN CORTEZ	HISPANIC AMERICAN
	MASSENGALE ARMATURE WORKS	NONMINORITY MALE
AVIATION	MASTER MAILING SYSTEMS	NONMINORITY MALE
CONV FACILTIES	MATERA PAPER CO	NONMINORITY MALE
	MATHEW BERRYHILL	NONMINORITY MALE
PUBLIC WORKS	MATSON MULTI MEDIA	
CODE COMPLIANCE	MAURO MONITA	
NEIGHBORHOOD ACTION	MAURO MONITA	
SA METRO HEALTH DIST	MAVERICK VIDEO PRODUCTIONS INC	NONMINORITY MALE
LIBRARY	MAVERICK VIDEO PRODUCTIONS INC	NONMINORITY MALE
HUMAN RESOURCES	MAVERICK VIDEO PRODUCTIONS INC	NONMINORITY MALE
PUBLIC UTILITIES	MAVERICK VIDEO PRODUCTIONS INC	NONMINORITY MALE
PARKS & RECREATION	MEDA INC	NONMINORITY MALE
	MENCO INC	NONMINORITY MALE
ANIMAL CARE SERVICES	MESSAGE CTR	
SA METRO HEALTH DIST	MESSAGE CTR	
	METALCRAFTERS INC	NONMINORITY MALE
SA METRO HEALTH DIST	MICHAEL GUTIERREZ	
PARKS & RECREATION	MICHAEL R RUSCH	
AVIATION	MICHAEL S BECKER	
CVB	MID MARKET CONCEPTS L P	NATIVE AMERICAN
COMMUNITY INITIATIVE	MIGHTY STUDIO GROUP LLC	AFRICAN AMERICAN
PARKS & RECREATION	MIGUEL A DIAZ	HISPANIC AMERICAN
CONV FACILTIES	MINER CENTRAL TEXAS	NONMINORITY MALE
SA METRO HEALTH DIST	MINUTEMAN PRESS	NONMINORITY FEMALE
COMMUNITY INITIATIVE	MINUTEMAN PRESS	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	MINUTEMAN PRESS	NONMINORITY FEMALE
SA METRO HEALTH DIST	MIRELES TECHNOLOGIES INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	MISSION CITY ELCTRIC INC	
FLEET MAINT OPS	MISSION GOLF CARS &	NONMINORITY MALE
POLICE	MISSION RESTAURANT SUPPLY CO	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	MISSION RESTAURANT SUPPLY CO	NONMINORITY MALE
CONV FACILTIES	MISSION RESTAURANT SUPPLY CO	NONMINORITY MALE
FIRE	MISSION RESTAURANT SUPPLY CO	NONMINORITY MALE
PUBLIC WORKS	MISSION RESTAURANT SUPPLY CO	NONMINORITY MALE
SOLID WASTE MNGMT	MISSION RESTAURANT SUPPLY CO	NONMINORITY MALE
DOWNTOWN OPERATIONS	MISSION RESTAURANT SUPPLY CO	NONMINORITY MALE
PUBLIC UTILITIES	MISSION RESTAURANT SUPPLY CO	NONMINORITY MALE
SA METRO HEALTH DIST	MISSION RESTAURANT SUPPLY CO	NONMINORITY MALE
	MISSION RESTAURANT SUPPLY CO	NONMINORITY MALE
NEIGHBORHOOD ACTION	MISSION RESTAURANT SUPPLY CO	NONMINORITY MALE
	MITSON AUTOMOTIVE INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	MURILLO DESIGN INC	
CONV FACILTIES	MUZAK SYSTEMS OF SAN ANTONIO	NONMINORITY MALE
AVIATION	MUZAK SYSTEMS OF SAN ANTONIO	NONMINORITY MALE
LIBRARY	N H F DISTRIBUTING	NONMINORITY MALE
CODE COMPLIANCE	NARCISO V MENDOZA	
SA METRO HEALTH DIST	NATASHA C TESSIER	NONMINORITY FEMALE
CODE COMPLIANCE	NEMORIO HERNANDEZ	NONMINORITY MALE
AVIATION	NEON SERVICES CO	
	NEON SERVICES CO	
PUBLIC WORKS	NITE PROFESSIONAL PROTECTION INC	
CULTURAL AFFAIRS	NONPROFIT RESOURCE CENTER OF TEXAS	
COMMUNITY INITIATIVE	NORA R ARROYO	
SA METRO HEALTH DIST	NOW PRINT & CASH & CARRY	
	OFFICESOURCE LTD	NONMINORITY FEMALE
INTERNATIONAL AFFAIR	OK TOURS	
PUBLIC WORKS	OMNI LIFTS INC	NONMINORITY MALE
	ONE STOP SERVICES INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	OSCAR SALAS ADVERTISING & GRAPHIC D	HISPANIC AMERICAN
	OSCAR SOTELO	
CODE COMPLIANCE	OSCAR SOTELO	
	P M I PRINT & DESIGN	HISPANIC AMERICAN
POLICE	PAMELA J BARNETT	
	PARAMOUNT ELECTRIC MOTOR	HISPANIC AMERICAN
PUBLIC WORKS	PARAMOUNT ELECTRIC MOTOR	HISPANIC AMERICAN
POLICE	PATRICK JOSEPH	NONMINORITY MALE
SA METRO HEALTH DIST	PATS BBQ	
AVIATION	PAUL FLORES	
ALAMODOME	PEERLESS EQUIPMENT CO	NONMINORITY MALE
PARKS & RECREATION	PETE SALAZAR	
PUBLIC WORKS	PHIL E SANFORD	NONMINORITY MALE
LIBRARY	PINNACLE VIDEO GROUP INC	
NEIGHBORHOOD ACTION	PINTURA PAINT STORE	
	PLANT INTERSCAPES INC	NONMINORITY MALE
FIRE	PORT AUTHORITY OF SAN ANTONIO	
PUBLIC WORKS	PRECISION MOBILE HOME SERVICES INC	NONMINORITY MALE
SOLID WASTE MNGMT	PREFERRED STAFFING LLC	HISPANIC AMERICAN
	PRESTO PRINTING	NONMINORITY FEMALE
SA METRO HEALTH DIST	PRINTED SUPPLIES INC	NONMINORITY FEMALE
	PRINTING GRAPHICS ADVERTISING OF TX	NONMINORITY MALE
SA METRO HEALTH DIST	PRO SPECIALTIES	NONMINORITY FEMALE
POLICE	PROFESSIONAL CIVIL PROCESS	NONMINORITY MALE
	PROFESSIONAL DISTRIBUTION SYSTEMS	NONMINORITY FEMALE
CULTURAL AFFAIRS	PROMOTIONAL & LOGO SOLUTIONS	HISPANIC AMERICAN
COMMUNITY INITIATIVE	PROTECTIVE SECURITY	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
	PURITY WATER CO	HISPANIC AMERICAN
	R & R ENTERPRISES	NONMINORITY MALE
	R & R ENTERPRISES	NONMINORITY MALE
	R D O EQUIPMENT CO	NONMINORITY MALE
PARKS & RECREATION	R K GROUP LLC	NONMINORITY MALE
FIRE	R M O FLUIDSINC	HISPANIC AMERICAN
POLICE	RAMON ISLAS RIOS	HISPANIC AMERICAN
PARKS & RECREATION	RAMON ISLAS RIOS	HISPANIC AMERICAN
	RANDY EIKEN & ROB GREEN	
PARKS & RECREATION	RANSOR INC	NONMINORITY FEMALE
ITSD	RANSOR INC	NONMINORITY FEMALE
COMMUNITY INITIATIVE	RAQUEL A DE ROO	
	RAUL CERDA	HISPANIC AMERICAN
	RED MCCOMBS MOTORS LTD	NONMINORITY FEMALE
	RELIANCE TRUCK & EQUIPMENT LTD	HISPANIC AMERICAN
AVIATION	RENDON PHOTOGRAPHY & FINE ART	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	REYNALDO ALANIZ	HISPANIC AMERICAN
CODE COMPLIANCE	REYNALDO ALANIZ	HISPANIC AMERICAN
CODE COMPLIANCE	REYNALDO ALANIZ JR	
SA METRO HEALTH DIST	RICHARD D ADCOCK	
NEIGHBORHOOD ACTION	RICHARD PENA	
	RIDER CAR WASH SYSTEMS INC	NONMINORITY FEMALE
PARKS & RECREATION	RIO SAN ANTONIO CRUISES	
	RIOSA LAWNCARE	NONMINORITY FEMALE
PARKS & RECREATION	RIVER CITY PRESSURE CLEANING	NONMINORITY MALE
NEIGHBORHOOD ACTION	RIVER CITY PRESSURE CLEANING	NONMINORITY MALE
PUBLIC WORKS	ROAD RUNNER PLATE & SHORING	
FIRE	ROBERT OSON	HISPANIC AMERICAN
POLICE	ROBINSON & GREENLEAF INC	
NEIGHBORHOOD ACTION	RODOLFO B ORNELAS	
	RODOLFO G GAMBOA	
PARKS & RECREATION	ROGERS GARDENS	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	ROGERS GARDENS	HISPANIC AMERICAN
CODE COMPLIANCE	ROMALDO HERNANDEZ	
LIBRARY	ROMERO INTERNATIONAL INC	HISPANIC AMERICAN
CVB	ROMERO INTERNATIONAL INC	HISPANIC AMERICAN
CULTURAL AFFAIRS	RONALD W PRICE	
	ROY C GARRETT INC	NONMINORITY MALE
	RUSH AMERICAN PRINTING INC	HISPANIC AMERICAN
PARKS & RECREATION	RYAN R GARRISON	
	S O S LIQUID WASTE HAULERS	NONMINORITY MALE
ALAMODOME	SAFETY SUPPLY INC	NONMINORITY FEMALE
CODE COMPLIANCE	SAMMY SALVADOR MANZELLO JR	
SA METRO HEALTH DIST	SAMUEL ESPURVOA	NONMINORITY MALE
	SAMUELS GLASS CO	NONMINORITY FEMALE
AVIATION	SAN ANTONIO BUSINESS JOURNAL	NONMINORITY MALE
AVIATION	SAN ANTONIO LAWN & TURF	NONMINORITY MALE
CULTURAL AFFAIRS	SAN ANTONIO POETRY FAIR	
SA METRO HEALTH DIST	SAN ANTONIO PRECISION PLUMBING	NONMINORITY MALE
CULTURAL AFFAIRS	SAN ANTONIOS FOUNDING HERITAGE	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	SAN JACINTO MATERIALS	NONMINORITY MALE
CULTURAL AFFAIRS	SAN PEDRO PLAYHOUSE	
SA METRO HEALTH DIST	SANDRA I NAGEL	NONMINORITY FEMALE
	SANKEY EQUIPMENT CO INC	NONMINORITY MALE
	SANTEX TRUCK CENTER LTD	NONMINORITY FEMALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
ITSD	SAT RADIO COMMUNICATIONS LTD	NONMINORITY FEMALE
PARKS & RECREATION	SAT RADIO COMMUNICATIONS LTD	NONMINORITY FEMALE
SA METRO HEALTH DIST	SAT RADIO COMMUNICATIONS LTD	NONMINORITY FEMALE
POLICE	SAT RADIO COMMUNICATIONS LTD	NONMINORITY FEMALE
	SCHINDLER ELEVATOR CORP	NONMINORITY MALE
CONV FACILTIES	SERVICE MECHANICAL GROUP INC	NONMINORITY MALE
AVIATION	SERVICE MECHANICAL GROUP INC	NONMINORITY MALE
AVIATION	SERVICE MECHANICAL GROUP INC	NONMINORITY MALE
POLICE	SERVICES BY VITAL SIGNS INC	NONMINORITY FEMALE
	SHOOK MOBILE TECHNOLOGY	HISPANIC AMERICAN
PARKS & RECREATION	SILVIA F DE LOS REYES	NONMINORITY MALE
NEIGHBORHOOD ACTION	SILVIA F DE LOS REYES	NONMINORITY MALE
CODE COMPLIANCE	SILVIA F DE LOS REYES	NONMINORITY MALE
ITSD	SILVIA F DE LOS REYES	NONMINORITY MALE
PUBLIC WORKS	SILVIA F DE LOS REYES	NONMINORITY MALE
POLICE	SILVIA F DE LOS REYES	NONMINORITY MALE
ASSET MANAGEMENT	SILVIA F DE LOS REYES	NONMINORITY MALE
AVIATION	SIMPLEXGRINNELL LP	NONMINORITY MALE
PARKS & RECREATION	SMART CONTROL SYSTEMS LLC	NONMINORITY MALE
	SMITH LEGACY SECURITY	NONMINORITY FEMALE
CULTURAL AFFAIRS	SOCIEDAD HERENCIA PUERORRIQUENA	
NEIGHBORHOOD ACTION	SODEXHO CAMPUS SERVICES	
COMMUNITY INITIATIVE	SODEXHO CAMPUS SERVICES	
	SOUTH TEXAS COMPUTER REPAIR CENTER	HISPANIC AMERICAN
AVIATION	SOUTH TEXAS CONTRACTING CATERING &	HISPANIC AMERICAN
AVIATION	SOUTH TEXAS SPECIALIZED	NONMINORITY FEMALE
CULTURAL AFFAIRS	SOUTHTOWN CAFE	OTHER
	SOUTHWAY FORD INC	NONMINORITY MALE
DEVELOPMENT SERVICES	SOUTHWELL CO INC	NONMINORITY MALE
POLICE	SOUTHWELL CO INC	NONMINORITY MALE
PUBLIC WORKS	SOUTHWELL CO INC	NONMINORITY MALE
SA METRO HEALTH DIST	SOUTHWELL CO INC	NONMINORITY MALE
PARKS & RECREATION	SOUTHWELL CO INC	NONMINORITY MALE
ASSET MANAGEMENT	SOUTHWELL CO INC	NONMINORITY MALE
PLANNING	SOUTHWELL CO INC	NONMINORITY MALE
SOLID WASTE MNGMT	SOUTHWELL CO INC	NONMINORITY MALE
	SOUTHWEST PUBLIC SAFETY	HISPANIC AMERICAN
	SOUTHWEST SOUND & ELECTRONICS INC	NONMINORITY MALE
	SOUTHWESTERN WELDING & MACHINING	HISPANIC AMERICAN
ALAMODOME	SPG MOQUETTE INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	STELLAR KWAL PAINT	NONMINORITY MALE
	STEPHEN G FILTSCH	
	STERLING SECURITY	NONMINORITY MALE
COMMUNITY INITIATIVE	STEVE W NICHOLS	NONMINORITY MALE
COMMUNITY INITIATIVE	STEVE W NICHOLS	NONMINORITY MALE
AVIATION	STEWART GEO TECHNOLOGIES INC	NONMINORITY MALE
CODE COMPLIANCE	STEWART GEO TECHNOLOGIES INC	NONMINORITY MALE
COMMUNITY INITIATIVE	SUMMIT INTERNATIONAL	HISPANIC AMERICAN
AVIATION	SUNSET STATION GROUP LLC	
CONV FACILTIES	SUNSHINE WINDOW CLEANING	HISPANIC AMERICAN
	SUNSHINE WINDOW CLEANING	HISPANIC AMERICAN
	T & B TOOL & EQUIPMENT	NONMINORITY MALE
SOLID WASTE MNGMT	T & M PRINTING CO	HISPANIC AMERICAN
	T E C	NONMINORITY MALE
POLICE	T K H ENTERPRISESINC	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PUBLIC WORKS	T V I B LLC	HISPANIC AMERICAN
POLICE	TAC AMERICAS	NONMINORITY MALE
ALAMODOME	TECHNOS CORP	
	TECHNOVATIONS INTEGRATION GROUP LLC	NONMINORITY MALE
	TEHCO INC	NONMINORITY FEMALE
	TEXANA MACHINERY ONE LTD	NONMINORITY MALE
ALAMODOME	TEXAS CHILLER SYSTEMS LLC	NONMINORITY MALE
PUBLIC WORKS	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
	TEXAS FIRE & SAFETY EQUIPMENT COMPA	HISPANIC AMERICAN
COMMUNITY INITIATIVE	TEXAS SCENIC CO INC	NONMINORITY MALE
	TEXAS TOWING CORP	NONMINORITY MALE
	TEXAS WILSON OFFICE FURNITURE	AFRICAN AMERICAN
AVIATION	TEXAS WIRED MUSIC INC	NONMINORITY FEMALE
ITSD	TEXAS WIRED MUSIC INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	TEXAS WIRED MUSIC INC	NONMINORITY FEMALE
	TEXAS WIRED MUSIC INC	NONMINORITY FEMALE
CVB	TEXAS WIRED MUSIC INC	NONMINORITY FEMALE
PARKS & RECREATION	TEXAS WIRED MUSIC INC	NONMINORITY FEMALE
SA METRO HEALTH DIST	TEZEL & COTTER AIR COND LP	NONMINORITY MALE
COMMUNITY INITIATIVE	THOMASCONTRERAS	
PUBLIC WORKS	TIMBERLINE TECHNOLOGIES	NONMINORITY MALE
COMMUNITY INITIATIVE	TOM FROST III	
PUBLIC WORKS	TOOL MART INC	HISPANIC AMERICAN
SOLID WASTE MNGMT	TOTAL SOURCE DATA PRO	NONMINORITY MALE
PUBLIC WORKS	TOUDOUZE INC	
CONV FACILTIES	TOWER TECH SERVICES INC	NONMINORITY MALE
ITSD	TRINITY STAFFING SERVICES	
CODE COMPLIANCE	TROY HARBORTH	
	TRUCK PARTS SPECIALISTS	NONMINORITY MALE
PUBLIC WORKS	TRUE VALUE HARDWARE	NONMINORITY MALE
COMMUNITY INITIATIVE	TRUMAC PRODUCTS	
PUBLIC WORKS	U S WHOLESALE PRODUCTS	NONMINORITY MALE
PUBLIC WORKS	UNITED RENTALS	NONMINORITY MALE
AVIATION	UNIVERSAL AUTOMATIC DOORS	NONMINORITY FEMALE
CODE COMPLIANCE	VALADEZ SHREDDING SERVICE INC	
POLICE	VERIDICUS INC	
PARKS & RECREATION	VERIDICUS INC	
AVIATION	VICTOR SALAS	HISPANIC AMERICAN
AVIATION	WAGNER AUTOMATION INC	
CODE COMPLIANCE	WAHL LANDSCAPE INC	NONMINORITY MALE
SA METRO HEALTH DIST	WAL MART	NONMINORITY MALE
AVIATION	WALLER HOLDINGS LLC	NONMINORITY MALE
DOWNTOWN OPERATIONS	WALZ MECHANICAL INC	NONMINORITY FEMALE
POLICE	WARD SYSTEMS	NONMINORITY MALE
DOWNTOWN OPERATIONS	WARD SYSTEMS	NONMINORITY MALE
PUBLIC WORKS	WATTS EQUIPMENT INC	AFRICAN AMERICAN
PUBLIC WORKS	WAYNE DENT	HISPANIC AMERICAN
PUBLIC WORKS	WENZEL WENZEL & ASSOCS INC	NONMINORITY FEMALE
	WESTERN DATA SYSTEMS	NONMINORITY MALE
PUBLIC WORKS	WHITLEYS LOCK & SAFE	NONMINORITY FEMALE
	WICK FLOOR MACHINE CO INC	NONMINORITY MALE
PUBLIC WORKS	WILSON CO	NONMINORITY MALE
SA METRO HEALTH DIST	WOODTRONICS INC	
COMMUNITY INITIATIVE	WORLD TECHNICAL SERVICES INC	
ANIMAL CARE SERVICES	WORLDWIDE LANGUAGES &	HISPANIC AMERICAN

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
SA METRO HEALTH DIST	WORLDWIDE LANGUAGES &	HISPANIC AMERICAN
ALAMODOME	XPECT FIRST AID CORP	NONMINORITY MALE
COMMUNITY INITIATIVE	YORK INTERNATIONAL INC	NONMINORITY MALE
PUBLIC WORKS	YOU NAME IT SPECIALTIES	NONMINORITY FEMALE
AVIATION	Z R SERVICES	HISPANIC AMERICAN
PUBLIC WORKS	ZRIDERS OF TEXAS	

CITY OF SAN ANTONIO
UTILIZATION DETAILS - PROFESSIONAL SERVICES
LIST OF UNIQUE FIRMS BY PURCHASING ORGANIZATION

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
NEIGHBORHOOD ACTION	1080 INC	NONMINORITY MALE
AVIATION	3 T I INC	HISPANIC AMERICAN
PUBLIC WORKS	A E H S INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	A E H S INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	ABE FORTUNE	
NEIGHBORHOOD ACTION	ABSOLUTELY EVERTHING	HISPANIC AMERICAN
PARKS & RECREATION	ACCESSIBILITY PLUS LLC	NONMINORITY MALE
PUBLIC WORKS	ADA CONSULTING GROUP	
COMMUNITY INITIATIVE	ADAM AREVALOS	
SOLID WASTE MNGMT	ADAMS ENVIRONMENTAL INC	NONMINORITY FEMALE
COMMUNITY INITIATIVE	ADIL SIMSAA	
NEIGHBORHOOD ACTION	ADOBE SA CONSULTING LLC	HISPANIC AMERICAN
SA METRO HEALTH DIST	ADRIANA SEGURA	HISPANIC AMERICAN
PUBLIC WORKS	AKIN GUMP STRAUSS HAUER &	HISPANIC AMERICAN
	ALAMO ANALYTICAL LABORATORIES LTD	ASIAN AMERICAN
SOLID WASTE MNGMT	ALAMO ANALYTICAL LABORATORIES LTD	ASIAN AMERICAN
POLICE	ALAMO CHILDRENS ADVOCACY CENTER	
CULTURAL AFFAIRS	ALAMO CITY MENS CHORALE	
ECONOMIC & EMP DEV	ALAMO LABOR PROPERTIES INC	
ECONOMIC & EMP DEV	ALAMO PUBLIC TELE COMMUNICATIONS	
COMMUNITY INITIATIVE	ALAMO PUBLIC TELE COMMUNICATIONS	
FIRE	ALAMO SERVICE CO	NONMINORITY FEMALE
HUMAN RESOURCES	ALBERTO ARGUELLES	
COMMUNITY INITIATIVE	ALBERTO G TORRES	
COMMUNITY INITIATIVE	ALDERSGATE UNITED	
PUBLIC WORKS	ALDERSON & ASSOCS INC	NONMINORITY MALE
COMMUNITY INITIATIVE	ALEJANDRO NIERI	
COMMUNITY INITIATIVE	ALLIED ADVERTISING	HISPANIC AMERICAN
ITSD	AMERICAN CRITICAL ENERGY SYSTEMS	NONMINORITY MALE
COMMUNITY INITIATIVE	AMERICAN GI FORUM NVOP	
COMMUNITY INITIATIVE	AMERICAN SUNRISE	
ITSD	AMERICAS COMPUTER CO	HISPANIC AMERICAN
CITY ATTORNEY	ANDREW WATSON	
POLICE	ANGEL OF MERCY ANIMAL CRITICAL	NONMINORITY FEMALE
COMMUNITY INITIATIVE	ANGELA ARTEAGA	
COMMUNITY INITIATIVE	ANGELA GAMBOA	
DOWNTOWN OPERATIONS	ANGELA MARTINEZ	
CONTRACT SERVICES	ANTARES DEVELOPMENT CORP	HISPANIC AMERICAN
FLEET MAINT OPS	ANTHONY R GARCIA SR	
ECONOMIC & EMP DEV	ANTIOCH COMMUNITY TRANSFORMATION	HISPANIC AMERICAN
COMMUNITY INITIATIVE	ANTIOCH COMMUNITY TRANSFORMATION	HISPANIC AMERICAN
COMMUNITY INITIATIVE	ANY BABY CAN INC	
ECONOMIC & EMP DEV	APPLE SPECIALTY ADVERTISING	HISPANIC AMERICAN
AVIATION	ARIAS & ASSOCS INC	HISPANIC AMERICAN
PUBLIC WORKS	ARIAS & ASSOCS INC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	ARMANDO VALDEZ	
PARKS & RECREATION	ARTHUR GALVAN	
CULTURAL AFFAIRS	ARTPACE	
NEIGHBORHOOD ACTION	ARTURO VEGA	HISPANIC AMERICAN
CULTURAL AFFAIRS	ASKEW DESIGN STUDIO FOR	
PARKS & RECREATION	ASSISTIVE TECHNOLOGY	NONMINORITY MALE
NEIGHBORHOOD ACTION	ASTEX INC	

APPENDIX C
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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
LIBRARY	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE
ECONOMIC & EMP DEV	AUDIO VISUAL SERVICES GROUP INC	NONMINORITY MALE
SA METRO HEALTH DIST	AURELIO DIAZ MD	
NEIGHBORHOOD ACTION	AUSTIN HIGHWAY ANIMAL HOSPITAL	
NEIGHBORHOOD ACTION	AUSTIN HIGHWAY REVITALIZATION	
CULTURAL AFFAIRS	AUSTIN HIGHWAY REVITALIZATION	
COMMUNITY INITIATIVE	AVANCE SAN ANTONIO	
ECONOMIC & EMP DEV	AVANZAR INTERIOR TECHNOLOGIES LTD	NONMINORITY MALE
NEIGHBORHOOD ACTION	AVENIDA GUADALUPE ASSOC	
CULTURAL AFFAIRS	AVENIDAS INC PRESA REAL	
PUBLIC WORKS	BAIN MEDINA BAIN INC	NONMINORITY FEMALE
FIRE	BAPTIST CHILDRENS HOME	
COMMUNITY INITIATIVE	BARBARA KELLER	
GRANTS MONITOR/ADMN	BARTON SCHNEIDER RUSSEL & EAST LL	
NEIGHBORHOOD ACTION	BEAR AUDIO VISUAL INC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	BEAT AIDS INC	
SA METRO HEALTH DIST	BENJAMIN P SANCHEZ DDS	
COMMUNITY INITIATIVE	BERNABE ROBLEDO	
CULTURAL AFFAIRS	BERNICE WILLIAMS	
COMMUNITY INITIATIVE	BORDER MEDIA PARTNERS RADIO LLP	NONMINORITY MALE
	BORDER MEDIA PARTNERS RADIO LLP	NONMINORITY MALE
SA METRO HEALTH DIST	BORDER MEDIA PARTNERS RADIO LLP	NONMINORITY MALE
SA METRO HEALTH DIST	BOYCE ELLIOTT III MD	
AVIATION	BRIAN EICKHOFF	
	BRITTS LACKIE & ASSOCS LLP	AFRICAN AMERICAN
FINANCE	BRITTS LACKIE & ASSOCS LLP	AFRICAN AMERICAN
PARKS & RECREATION	BROMLEY COMMUNICATIONS	HISPANIC AMERICAN
SA METRO HEALTH DIST	BROMLEY COMMUNICATIONS	HISPANIC AMERICAN
CULTURAL AFFAIRS	BROMLEY COMMUNICATIONS	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	BROMLEY COMMUNICATIONS	HISPANIC AMERICAN
CVB	BROMLEY COMMUNICATIONS	HISPANIC AMERICAN
FIRE	BUSINESS & PROFESSIONAL SERVICES	
PUBLIC WORKS	C H 2 M HILL INC	
HUMAN RESOURCES	C M I BARRON RISK MANAGEMENT SVS INC	
INTERNATIONAL AFFAIR	CACHEAUX CAVAZOS & NEWTON LLP	HISPANIC AMERICAN
CITY ATTORNEY	CACHEAUX CAVAZOS & NEWTON LLP	HISPANIC AMERICAN
SA METRO HEALTH DIST	CARLA ORTIZ KATSELNIK DDS	HISPANIC AMERICAN
AVIATION	CARLOS F TERRAZAS	
CULTURAL AFFAIRS	CAROL C RODRIGUEZ	
PARKS & RECREATION	CAROL MARROW ESQ	
COMMUNITY INITIATIVE	CAROLYN CHATHAM	
COMMUNITY INITIATIVE	CARVER DEVELOPMENT BOARD	
NEIGHBORHOOD ACTION	CATELYN WIGGINS	
HUMAN RESOURCES	CATERING BY NICK	
SA METRO HEALTH DIST	CATHERINE TRANG NGUYEN	
SA METRO HEALTH DIST	CELIA ALVISO	
COMMUNITY INITIATIVE	CELIA GLORIA PEREGRINO	
POLICE	CELLTEKS INC	NONMINORITY MALE
	CEMUSA SA	
SA METRO HEALTH DIST	CENTRAL CARDIOVASCULAR	
SA METRO HEALTH DIST	CENTRAL TEXAS ENVIRONMENTAL	
CULTURAL AFFAIRS	CENTRO ALAMEDA INC	
SA METRO HEALTH DIST	CHARLES A JEFFREYS MD	
PUBLIC WORKS	CHARLES H NOBLE JR	

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
CODE COMPLIANCE	CHARLES M WILFORD	NONMINORITY MALE
PARKS & RECREATION	CHARLES W HANOR P C	
COMMUNITY INITIATIVE	CHERRELL EADYY	AFRICAN AMERICAN
NEIGHBORHOOD ACTION	CHRISTINE AROCHA	
CODE COMPLIANCE	CHRISTOPHER POWELL	NONMINORITY MALE
COMMUNITY INITIATIVE	CLARA ALANIZ	
SA METRO HEALTH DIST	CLARA C OBREGON	
CITY ATTORNEY	CLARK JT CONSTRUCTION	
COMMUNITY INITIATIVE	CLAUDIA M ARTEAGA	NONMINORITY MALE
FIRE	CLEAN ENVIRONMENTS INC	NONMINORITY MALE
PARKS & RECREATION	CLEAR CHANNEL BROADCASTING INC	
NEIGHBORHOOD ACTION	CLEAR CHANNEL BROADCASTING INC	
COMMUNITY INITIATIVE	CLEAR CHANNEL BROADCASTING INC	
CODE COMPLIANCE	CLEAR CHANNEL BROADCASTING INC	
POLICE	CLEAR CHANNEL BROADCASTING INC	
COMMUNITY INITIATIVE	CLEAR CHANNEL BROADCASTING INC	
SA METRO HEALTH DIST	CLEAR CHANNEL BROADCASTING INC	
FIRE	CLEAR CHANNEL BROADCASTING INC	
PARKS & RECREATION	CLEAR VISIONS INC	NONMINORITY MALE
COMMUNITY INITIATIVE	CLEMENCIA PRIETO	
FINANCE	COASTAL SECURITIES	
COMMUNITY INITIATIVE	COLOUR SOLUTIONS	NONMINORITY FEMALE
POLICE	COLOUR SOLUTIONS	NONMINORITY FEMALE
CULTURAL AFFAIRS	COMMERCE STREET STAGE	
PUBLIC WORKS	COMMERCIAL SURFACES INC	NONMINORITY MALE
	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
CITY ATTORNEY	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
SA METRO HEALTH DIST	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
ITSD	COMMONWEALTH TRADING INC	AFRICAN AMERICAN
CULTURAL AFFAIRS	CONJUNTO HERITAGE TALLER	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	CONTECTS CONSULTANTS & ARCHITECTS	NONMINORITY MALE
SA METRO HEALTH DIST	CORPORATE EMBROIDERY	HISPANIC AMERICAN
MAYOR & COUNCIL	CORPORATE PAYROLL ADMINISTRATORS	
CITY ATTORNEY	COX SMITH MATTHEWS INC	NONMINORITY MALE
ASSET MANAGEMENT	COX SMITH MATTHEWS INC	NONMINORITY MALE
ITSD	COX SMITH MATTHEWS INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	COX SMITH MATTHEWS INC	NONMINORITY MALE
PUBLIC WORKS	COX SMITH MATTHEWS INC	NONMINORITY MALE
CULTURAL AFFAIRS	CREATIVE CIVILIZATION	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	CREATIVE DINING & ENTERTAINMENT	
COMMUNITY INITIATIVE	CRYSTAL WARD DARBY	
COMMUNITY INITIATIVE	CURTIS R BRABHAM	NONMINORITY MALE
AVIATION	D B SIGHT & SOUND LLC	
FIRE	DAILEY & WELLS	ASIAN AMERICAN
COMMUNITY INITIATIVE	DALIA A DAVILA	HISPANIC AMERICAN
CODE COMPLIANCE	DANIEL GOMEZ JR	HISPANIC AMERICAN
SA METRO HEALTH DIST	DANIEL R FLORES	HISPANIC AMERICAN
CODE COMPLIANCE	DANIEL TREVINO	
LIBRARY	DANN MABRY	
SA METRO HEALTH DIST	DANYA GREIDER	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	DARRYL OHLENBUSCH	
AVIATION	DATAPOINT USA INC	
AVIATION	DATAPOINT USA INC	
	DATAPOINT USA INC	
SA METRO HEALTH DIST	DAVID D MADORSKY MD	

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
LIBRARY	DAVID HAYNES	
PUBLIC WORKS	DAVIDSON & TROILO	NONMINORITY MALE
CITY ATTORNEY	DAVIDSON & TROILO	NONMINORITY MALE
ASSET MANAGEMENT	DAVIDSON & TROILO	NONMINORITY MALE
AVIATION	DAVIDSON & TROILO	NONMINORITY MALE
CITY ATTORNEY	DAVIDSON MOORE & RODRIGUEZ	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	DAVITA INC	NONMINORITY MALE
SA METRO HEALTH DIST	DAWN M GEORGE MAYO M D	
HUMAN RESOURCES	DEACON PROFESSIONAL SERVICES LLC	
COMMUNITY INITIATIVE	DEANNA PAPPAS	
COMMUNITY INITIATIVE	DEBORAH CRAWFORD	AFRICAN AMERICAN
AVIATION	DEBRA S RUNYAN	NONMINORITY FEMALE
HUMAN RESOURCES	DEER OAKS MENTAL HEALTH ASSOCS	
COMMUNITY INITIATIVE	DELIA I RODRIGUEZ	
ITSD	DENIM GROUP LTD	NONMINORITY MALE
COMMUNITY INITIATIVE	DENNIS C RODRIGUEZ	HISPANIC AMERICAN
ECONOMIC & EMP DEV	DENTON NAVARRO & BERNAL	HISPANIC AMERICAN
CITY ATTORNEY	DENTON NAVARRO & BERNAL	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	DENTON NAVARRO & BERNAL	HISPANIC AMERICAN
EXTERNAL RELATIONS	DENTON NAVARRO & BERNAL	HISPANIC AMERICAN
MUNICIPAL COURT	DEPENDABLE HEALTH SERVICES INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	DEPENDABLE HEALTH SERVICES INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	DIANA GUZMAN	NONMINORITY MALE
AVIATION	DIANA ROBERTS	
ECONOMIC & EMP DEV	DILUZIO GROUP LLC	NONMINORITY MALE
NEIGHBORHOOD ACTION	DIMENSIONS PHYSICAL THERAPY & WELLN	NONMINORITY FEMALE
PUBLIC WORKS	DIVERSE MEDIA INC	
DEVELOPMENT SERVICES	DIVERSE MEDIA INC	
FIRE	DIVERSE MEDIA INC	
COMMUNITY INITIATIVE	DOLORES PATINO	
SA METRO HEALTH DIST	DONALD J DUDLEY	NONMINORITY MALE
SA METRO HEALTH DIST	DONNESE FRITSCHE DDS	
ANIMAL CARE SERVICES	DR JOHN HERBOLD DVM	NONMINORITY MALE
NEIGHBORHOOD ACTION	DR ROBERT L WATSON	
POLICE	DR WILLIAM M MORLANG DDS	NONMINORITY MALE
AVIATION	DRASH CONSULTING ENGINEERS INC	NONMINORITY FEMALE
COMMUNITY INITIATIVE	DURAND C WATERS	NONMINORITY MALE
SA METRO HEALTH DIST	E S D & ASSOCS	NONMINORITY FEMALE
CULTURAL AFFAIRS	E S D & ASSOCS	NONMINORITY FEMALE
PUBLIC WORKS	ECKMANN GROLL INC	NONMINORITY FEMALE
ASSET MANAGEMENT	ECKMANN GROLL INC	NONMINORITY FEMALE
AVIATION	ECKMANN GROLL INC	NONMINORITY FEMALE
PARKS & RECREATION	ECKMANN GROLL INC	NONMINORITY FEMALE
CITY ATTORNEY	EDDIE MORRIS COURT REPORTERS INC	NONMINORITY MALE
SA METRO HEALTH DIST	EDITH SILVAS	HISPANIC AMERICAN
CITY ATTORNEY	EDRICK ALVISO	
PUBLIC WORKS	EDRICK ALVISO	
DOWNTOWN OPERATIONS	EDWARD M BENAVIDES	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	EDWARDS HOLDING INC	HISPANIC AMERICAN
NEIGHBORHOOD ACTION	ELISA TORRES	HISPANIC AMERICAN
ITSD	ELITE COMPUTER CONSULTANTS LP	
PLANNING	ELIZABETH ADAMS	
COMMUNITY INITIATIVE	ELIZABETH ESPINOZA	
NEIGHBORHOOD ACTION	EMMA M CRUZ	HISPANIC AMERICAN
HUMAN RESOURCES	EMPLOYEE BENEFITS ADMINISTRATOR INC	

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
COMMUNITY INITIATIVE	ERNEST DE LA ROSA JR	HISPANIC AMERICAN
ITSD	ERNST NILSSON	
CITY ATTORNEY	ESQUIRE DEPOSITION	NONMINORITY MALE
PUBLIC WORKS	ESQUIRE DEPOSITION	NONMINORITY MALE
COMMUNITY INITIATIVE	ESTELA C HERNANDEZ	HISPANIC AMERICAN
SA METRO HEALTH DIST	ESTELLE LAWTON	OTHER
COMMUNITY INITIATIVE	ESTRALITA S WHITE	
COMMUNITY INITIATIVE	EVELYN C LOPEZ	
CITY ATTORNEY	FEDERAL COURT REPORTERS	HISPANIC AMERICAN
CULTURAL AFFAIRS	FEDERAL COURT REPORTERS	HISPANIC AMERICAN
PUBLIC WORKS	FLORES & CO CONSULTING	
ECONOMIC & EMP DEV	FLORES HOLDINGS LLC	HISPANIC AMERICAN
CONV FACILTIES	FORD POWELL & CARSON	NONMINORITY MALE
AVIATION	FOSTER C M GROUP INC	AFRICAN AMERICAN
CITY ATTORNEY	FRANCES A SHERROD	
LIBRARY	FULBRIGHT & JAWORSKI LLP	
PARKS & RECREATION	G 2 E SERVICES INC	HISPANIC AMERICAN
CULTURAL AFFAIRS	G 2 E SERVICES INC	HISPANIC AMERICAN
CITY ATTORNEY	G G & P LLC	HISPANIC AMERICAN
PUBLIC WORKS	GARCIA & WRIGHT CONSULTING	HISPANIC AMERICAN
DEVELOPMENT SERVICES	GARDENING VOLUNTEERS OF SOUTH TEXAS	
FINANCE	GARZA GONZALES & ASSO	HISPANIC AMERICAN
CULTURAL AFFAIRS	GEMINI INK	
ALAMODOME	GENERAL NEON SIGN	NONMINORITY FEMALE
PUBLIC WORKS	GEO STRATA ENVIRONMENTAL	NONMINORITY FEMALE
POLICE	GEORGE ALLEN MCDOUGALL JR	
PARKS & RECREATION	GEORGE VENI & ASSOCS	
COMMUNITY INITIATIVE	GERARDO FELAN	HISPANIC AMERICAN
ASSET MANAGEMENT	GERRY SOLCHER	NONMINORITY MALE
COMMUNITY INITIATIVE	GINA AMATANGELO	
	GLOBALSCAPE TEXAS LP	
ITSD	GLOBALSCOPE COMMUNICATIONS	HISPANIC AMERICAN
CITY ATTORNEY	GOODE CASSEB & JONES	
AVIATION	GORDON S CHACE	NONMINORITY MALE
FLEET MAINT OPS	GRANDE TRUCK CENTER INC	NONMINORITY MALE
COMMUNITY INITIATIVE	GREAT SOUTH TEXAS CORP	NONMINORITY FEMALE
COMMUNITY INITIATIVE	GREATER RANDOLPH AREA SERVICES PROG	
NEIGHBORHOOD ACTION	GUADALUPE MARTINEZ	
COMMUNITY INITIATIVE	GUADALUPE PEREZ MIRELES	HISPANIC AMERICAN
PUBLIC WORKS	HARVEY S TAMON	
POLICE	HASKEL HOINE PHD PC	
COMMUNITY INITIATIVE	HEALY MURPHY CENTER INC	
POLICE	HEARTLAND INDUSTRIES	HISPANIC AMERICAN
SA METRO HEALTH DIST	HELIODORO BOONE MD	
COMMUNITY INITIATIVE	HENRIETTA LYNN MUNOZ	
SA METRO HEALTH DIST	HENRY CHEN MD	
ECONOMIC & EMP DEV	HERO ASSEMBLERS LP	
ECONOMIC & EMP DEV	HERO LOGISTICS LP	
COMMUNITY INITIATIVE	HILDA BANUELOS	HISPANIC AMERICAN
COMMUNITY INITIATIVE	HISPANAS UNIDAS	
CITY ATTORNEY	HOFFMAN REPORTING & VIDEO	
CITY ATTORNEY	HOLLY T REIGEL YBARRA	NONMINORITY FEMALE
COMMUNITY INITIATIVE	HOLY FAMILY NUTRITION PROGRAM	
NEIGHBORHOOD ACTION	HOPE SAN MIGUEL	
SA METRO HEALTH DIST	ICONNECT2IT INC	

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
NEIGHBORHOOD ACTION	ILLUSIONS RENTALS & DESIGNS	
COMMUNITY INITIATIVE	INMAN CHRISTIAN CTR	
COMMUNITY INITIATIVE	INNER CITY DEV INC	
LIBRARY	INTEGRITY SOLUTIONS	HISPANIC AMERICAN
CULTURAL AFFAIRS	INTERNATIONAL ACCORDIAN FESTIVAL	
	INTERPOOL INC	NONMINORITY FEMALE
DOWNTOWN OPERATIONS	INTERPOOL INC	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	J ROSS BOLES CO INC	NONMINORITY MALE
ASSET MANAGEMENT	J SILVA TRANSFER	HISPANIC AMERICAN
PLANNING	JACQUELINE WARNER	
SA METRO HEALTH DIST	JAGRUTI S BHAKTA	
PARKS & RECREATION	JAMES BYNUM	NONMINORITY MALE
SA METRO HEALTH DIST	JAMES F WITTMER MD	
PUBLIC WORKS	JAMES PONTON LLC	
PARKS & RECREATION	JAMES PONTON LLC	
SA METRO HEALTH DIST	JAMES R DUKE MD	
COMMUNITY INITIATIVE	JAMES RAMIREZ	
COMMUNITY INITIATIVE	JAMES SHELTON	
DOWNTOWN OPERATIONS	JANET L PADUH	NONMINORITY FEMALE
FIRE	JANICE R SCHWARTZ	NONMINORITY FEMALE
COMMUNITY INITIATIVE	JASON ALEMAN	
CULTURAL AFFAIRS	JEFFERSON WOODLAWN LAKE CDC	
NEIGHBORHOOD ACTION	JEFFERSON WOODLAWN LAKE CDC	
PLANNING	JENNIFER COVELL	
SA METRO HEALTH DIST	JENNIFER MEYER BANKLER DDS	
COMMUNITY INITIATIVE	JENNY BANDA ROMERO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	JESSICA DOVALINA	
COMMUNITY INITIATIVE	JESUS L BORREGO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	JEWISH FAMILY & CHILDRENS SERVICE	
SA METRO HEALTH DIST	JIMMY L CONNER	
PUBLIC WORKS	JOE L SCATES MRA MSA	
CODE COMPLIANCE	JOE ROCHA	NONMINORITY MALE
CITY ATTORNEY	JOEY HURT	
PUBLIC WORKS	JOHNSTON RALPH REED & WATT	
FLEET MAINT OPS	JORDAN FORD INC	NONMINORITY MALE
COMMUNITY INITIATIVE	JOSE L BOCANEGRA	
SA METRO HEALTH DIST	JOSEFINE ORTIZ WOLFE	HISPANIC AMERICAN
SA METRO HEALTH DIST	JOSELINE FARAH BORCHARDT	
COMMUNITY INITIATIVE	JOSEPH GARZA JR	NONMINORITY MALE
COMMUNITY INITIATIVE	JOSEPH MICHAEL DENNING	
COMMUNITY INITIATIVE	JOSEPH T PASTOR JR	
COMMUNITY INITIATIVE	JOVEN INC	
LIBRARY	JOYCE FISHER HEIN	NONMINORITY FEMALE
SA METRO HEALTH DIST	JUAN A GONZALES MD	
PARKS & RECREATION	JUAN SEPULVEDA	
COMMUNITY INITIATIVE	JULIAN ROBERT MARQUEZ	
CULTURAL AFFAIRS	JUMP START PERFORMANCE CO	
NEIGHBORHOOD ACTION	K L & J LIMITED PARTNERSHIP	NONMINORITY MALE
SA METRO HEALTH DIST	KAREN D SVETZ	
SA METRO HEALTH DIST	KATHRYN SAFFORD MD	
COMMUNITY INITIATIVE	KATHY R LITTLE	AFRICAN AMERICAN
DEVELOPMENT SERVICES	KEEP SA BEAUTIFUL INC	
PLANNING	KELL MUNOZ WIGODSKY INC	
ANIMAL CARE SERVICES	KENNETH D KIRLIN	NONMINORITY MALE
LIBRARY	KEVIN FITZPATRICK	

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PUBLIC WORKS	KIMBERLY ROSE DUQUETTE	
ANIMAL CARE SERVICES	KOLLEEN K MEYER	
PUBLIC WORKS	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
PARKS & RECREATION	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
CULTURAL AFFAIRS	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
POLICE	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
FLEET MAINT OPS	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
CITY CLERK	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
PURCH & CNTRCT SERV	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
SA METRO HEALTH DIST	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
AVIATION	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
CAP IMPRV MGMT SERV	LA PRENSA DE SAN ANTONIO	HISPANIC AMERICAN
SA METRO HEALTH DIST	LACTATION CONNECTION	
NEIGHBORHOOD ACTION	LASARO F TORREZ	NONMINORITY MALE
NEIGHBORHOOD ACTION	LAST MINUTE DJ & KARAOKE	
CITY ATTORNEY	LAURA KAYLEEN RIVERA	
PLANNING	LAUREN ANNA EDLUND	
ECONOMIC & EMP DEV	LAW OFFICES WILLIAM T AVILA PC	HISPANIC AMERICAN
CITY ATTORNEY	LAW OFFICES WILLIAM T AVILA PC	HISPANIC AMERICAN
FINANCE	LEAL & CARTER PC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	LEROY RUVALCABA	HISPANIC AMERICAN
SA METRO HEALTH DIST	LINDA T TILL	
SA METRO HEALTH DIST	LINDSEY SCHLEPP DDS	
LIBRARY	LITHO MACHINE SALES	NONMINORITY MALE
PUBLIC WORKS	LOCKWOOD ANDREWS & NEWNAM INC	
EXTERNAL RELATIONS	LOEFFLER JONAS & TUGGEY LLP	
CITY ATTORNEY	LOEFFLER JONAS & TUGGEY LLP	
NEIGHBORHOOD ACTION	LONNIE FUSSEL	
NEIGHBORHOOD ACTION	LORENZO MORENO	
CITY ATTORNEY	LUIS DURAN JR	HISPANIC AMERICAN
SA METRO HEALTH DIST	LUIS GASTON PRIETO MD	
COMMUNITY INITIATIVE	LUKE DRAPAL	
AVIATION	M C 2 STUDIOS INC	
PARKS & RECREATION	M C 2 STUDIOS INC	
LIBRARY	M D L G & ASSOCS INC	HISPANIC AMERICAN
ASSET MANAGEMENT	M P N INC	NONMINORITY MALE
HUMAN RESOURCES	M P N INC	NONMINORITY MALE
ASSET MANAGEMENT	M X INVESTMENTS	NONMINORITY MALE
	MACTLC	NONMINORITY MALE
COMMUNITY INITIATIVE	MAEVE REDDIN	
SA METRO HEALTH DIST	MANAGEMENT SOLUTIONS GROUP LLC	NONMINORITY FEMALE
CITY MANAGER	MANAGEMENT SOLUTIONS GROUP LLC	NONMINORITY FEMALE
COMMUNITY INITIATIVE	MANUEL ORTIZ CONSTRUCTION LLC	HISPANIC AMERICAN
LIBRARY	MARCIVE INC	NONMINORITY FEMALE
SA METRO HEALTH DIST	MARGARET KELLY	
COMMUNITY INITIATIVE	MARGO WHIT OLSON	
PARKS & RECREATION	MARGO WHIT OLSON	
SA METRO HEALTH DIST	MARIA ADELITA JACINTO	
ASSET MANAGEMENT	MARIA L TREVINO	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	MARIA LUISA REYNA	HISPANIC AMERICAN
COMMUNITY INITIATIVE	MARIA N FLORES	HISPANIC AMERICAN
COMMUNITY INITIATIVE	MARIANNE GREENE	HISPANIC AMERICAN
COMMUNITY INITIATIVE	MARICARMEN AGUILERA	NONMINORITY MALE
SA METRO HEALTH DIST	MARIO BUSTAMANTE MD PA	NONMINORITY MALE

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PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
AVIATION	MARIO TREVINO	HISPANIC AMERICAN
COMMUNITY INITIATIVE	MARTA TRINIDAD	
COMMUNITY INITIATIVE	MARTHA BANUELOS	
COMMUNITY INITIATIVE	MARTHA GALINDO	HISPANIC AMERICAN
SA METRO HEALTH DIST	MARTHA M WILLIAMS	HISPANIC AMERICAN
CULTURAL AFFAIRS	MARY E STEFL	
COMMUNITY INITIATIVE	MATTHEW MORGAN HARRISON	
COMMUNITY INITIATIVE	MC CALL & ASSOCS	AFRICAN AMERICAN
	MEDIA RARE INC	NONMINORITY FEMALE
HUMAN RESOURCES	MEDICAL AUDIT CONSULTANTS INC	NONMINORITY FEMALE
SA METRO HEALTH DIST	MELISSA G UNDERWOOD	
POLICE	MICHAEL C BECKER	NONMINORITY MALE
ASSET MANAGEMENT	MICHAEL MEHL	
CULTURAL AFFAIRS	MICHAEL MEHL	
SA METRO HEALTH DIST	MICHELLE D LANDRUM	NONMINORITY FEMALE
AVIATION	MIGHTY STUDIO GROUP LLC	AFRICAN AMERICAN
COMMUNITY INITIATIVE	MIGHTY STUDIO GROUP LLC	AFRICAN AMERICAN
PUBLIC WORKS	MISSION COURIER	
CITY ATTORNEY	MISSION COURIER	
AVIATION	MODULAR IN MOTION INC	
COMMUNITY INITIATIVE	MOHAMMED ASAD WAHEED	
LIBRARY	MOISES HERNANDEZ	
COMMUNITY INITIATIVE	MONICA M RIOJAS	
CULTURAL AFFAIRS	MUSICAL BRIDGES AROUND THE WORLD	
COMMUNITY INITIATIVE	MY SANANTONIO COM LLC	
PARKS & RECREATION	MY SANANTONIO COM LLC	
SA METRO HEALTH DIST	NANCY D WALEA	
COMMUNITY INITIATIVE	NASARITA PONCE	
ASSET MANAGEMENT	NATURE CONSERVANCY	OTHER
PARKS & RECREATION	NATURE CONSERVANCY	OTHER
CAP IMPRV MGMT SERV	NATURE CONSERVANCY	OTHER
CULTURAL AFFAIRS	NETWORK FOR YOUNG ARTIST INC	NONMINORITY MALE
SA METRO HEALTH DIST	NEW CENTURY GRAPHICS	NONMINORITY MALE
LIBRARY	NEW HORIZONS COMPUTER	NONMINORITY MALE
FIRE	NEW HORIZONS COMPUTER	NONMINORITY MALE
AVIATION	NEW HORIZONS COMPUTER	NONMINORITY MALE
COMMUNITY INITIATIVE	NICHOLAS GALUS	OTHER
COMMUNITY INITIATIVE	NINA N SHEALEY	
CULTURAL AFFAIRS	NITE PROFESSIONAL PROTECTION INC	
POLICE	NON COMMISSIONED OFFICERS ASSOCIATI	OTHER
CULTURAL AFFAIRS	NONPROFIT RESOURCE CENTER OF TEXAS	
LIBRARY	NONPROFIT RESOURCE CENTER OF TEXAS	
NEIGHBORHOOD ACTION	NONPROFIT RESOURCE CENTER OF TEXAS	
COMMUNITY INITIATIVE	NONPROFIT RESOURCE CENTER OF TEXAS	
COMMUNITY INITIATIVE	NORMA MARTINEZ ROGERS	
COMMUNITY INITIATIVE	O B O TEAM INC	HISPANIC AMERICAN
SA METRO HEALTH DIST	OAKDELL PHARMACY	NONMINORITY FEMALE
PUBLIC WORKS	OKSANG CHO	OTHER
SA METRO HEALTH DIST	OMEGA ARTEAGA GAMBOA	HISPANIC AMERICAN
	ON COMPUTER SERVICES	NONMINORITY MALE
SA METRO HEALTH DIST	ONE DAY SIGNS INC	NONMINORITY FEMALE
CULTURAL AFFAIRS	OPERA GUILD OF SA	
AVIATION	OPERATIONAL TECHNOLOGIES	HISPANIC AMERICAN
PUBLIC WORKS	OPPENHEIMER BLEND	
CITY ATTORNEY	OPPENHEIMER BLEND	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
PARKS & RECREATION	OPPENHEIMER BLEND	
COMMUNITY INITIATIVE	ORLANDO DE LOS SANTOS	
PUBLIC WORKS	OVERBY DESCAMPS ENGINEERS	HISPANIC AMERICAN
FINANCE	PADGETT STRATEMANN & CO L L P	
SA METRO HEALTH DIST	PAMELA R BROWN BAER	
COMMUNITY INITIATIVE	PAMELA W DEEGEAR	
NEIGHBORHOOD ACTION	PAPE DAWSON ENGINEERS INC	NONMINORITY MALE
PUBLIC WORKS	PAPE DAWSON ENGINEERS INC	NONMINORITY MALE
AVIATION	PAR CONSTRUCTION INC	NONMINORITY FEMALE
PUBLIC WORKS	PAR CONSTRUCTION INC	NONMINORITY FEMALE
COMMUNITY INITIATIVE	PARENT CHILD INC	
AVIATION	PARSONS TRANSPORTATION GROUP INC	
COMMUNITY INITIATIVE	PATRICIA A EHRLER	NONMINORITY FEMALE
LIBRARY	PATRICIA MILES	
SA METRO HEALTH DIST	PATRICIA VILLARREAL RN	
COMMUNITY INITIATIVE	PATRICIAN MOVEMENT	
LIBRARY	PATRICK MCFALL	NONMINORITY MALE
AVIATION	PAUL D WOOD	NONMINORITY FEMALE
CULTURAL AFFAIRS	PAUL J VAUGHN	
NEIGHBORHOOD ACTION	PAUL MONTELONGO ENTERPRISES INC	NONMINORITY MALE
SA METRO HEALTH DIST	PETER J ALMQUIST DDS	
PLANNING	PHILIP B MORCOTTE	NONMINORITY MALE
SA METRO HEALTH DIST	PHYSICIAN PRIMECARE	
LIBRARY	PINNACLE VIDEO GROUP INC	
COMMUNITY INITIATIVE	PIXELWORKS CORP	NONMINORITY MALE
DOWNTOWN OPERATIONS	PIXELWORKS CORP	NONMINORITY MALE
CULTURAL AFFAIRS	PIXELWORKS CORP	NONMINORITY MALE
PUBLIC WORKS	PLUNKETT & GIBSON INC	
CONV FACILTIES	POLANSKY MCNUTT PERRY & CO	
ECONOMIC & EMP DEV	PORT AUTHORITY OF SAN ANTONIO	
COMMUNITY INITIATIVE	POSITIVE BEGINNINGS INC	
COMMUNITY INITIATIVE	PRESA COMMUNITY SERV CTR	
FLEET MAINT OPS	PRIME TIME INC	AFRICAN AMERICAN
AVIATION	PRIME TIME INC	AFRICAN AMERICAN
NEIGHBORHOOD ACTION	PRIME TIME INC	AFRICAN AMERICAN
SA METRO HEALTH DIST	PRIME TIME INC	AFRICAN AMERICAN
NEIGHBORHOOD ACTION	PRIME TIME INC	AFRICAN AMERICAN
POLICE	PRIME TIME INC	AFRICAN AMERICAN
PURCH & CNTRCT SERV	PRIME TIME INC	AFRICAN AMERICAN
PARKS & RECREATION	PRIME TIME INC	AFRICAN AMERICAN
DEVELOPMENT SERVICES	PRIME TIME INC	AFRICAN AMERICAN
PLANNING	PRIME TIME INC	AFRICAN AMERICAN
PUBLIC WORKS	PRIME TIME INC	AFRICAN AMERICAN
DOWNTOWN OPERATIONS	PRIME TIME INC	AFRICAN AMERICAN
	PRIME TIME INC	AFRICAN AMERICAN
CITY CLERK	PRIME TIME INC	AFRICAN AMERICAN
CODE COMPLIANCE	PRIME TIME INC	AFRICAN AMERICAN
POLICE	PRIME TIME INC	AFRICAN AMERICAN
PARKS & RECREATION	PRIME TIME INC	AFRICAN AMERICAN
FLEET MAINT OPS	PRIME TIME PUBLISHING	
PARKS & RECREATION	PRIME TIME PUBLISHING	
POLICE	PRIME TIME PUBLISHING	
PUBLIC WORKS	PROFESSIONAL ENGINEERING DESIGN	NONMINORITY FEMALE
FIRE	PROGRESSIVE EMERGENCY PRODUCTS	NONMINORITY MALE
COMMUNITY INITIATIVE	PROJECT LEARN TO READ	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
COMMUNITY INITIATIVE	PROJECT MEND	
ECONOMIC & EMP DEV	PROJECT QUEST	
COMMUNITY INITIATIVE	PROJECT QUEST	
PARKS & RECREATION	PROTECTION DEVELOPMENT	NONMINORITY MALE
DEVELOPMENT SERVICES	PROTECTION DEVELOPMENT	NONMINORITY MALE
PUBLIC WORKS	PROVIDENCE COMMERCIAL	HISPANIC AMERICAN
	QUALITY SERVICES INC	NONMINORITY MALE
NEIGHBORHOOD ACTION	QUALTECH ENVIRONMENTAL	NONMINORITY MALE
CITY ATTORNEY	QUICK COURIER	HISPANIC AMERICAN
DOWNTOWN OPERATIONS	QUINCE MEDIA LLC	
NEIGHBORHOOD ACTION	R F MURRAY CO INC	HISPANIC AMERICAN
HUMAN RESOURCES	R K GROUP LLC	NONMINORITY MALE
SA METRO HEALTH DIST	RAMIRO FLORES MD	
LIBRARY	RAMONA LUCIUS	NONMINORITY FEMALE
COMMUNITY INITIATIVE	RAUL TREVINO	
COMMUNITY INITIATIVE	RAYMOND V GARCIA	
NEIGHBORHOOD ACTION	REBUILDING TOGETHER	
NEIGHBORHOOD ACTION	REGENT COACH LINE LTD	
CODE COMPLIANCE	REYNALDO ALANIZ	HISPANIC AMERICAN
COMMUNITY INITIATIVE	RICHARD A WOLLNEY JR	
COMMUNITY INITIATIVE	RICHARD DE LEON	HISPANIC AMERICAN
AVIATION	RICHARD LEWIS JR	
CULTURAL AFFAIRS	RICHARD V BUTLER	
ECONOMIC & EMP DEV	RIO PERLA PROPERTIES LP	
PUBLIC WORKS	RIO PERLA PROPERTIES LP	
PLANNING	RITA E FERNANDEZ	HISPANIC AMERICAN
PUBLIC WORKS	ROBERT B HAHN	NONMINORITY MALE
CULTURAL AFFAIRS	ROBERT BALTIMORE	
SA METRO HEALTH DIST	ROBERT E CORDOVA	
FINANCE	ROBERT J WILLIAMS CPA	AFRICAN AMERICAN
SA METRO HEALTH DIST	ROBERT L M HILLIARD MD	
NEIGHBORHOOD ACTION	ROBERT R ASHCROFT	
CITY MANAGER	ROBERT R ASHCROFT	
GRANTS MONITOR/ADMN	ROBERT R ASHCROFT	
ECONOMIC & EMP DEV	ROBERT R ASHCROFT	
FLEET MAINT OPS	ROBERT R ASHCROFT	
SA METRO HEALTH DIST	ROBERT S SCHENKEN	NONMINORITY MALE
NEIGHBORHOOD ACTION	ROBERTO P TREVINO	
COMMUNITY INITIATIVE	ROBERTO VAZQUEZ	
NEIGHBORHOOD ACTION	ROBOT	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	RODNEY TAYLOR	
SA METRO HEALTH DIST	RODOLFO RUIZ	
COMMUNITY INITIATIVE	ROLAND CHAVARRIA	
CODE COMPLIANCE	ROMALDO HERNANDEZ	
COMMUNITY INITIATIVE	RONALD W PRICE	
COMMUNITY INITIATIVE	ROSA E PINEDA	
COMMUNITY INITIATIVE	ROSARIO V CHAVEZ	HISPANIC AMERICAN
AVIATION	ROTHE DEVELOPMENT INC	NONMINORITY FEMALE
CITY ATTORNEY	ROXANNE M GONZALES SOZA	HISPANIC AMERICAN
COMMUNITY INITIATIVE	ROY MAAS YOUTH ALTERNATIVES INC	
COMMUNITY INITIATIVE	RUSSELL P JOHNSON	NONMINORITY MALE
SA METRO HEALTH DIST	RYKE REHABILITATION LLC	NONMINORITY MALE
PARKS & RECREATION	S K & A INC	
DOWNTOWN OPERATIONS	SAFETY FIRST	
CODE COMPLIANCE	SAMMY SALVADOR MANZELLO JR	

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
NEIGHBORHOOD ACTION	SAN ANTONIO BOARD OF REALTORS	
EXTERNAL RELATIONS	SAN ANTONIO BOWL ASSOC	
AVIATION	SAN ANTONIO BUSINESS JOURNAL	NONMINORITY MALE
SA METRO HEALTH DIST	SAN ANTONIO CARDIOLOGY	NONMINORITY MALE
NEIGHBORHOOD ACTION	SAN ANTONIO CITY TOURS LT	NONMINORITY MALE
CITY ATTORNEY	SAN ANTONIO COPY CONCIERGE	HISPANIC AMERICAN
CITY ATTORNEY	SAN ANTONIO COPY CONCIERGE	HISPANIC AMERICAN
COMMUNITY INITIATIVE	SAN ANTONIO CURRENT	
COMMUNITY INITIATIVE	SAN ANTONIO EDUCATION PARTNERSHIP INC	
CITY CLERK	SAN ANTONIO INFORMER	AFRICAN AMERICAN
PARKS & RECREATION	SAN ANTONIO INFORMER	AFRICAN AMERICAN
CAP IMPRV MGMT SERV	SAN ANTONIO INFORMER	AFRICAN AMERICAN
PUBLIC WORKS	SAN ANTONIO INFORMER	AFRICAN AMERICAN
AVIATION	SAN ANTONIO INFORMER	AFRICAN AMERICAN
COMMUNITY INITIATIVE	SAN ANTONIO OBSERVER NEWS	AFRICAN AMERICAN
ALAMODOME	SAN ANTONIO PARTNERSHIP	HISPANIC AMERICAN
PARKS & RECREATION	SAN ANTONIO PARTNERSHIP	HISPANIC AMERICAN
COMMUNITY INITIATIVE	SAN ANTONIO SOUND & LIGHT	NONMINORITY MALE
COMMUNITY INITIATIVE	SAN JUAN DE LOS LAGOS	NONMINORITY MALE
CULTURAL AFFAIRS	SAN PEDRO PLAYHOUSE	
PARKS & RECREATION	SANDISON REALTY & APPRAISAL SVS	NONMINORITY MALE
SA METRO HEALTH DIST	SANDRA A CORTEZ	
ITSD	SAT RADIO COMMUNICATIONS LTD	NONMINORITY FEMALE
PARKS & RECREATION	SCHAEFER & SCHAEFER	
SA METRO HEALTH DIST	SCOTT S HEYING DDS MS PA	
PUBLIC WORKS	SEDA CONSULTING ENGINEERS	
COMMUNITY INITIATIVE	SELRICO SERVICES INC	HISPANIC AMERICAN
COMMUNITY INITIATIVE	SHANNON BATISTE	
POLICE	SHANNON DUNN	NONMINORITY FEMALE
PLANNING	SHANNON LEE GREEN	
ANIMAL CARE SERVICES	SHANNON RAINES ESPY	NONMINORITY FEMALE
PUBLIC WORKS	SHAW LAW FIRM PC	
ANIMAL CARE SERVICES	SHERRI W YOUNGBLOOD DVM	
FIRE	SHOOK MOBILE TECHNOLOGY	HISPANIC AMERICAN
ITSD	SIGMA SOLUTIONS INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	SILKSCREEN AMERICA INC	NONMINORITY MALE
CODE COMPLIANCE	SILVIA F DE LOS REYES	NONMINORITY MALE
CONV FACILTIES	SIMPLY THE BEST	NONMINORITY FEMALE
FLEET MAINT OPS	SIMPLY THE BEST	NONMINORITY FEMALE
HUMAN RESOURCES	SOLERS INC	
POLICE	SOLERS INC	
COMMUNITY INITIATIVE	SONIA V GARCIA	
COMMUNITY INITIATIVE	SOPHIA S VALENCIA	
SA METRO HEALTH DIST	SOURCE FOR PUBLICDATA LP	NONMINORITY MALE
PARKS & RECREATION	SOUTH TEXAS COMPUTER REPAIR CENTER	HISPANIC AMERICAN
POLICE	SOUTH TEXAS COMPUTER REPAIR CENTER	HISPANIC AMERICAN
ITSD	SOUTH TEXAS COMPUTER REPAIR CENTER	HISPANIC AMERICAN
	SOUTH TEXAS COMPUTER REPAIR CENTER	HISPANIC AMERICAN
SA METRO HEALTH DIST	SOUTH TEXAS COMPUTER REPAIR CENTER	HISPANIC AMERICAN
POLICE	SOUTH TEXAS VETERINARY SPECIALISTS	
ASSET MANAGEMENT	SOUTHCENTRAL SURVEYORS	
ITSD	SOUTHWEST RESEARCH INSTITUTE	NONMINORITY MALE
SA METRO HEALTH DIST	SOUTHWEST RESEARCH INSTITUTE	NONMINORITY MALE
SOLID WASTE MNGMT	SOUTHWEST RESEARCH INSTITUTE	NONMINORITY MALE
CITY ATTORNEY	SOUTHWEST RESEARCH INSTITUTE	NONMINORITY MALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
FIRE	SOUTHWEST TEXAS REGIONAL	
COMMUNITY INITIATIVE	SRABANTI SARKAR	
COMMUNITY INITIATIVE	ST JAMES HOUSING	
ANIMAL CARE SERVICES	STANLEY O HEWINS	
PARKS & RECREATION	STARR MARKETING	NONMINORITY FEMALE
NEIGHBORHOOD ACTION	STEPHEN G HILL	NONMINORITY MALE
COMMUNITY INITIATIVE	STEVE M PEKARSKY	
SA METRO HEALTH DIST	STEVE M SANCHEZ	
PARKS & RECREATION	STEVEN CRAWFORD	NONMINORITY MALE
SA METRO HEALTH DIST	STEVEN LEDWIG DDS	
CULTURAL AFFAIRS	STONEMETAL PRESS	
PARKS & RECREATION	STOUFFER & ASSOCS LLP	NONMINORITY MALE
ASSET MANAGEMENT	STOUFFER & ASSOCS LLP	NONMINORITY MALE
AVIATION	STOUFFER & ASSOCS LLP	NONMINORITY MALE
ASSET MANAGEMENT	STUART ALLEN	
SA METRO HEALTH DIST	SUSAN FERLITTO	
COMMUNITY INITIATIVE	SUSAN L CERDA	
PARKS & RECREATION	SWIRL	HISPANIC AMERICAN
AVIATION	SWIRL	HISPANIC AMERICAN
COMMUNITY INITIATIVE	SYMMETRY BY DESIGN INC	NONMINORITY MALE
ITSD	T R C COMPUTER SERVICES INC	HISPANIC AMERICAN
ECONOMIC & EMP DEV	TAKUMI STAMPING TEXAS INC	
	TECHNOVATIONS INTEGRATION GROUP LLC	NONMINORITY MALE
DEVELOPMENT SERVICES	TECHNOVATIONS INTEGRATION GROUP LLC	NONMINORITY MALE
	TELEMUNDO T60 KVDA	NONMINORITY MALE
SA METRO HEALTH DIST	TELEMUNDO T60 KVDA	NONMINORITY MALE
NEIGHBORHOOD ACTION	TEXAS GROUP INVESTMENT & CONSULTING	
SA METRO HEALTH DIST	TEXAS PHYSICAL MEDICINE &	HISPANIC AMERICAN
POLICE	TEXAS PHYSICAL MEDICINE &	HISPANIC AMERICAN
ECONOMIC & EMP DEV	TEXAS RESEARCH & TECHNOLOGY	
DOWNTOWN OPERATIONS	TEXAS SALES & MARKETING LLP	
COMMUNITY INITIATIVE	TEXAS SCENIC CO INC	NONMINORITY MALE
DOWNTOWN OPERATIONS	TEXAS WEDDINGS LTD	NONMINORITY MALE
SA METRO HEALTH DIST	THANKAM SUNIL	OTHER
ANIMAL CARE SERVICES	THOMASJBABBITT	
CITY ATTORNEY	THOMASJPARKER	
ASSET MANAGEMENT	THOMASJSMITH	
SA METRO HEALTH DIST	TIM RAINEY DDS	
LIBRARY	TINA M LOWREY	
ANIMAL CARE SERVICES	TODD W PHILLIPS	NONMINORITY MALE
NEIGHBORHOOD ACTION	TONGS THAI INC	NONMINORITY MALE
ECONOMIC & EMP DEV	TOYOTA MOTOR MANUFACTURING TEXAS IN	NONMINORITY MALE
ECONOMIC & EMP DEV	TRADE GROUP SAN ANTONIO LLC	NONMINORITY MALE
DOWNTOWN OPERATIONS	TRIALS INC	
NEIGHBORHOOD ACTION	TUANPHAONGVIETLE	
SA METRO HEALTH DIST	UNIVISION RADIO BROADCASTING TEXAS	NONMINORITY MALE
SA METRO HEALTH DIST	UT MEDICINE SAN ANTONIO	
ITSD	V I A TECHNOLOGY	HISPANIC AMERICAN
COMMUNITY INITIATIVE	VADE FORRESTER	NONMINORITY MALE
CODE COMPLIANCE	VALADEZ SHREDDING SERVICE INC	
AVIATION	VAN WILLIAMS	
NEIGHBORHOOD ACTION	VELIA R TAMEZ	NONMINORITY MALE
PARKS & RECREATION	VERBALOCITY INC	
CULTURAL AFFAIRS	VERONICA FERNANDEZ	
POLICE	VETERINARY IMAGING CENTER OF	NONMINORITY FEMALE

APPENDIX C
UTILIZATION DETAILS

PURCHASING ORGANIZATION DESCRIPTION	VENDOR NAME	ETHNICITY
DOWNTOWN OPERATIONS	VICKREY & ASSOCS CONSULTING	NONMINORITY FEMALE
PUBLIC WORKS	VICKREY & ASSOCS CONSULTING	NONMINORITY FEMALE
CITY ATTORNEY	VICTORIA LEE GWYNN	
PARKS & RECREATION	W F PARTNERSHIP LTP	NONMINORITY FEMALE
COMMUNITY INITIATIVE	WARM SPRINGS REHABILITATION	
DOWNTOWN OPERATIONS	WARREN BORROR	NONMINORITY MALE
CULTURAL AFFAIRS	WATERMARK GROUP INC	
LIBRARY	WEB HEAD GROUP	HISPANIC AMERICAN
HUMAN RESOURCES	WERLING ASSOCS INC	
CITY ATTORNEY	WEST & ASSOCS LLP	AFRICAN AMERICAN
COMMUNITY INITIATIVE	WILLETTE P CARTER	AFRICAN AMERICAN
CITY ATTORNEY	WILLIAM A VORHEIER MARIA DELEON	
CITY ATTORNEY	WILLIAM E WOOD	NONMINORITY MALE
ANIMAL CARE SERVICES	WILLIAM H CRAIG	
SA METRO HEALTH DIST	WILLIAM L LUMPKIN DVM	
CULTURAL AFFAIRS	WILLIAM LEWIS III	
COMMUNITY INITIATIVE	WILLIAM RODRIGUEZ	
CULTURAL AFFAIRS	WINGS	
COMMUNITY INITIATIVE	WORLD AUDIO & LIGHTS	
PARKS & RECREATION	YING DOON MOY	
NEIGHBORHOOD ACTION	YOLANDA DELFIN	HISPANIC AMERICAN
COMMUNITY INITIATIVE	YOLANDA H PEREZ	
CULTURAL AFFAIRS	YOUTH ORCHESTRAS OF SAN ANTONIO	
CITY ATTORNEY	YVETTE MENDEZ	HISPANIC AMERICAN
COMMUNITY INITIATIVE	YVONNE A GARCIA	

APPENDIX D:
TELEPHONE SURVEY RESULTS

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q2 Respondent's Title		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner/CEO/President	**Count**	**7**	**8**	**72**	**4**	**69**	**160**	**91**	**11**	**262**
	Row%	2.7%	3.1%	27.5%	1.5%	26.3%	61.1%	34.7%	4.2%	100.0%
	Column%	50.0%	61.5%	53.7%	44.4%	58.0%	55.4%	48.7%	84.6%	53.6%
Manager/Financial Officer	**Count**	**7**	**5**	**57**	**5**	**45**	**119**	**81**	**2**	**202**
	Row%	3.5%	2.5%	28.2%	2.5%	22.3%	58.9%	40.1%	1.0%	100.0%
	Column%	50.0%	38.5%	42.5%	55.6%	37.8%	41.2%	43.3%	15.4%	41.3%
Other	**Count**	**0**	**0**	**5**	**0**	**5**	**10**	**15**	**0**	**25**
	Row%	0.0%	0.0%	20.0%	0.0%	20.0%	40.0%	60.0%	0.0%	100.0%
	Column%	0.0%	0.0%	3.7%	0.0%	4.2%	3.5%	8.0%	0.0%	5.1%
Total	**Count**	**14**	**13**	**134**	**9**	**119**	**289**	**187**	**13**	**489**
	Row%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q4 Woman Controls More Than 50% of Company		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**2**	**5**	**38**	**3**	**28**	**76**	**48**	**4**	**128**
	Row%	1.6%	3.9%	29.7%	2.3%	21.9%	59.4%	37.5%	3.1%	100.0%
	Column%	14.3%	38.5%	28.4%	33.3%	23.5%	26.3%	25.7%	30.8%	26.2%
No	**Count**	**12**	**8**	**95**	**6**	**88**	**209**	**139**	**9**	**357**
	Row%	3.4%	2.2%	26.6%	1.7%	24.6%	58.5%	38.9%	2.5%	100.0%
	Column%	85.7%	61.5%	70.9%	66.7%	73.9%	72.3%	74.3%	69.2%	73.0%
DK	**Count**	**0**	**0**	**1**	**0**	**3**	**4**	**0**	**0**	**4**
	Row%	0.0%	0.0%	25.0%	0.0%	75.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.7%	0.0%	2.5%	1.4%	0.0%	0.0%	0.8%
Total	**Count**	**14**	**13**	**134**	**9**	**119**	**289**	**187**	**13**	**489**
	Row%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q5 Ethnic Origin of Owner/Controlling Party		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Nonminority Male	**Count**	**0**	**0**	**0**	**0**	**0**	**0**	**187**	**0**	**187**
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	38.2%
African American	**Count**	**14**	**0**	**0**	**0**	**0**	**14**	**0**	**0**	**14**
	Row%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	0.0%	0.0%	0.0%	4.8%	0.0%	0.0%	2.9%
Asian American	**Count**	**0**	**13**	**0**	**0**	**0**	**13**	**0**	**0**	**13**
	Row%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	100.0%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	2.7%
Hispanic American	**Count**	**0**	**0**	**134**	**0**	**0**	**134**	**0**	**0**	**134**
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	0.0%	46.4%	0.0%	0.0%	27.4%
Native American	**Count**	**0**	**0**	**0**	**9**	**0**	**9**	**0**	**0**	**9**
	Row%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	100.0%	0.0%	3.1%	0.0%	0.0%	1.8%
Other	**Count**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**13**	**13**
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	2.7%
Nonminority Women	**Count**	**0**	**0**	**0**	**0**	**119**	**119**	**0**	**0**	**119**
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	100.0%	41.2%	0.0%	0.0%	24.3%
Total	**Count**	**14**	**13**	**134**	**9**	**119**	**289**	**187**	**13**	**489**
	Row%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q6 Owner - Highest Level of Education		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Some High School	**Count**	**0**	**1**	**2**	**0**	**1**	**4**	**1**	**0**	**5**
	Row%	0.0%	20.0%	40.0%	0.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	8.3%	1.5%	0.0%	1.0%	1.5%	0.6%	0.0%	1.1%
High School Graduate	**Count**	**2**	**0**	**7**	**2**	**12**	**23**	**10**	**5**	**38**
	Row%	5.3%	0.0%	18.4%	5.3%	31.6%	60.5%	26.3%	13.2%	100.0%
	Column%	14.3%	0.0%	5.3%	22.2%	11.4%	8.5%	5.6%	38.5%	8.2%
Trade or Tech Education	**Count**	**0**	**0**	**0**	**1**	**1**	**2**	**2**	**0**	**4**
	Row%	0.0%	0.0%	0.0%	25.0%	25.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	11.1%	1.0%	0.7%	1.1%	0.0%	0.9%
Some College	**Count**	**2**	**1**	**28**	**1**	**26**	**58**	**31**	**4**	**93**
	Row%	2.2%	1.1%	30.1%	1.1%	28.0%	62.4%	33.3%	4.3%	100.0%
	Column%	14.3%	8.3%	21.4%	11.1%	24.8%	21.4%	17.3%	30.8%	20.1%
College Degree	**Count**	**7**	**6**	**63**	**3**	**44**	**123**	**86**	**3**	**212**
	Row%	3.3%	2.8%	29.7%	1.4%	20.8%	58.0%	40.6%	1.4%	100.0%
	Column%	50.0%	50.0%	48.1%	33.3%	41.9%	45.4%	48.0%	23.1%	45.8%
Post Graduate Degree	**Count**	**3**	**4**	**31**	**2**	**21**	**61**	**49**	**1**	**111**
	Row%	2.7%	3.6%	27.9%	1.8%	18.9%	55.0%	44.1%	0.9%	100.0%
	Column%	21.4%	33.3%	23.7%	22.2%	20.0%	22.5%	27.4%	7.7%	24.0%
Total	**Count**	**14**	**12**	**131**	**9**	**105**	**271**	**179**	**13**	**463**
	Row%	3.0%	2.6%	28.3%	1.9%	22.7%	58.5%	38.7%	2.8%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q7 Company's Primary Line of Business		Race/Ethnicity/Gender									
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Men	Other	No Response	Total
Building Construction	**Count**	**0**	**0**	**17**	**3**	**14**	**34**	**21**	**3**	**6**	**64**
	Row%	0.0%	0.0%	26.6%	4.7%	21.9%	36.2%	32.8%	4.7%	9.4%	100.0%
	Column%	0.0%	0.0%	12.7%	33.3%	11.8%	11.2%	11.2%	23.1%	31.6%	12.6%
Special Trader Contractor	**Count**	**2**	**2**	**12**	**2**	**19**	**22**	**22**	**4**	**4**	**67**
	Row%	3.0%	3.0%	17.9%	3.0%	28.4%	34.9%	32.8%	6.0%	6.0%	100.0%
	Column%	14.3%	15.4%	9.0%	22.2%	16.0%	11.8%	11.8%	30.8%	21.1%	13.2%
Professional Services	**Count**	**6**	**5**	**43**	**2**	**36**	**81**	**81**	**3**	**6**	**182**
	Row%	3.3%	2.7%	23.6%	1.1%	19.8%	46.0%	44.5%	1.6%	3.3%	100.0%
	Column%	42.9%	38.5%	32.1%	22.2%	30.3%	43.3%	43.3%	23.1%	31.6%	35.8%
General/Personal Services	**Count**	**2**	**2**	**18**	**1**	**17**	**18**	**18**	**3**	**2**	**63**
	Row%	3.2%	3.2%	28.6%	1.6%	27.0%	29.5%	28.6%	4.8%	3.2%	100.0%
	Column%	14.3%	15.4%	13.4%	11.1%	14.3%	9.6%	9.6%	23.1%	10.5%	12.4%
Supplies and Equipment	**Count**	**4**	**4**	**44**	**1**	**33**	**45**	**45**	**0**	**1**	**132**
	Row%	3.0%	3.0%	33.3%	0.8%	25.0%	34.4%	34.1%	0.0%	0.8%	100.0%
	Column%	28.6%	30.8%	32.8%	11.1%	27.7%	24.1%	24.1%	0.0%	5.3%	26.0%
Total	**Count**	**14**	**13**	**134**	**9**	**119**	**187**	**187**	**13**	**19**	**508**
	Row%	2.8%	2.6%	26.4%	1.8%	23.4%	38.2%	36.8%	2.6%	3.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q13A Year Company Established		Race/Ethnicity/Gender									
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	No Response	Total
1970 or earlier	**Count**	**5**	**6**	**25**	**0**	**22**	**58**	**39**	**0**	**1**	**98**
	Row%	5.1%	6.1%	25.5%	0.0%	22.4%	59.2%	39.8%	0.0%	1.0%	100.0%
	Column%	35.7%	46.2%	19.4%	0.0%	18.8%	20.6%	20.9%	0.0%	5.3%	19.6%
1971 - 1980	**Count**	**1**	**1**	**16**	**1**	**20**	**39**	**26**	**0**	**0**	**65**
	Row%	1.5%	1.5%	24.6%	1.5%	30.8%	60.0%	40.0%	0.0%	0.0%	100.0%
	Column%	7.1%	7.7%	12.4%	11.1%	17.1%	13.8%	13.9%	0.0%	0.0%	13.0%
1981 - 1990	**Count**	**4**	**4**	**36**	**2**	**17**	**63**	**49**	**5**	**4**	**121**
	Row%	3.3%	3.3%	29.8%	1.7%	14.0%	52.1%	40.5%	4.1%	3.3%	100.0%
	Column%	28.6%	30.8%	27.9%	22.2%	14.5%	22.3%	26.2%	38.5%	21.1%	24.2%
1991 - 2000	**Count**	**2**	**1**	**34**	**3**	**35**	**75**	**47**	**3**	**6**	**131**
	Row%	1.5%	0.8%	26.0%	2.3%	26.7%	57.3%	35.9%	2.3%	4.6%	100.0%
	Column%	14.3%	7.7%	26.4%	33.3%	29.9%	26.6%	25.1%	23.1%	31.6%	26.1%
Since 2000	**Count**	**2**	**1**	**18**	**3**	**23**	**47**	**26**	**5**	**8**	**86**
	Row%	2.3%	1.2%	20.9%	3.5%	26.7%	54.7%	30.2%	5.8%	9.3%	100.0%
	Column%	14.3%	7.7%	14.0%	33.3%	19.7%	16.7%	13.9%	38.5%	42.1%	17.2%
Total	**Count**	**14**	**13**	**129**	**9**	**117**	**282**	**187**	**13**	**19**	**501**
	Row%	2.8%	2.6%	25.7%	1.8%	23.4%	56.3%	37.3%	2.6%	3.8%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q14A Company Years of Experience (Recoded Variable) * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender									
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	No Response	Total
0-10 years	Count	2	1	4	1	14	22	11	3	3	39
	Row%	5.1%	2.6%	11.1%	2.6%	35.9%	56.4%	28.2%	7.7%	7.7%	100.0%
	Column%	14.3%	8.3%	3.1%	11.1%	13.0%	8.1%	6.0%	23.1%	15.8%	8.0%
11-25 years	Count	7	2	59	2	48	118	74	6	12	210
	Row%	3.3%	1.0%	29.8%	1.0%	22.9%	59.6%	35.2%	2.9%	5.7%	100.0%
	Column%	50.0%	16.7%	45.7%	22.2%	44.4%	43.4%	40.4%	46.2%	63.2%	43.1%
26-50 years	Count	4	8	63	6	45	126	91	4	4	225
	Row%	1.8%	3.6%	28.5%	2.7%	20.0%	57.0%	40.4%	1.8%	1.8%	100.0%
	Column%	28.6%	66.7%	48.8%	66.7%	41.7%	46.3%	49.7%	30.8%	21.1%	46.2%
51-100 years	Count	1	1	3	0	1	6	7	0	0	13
	Row%	7.7%	7.7%	23.1%	0.0%	7.7%	46.2%	53.8%	0.0%	0.0%	100.0%
	Column%	7.1%	8.3%	2.3%	0.0%	0.9%	2.2%	3.8%	0.0%	0.0%	2.7%
Total	Count	14	12	129	9	108	272	183	13	19	487
	Row%	2.9%	2.5%	27.6%	1.8%	22.2%	58.1%	37.6%	2.7%	3.9%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q15A Number of Employees on Payroll		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
0-10 Employees	Count	8	8	55	5	62	138	73	9	220
	Row%	3.6%	3.6%	25.0%	2.3%	28.2%	62.7%	33.2%	4.1%	100.0%
	Column%	57.1%	61.5%	41.0%	55.6%	53.0%	48.1%	39.2%	69.2%	45.3%
11-25 Employees	Count	1	1	26	2	17	47	40	2	89
	Row%	1.1%	1.1%	29.2%	2.2%	19.1%	52.8%	44.9%	2.2%	100.0%
	Column%	7.1%	7.7%	19.4%	22.2%	14.5%	16.4%	21.5%	15.4%	18.3%
26-50 Employees	Count	1	0	20	2	16	39	24	1	64
	Row%	1.6%	0.0%	31.3%	3.1%	25.0%	60.9%	37.5%	1.6%	1
	Column%	7.1%	0.0%	14.9%	22.2%	13.7%	13.6%	12.9%	7.7%	13.2%
51-100 Employees	Count	1	2	8	0	10	21	21	1	43
	Row%	2.3%	4.7%	18.6%	0.0%	23.3%	48.8%	48.8%	2.3%	100.0%
	Column%	7.1%	15.4%	6.0%	0.0%	8.5%	7.3%	11.3%	7.7%	8.8%
Over 100 Employees	Count	3	2	25	0	12	42	28	0	70
	Row%	4.3%	2.9%	35.7%	0.0%	17.1%	60.0%	40.0%	0.0%	100.0%
	Column%	21.4%	15.4%	18.7%	0.0%	10.3%	14.6%	15.1%	0.0%	14.4%
Total	Count	14	13	134	9	117	287	186	13	486
	Row%	2.9%	2.7%	27.6%	1.9%	24.1%	59.1%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q16 Certified with SCTRCA * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	3	3	46	7	51	45	110	5	160
	Row%	1.9%	1.9%	28.8%	4.4%	31.9%	28.1%	68.8%	3.1%	100.0%
	Column%	21.4%	23.1%	34.3%	77.8%	42.9%	24.1%	38.1%	38.5%	32.7%
No	Count	8	7	69	1	50	112	135	7	254
	Row%	3.1%	2.8%	27.2%	0.4%	19.7%	44.1%	53.1%	2.8%	100.0%
	Column%	57.1%	53.8%	51.5%	11.1%	42.0%	59.9%	46.7%	53.8%	51.9%
DK	Count	3	3	19	1	18	30	44	1	75
	Row%	4.0%	4.0%	25.3%	1.3%	24.0%	40.0%	58.7%	1.3%	100.0%
	Column%	21.4%	23.1%	14.2%	11.1%	15.1%	16.0%	15.2%	7.7%	15.3%
Total	Count	14	13	134	9	119	187	289	13	489
	Row%	2.9%	2.7%	27.4%	1.8%	24.3%	38.2%	59.1%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q17A SCTRCA - MBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	31	7	43	81	7	3	91
	Row %	0.0%	0.0%	34.1%	7.7%	47.3%	89.0%	7.7%	3.3%	100.0%
	Column%	0.0%	0.0%	67.4%	100.0%	84.3%	73.6%	15.6%	60.0%	56.9%
No	Count	3	3	14	0	7	27	38	2	67
	Row %	4.5%	4.5%	20.9%	0.0%	10.4%	40.3%	56.7%	3.0%	100.0%
	Column%	100.0%	100.0%	30.4%	0.0%	13.7%	24.5%	84.4%	40.0%	41.9%
DK	Count	0	0	1	0	1	2	0	0	2
	Row %	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	2.2%	0.0%	2.0%	1.8%	0.0%	0.0%	1.3%
Total	Count	3	3	46	7	51	110	45	5	160
	Row %	1.9%	1.9%	28.8%	4.4%	31.9%	68.8%	28.1%	3.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q17B SCTRCA -DBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	16	5	17	2	38	1	41
	Row%	0.0%	0.0%	39.0%	12.2%	41.5%	4.9%	92.7%	2.4%	100.0%
	Column%	0.0%	0.0%	34.8%	71.4%	33.3%	4.4%	34.5%	20.0%	25.6%
No	Count	3	3	29	1	33	42	69	4	115
	Row%	2.6%	2.6%	25.2%	0.9%	28.7%	36.5%	60.0%	3.5%	100.0%
	Column%	100.0%	100.0%	63.0%	14.3%	64.7%	93.3%	62.7%	80.0%	71.9%
DK	Count	0	0	1	1	1	1	3	0	4
	Row%	0.0%	0.0%	25.0%	25.0%	25.0%	25.0%	75.0%	0.0%	100.0%
	Column%	0.0%	0.0%	2.2%	14.3%	2.0%	2.2%	2.7%	0.0%	2.5%
Total	Count	3	3	46	7	51	45	110	5	160
	Row%	1.9%	1.9%	28.8%	4.4%	31.9%	28.1%	68.8%	3.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q17C SCTRCA - SBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	1	27	5	30	27	65	4	96
	Row%	2.1%	1.0%	28.1%	5.2%	31.3%	28.1%	67.7%	4.2%	100.0%
	Column%	66.7%	33.3%	58.7%	71.4%	58.8%	60.0%	59.1%	80.0%	60.0%
No	Count	1	2	17	2	19	16	41	1	58
	Row%	1.7%	3.4%	29.3%	3.4%	32.8%	27.6%	70.7%	1.7%	100.0%
	Column%	33.3%	66.7%	37.0%	28.6%	37.3%	35.6%	37.3%	20.0%	36.3%
DK	Count	0	0	2	0	2	2	4	0	6
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	4.3%	0.0%	3.9%	4.4%	3.6%	0.0%	3.8%
Total	Count	3	3	46	7	51	45	110	5	160
	Row%	1.9%	1.9%	28.8%	4.4%	31.9%	28.1%	68.8%	3.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q17D SCTRCA - SWBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	1	27	5	30	27	65	4	96
	Row%	1.9%	3.8%	26.9%	3.8%	28.8%	32.7%	65.4%	1.9%	100.0%
	Column%	33.3%	66.7%	30.4%	28.6%	29.4%	37.8%	30.9%	20.0%	32.5%
No	Count	2	1	31	5	35	26	74	4	104
	Row%	1.9%	1.0%	29.8%	4.8%	33.7%	25.0%	71.2%	3.8%	100.0%
	Column%	66.7%	33.3%	67.4%	71.4%	68.6%	57.8%	67.3%	80.0%	65.0%
DK	Count	0	0	1	0	1	2	2	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	25.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	2.2%	0.0%	2.0%	4.4%	1.8%	0.0%	2.5%
Total	Count	3	3	46	7	51	45	110	5	160
	Row%	1.9%	1.9%	28.8%	4.4%	31.9%	28.1%	68.8%	3.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q18 Certified with NCTCA		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	3	14	1	17	35	8	0	43
	Row%	0.0%	7.0%	32.6%	2.3%	39.5%	81.4%	18.6%	0.0%	100.0%
	Column%	0.0%	23.1%	10.4%	11.1%	14.3%	12.1%	4.3%	0.0%	8.8%
No	Count	11	8	102	7	88	216	153	12	381
	Row%	2.9%	2.1%	26.8%	1.8%	23.1%	56.7%	40.2%	3.1%	100.0%
	Column%	78.6%	61.5%	76.1%	77.8%	73.9%	74.7%	81.8%	92.3%	77.9%
DK	Count	3	2	18	1	14	38	26	1	65
	Row%	4.6%	3.1%	27.7%	1.5%	21.5%	58.5%	40.0%	1.5%	100.0%
	Column%	21.4%	15.4%	13.4%	11.1%	11.8%	13.1%	13.9%	7.7%	13.3%
Total	Count	14	13	134	9	119	289	187	13	489
	Row%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q19A NCTCA - MBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	12	1	10	12	1	0	24
	Row%	0%	0.0%	50.0%	4.2%	41.7%	100.0%	4.2%	0%	100.0%
	Column%	0%	0.0%	85.7%	100.0%	58.8%	34.3%	12.5%	0%	55.8%
No	Count	0	3	2	0	5	21	7	0	17
	Row%	0%	17.6%	11.8%	0.0%	29.4%	72.4%	41.2%	0%	100.0%
	Column%	0%	100.0%	14.3%	0.0%	29.4%	60.0%	87.5%	0%	39.5%
DK	Count	0	0	0	0	2	2	0	0	2
	Row%	0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0%	100.0%
	Column%	0%	0.0%	0.0%	0.0%	11.8%	5.7%	0.0%	0%	4.7%
Total	Count	0	3	14	1	17	35	8	0	43
	Row%	0%	7.0%	32.6%	2.3%	39.5%	81.4%	18.6%	0%	100.0%
	Column%	0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0%	100.0%

Q19B NCTCA - DBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	6	1	5	14	0	0	12
	Row%	0%	0.0%	50.0%	8.3%	41.7%	82.4%	0.0%	0%	100.0%
	Column%	0%	0.0%	42.9%	100.0%	29.4%	40.0%	0.0%	0%	27.9%
No	Count	0	3	8	0	10	19	8	0	29
	Row%	0%	10.3%	27.6%	0.0%	34.5%	79.2%	27.6%	0%	100.0%
	Column%	0%	100.0%	57.1%	0.0%	58.8%	54.3%	100.0%	0%	67.4%
DK	Count	0	0	0	0	2	2	0	0	2
	Row%	0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0%	100.0%
	Column%	0%	0.0%	0.0%	0.0%	11.8%	5.7%	0.0%	0%	4.7%
Total	Count	0	3	14	1	17	35	8	0	43
	Row%	0%	7.0%	32.6%	2.3%	39.5%	81.4%	18.6%	0%	100.0%
	Column%	0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0%	100.0%

Q19C NCTCA - SBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	5	0	8	3	14	0	17
	Row%	0%	5.9%	29.4%	0.0%	47.1%	17.6%	82.4%	0%	100.0%
	Column%	0%	33.3%	35.7%	0.0%	47.1%	37.5%	40.0%	0%	39.5%
No	Count	0	2	9	1	7	5	19	0	24
	Row%	0%	8.3%	37.5%	4.2%	29.2%	20.8%	79.2%	0%	100.0%
	Column%	0%	66.7%	64.3%	100.0%	41.2%	62.5%	54.3%	0%	55.8%
DK	Count	0	0	0	0	2	0	2	0	2
	Row%	0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0%	100.0%
	Column%	0%	0.0%	0.0%	0.0%	11.8%	0.0%	5.7%	0%	4.7%
Total	Count	0	3	14	1	17	8	35	0	43
	Row%	0%	7.0%	32.6%	2.3%	39.5%	18.6%	81.4%	0%	100.0%
	Column%	0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0%	100.0%

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Q19D NCTCA - WBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	2	4	0	6	12	3	0	15
	Row%	0%	13.3%	26.7%	0.0%	40.0%	80.0%	20.0%	0%	100.0%
	Column%	0%	66.7%	28.6%	0.0%	35.3%	34.3%	37.5%	0%	34.9%
No	Count	0	1	10	1	9	21	5	0	26
	Row%	0%	3.8%	38.5%	3.8%	34.6%	80.8%	19.2%	0%	100.0%
	Column%	0%	33.3%	71.4%	100.0%	52.9%	60.0%	62.5%	0%	60.5%
DK	Count	0	0	0	0	2	2	0	0	2
	Row%	0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0%	100.0%
	Column%	0%	0.0%	0.0%	0.0%	11.8%	5.7%	0.0%	0%	4.7%
Total	Count	0	3	14	1	17	35	8	0	43
	Row%	0%	7.0%	32.6%	2.3%	39.5%	81.4%	18.6%	0%	100.0%
	Column%	0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0%	100.0%

Q20 Certified with TXDOT * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	2	28	3	31	64	25	1	90
	Row%	0.0%	2.2%	31.1%	3.3%	34.4%	71.1%	27.8%	1.1%	100.0%
	Column%	0.0%	15.4%	20.9%	33.3%	26.1%	22.1%	13.4%	7.7%	18.4%
No	Count	11	7	91	4	77	190	142	10	342
	Row%	3.2%	2.0%	26.6%	1.2%	22.5%	55.6%	41.5%	2.9%	100.0%
	Column%	78.6%	53.8%	67.9%	44.4%	64.7%	65.7%	75.9%	76.9%	69.9%
DK	Count	3	4	15	2	11	35	20	2	57
	Row%	5.3%	7.0%	26.3%	3.5%	19.3%	61.4%	35.1%	3.5%	100.0%
	Column%	21.4%	30.8%	11.2%	22.2%	9.2%	12.1%	10.7%	15.4%	11.7%
Total	Count	14	13	134	9	119	289	187	13	489
	Row%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q21A TXDOT - MBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	10	3	18	31	0	0	31
	Row%	0%	0.0%	32.3%	9.7%	58.1%	100.0%	0.0%	0.0%	100.0%
	Column%	0%	0.0%	35.7%	100.0%	58.1%	48.4%	0.0%	0.0%	34.4%
No	Count	0	2	15	0	12	29	23	1	53
	Row%	0%	3.8%	28.3%	0.0%	22.6%	54.7%	43.4%	1.9%	100.0%
	Column%	0%	100.0%	53.6%	0.0%	38.7%	45.3%	92.0%	100.0%	58.9%
DK	Count	0	0	3	0	1	4	2	0	6
	Row%	0%	0.0%	50.0%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0%	0.0%	10.7%	0.0%	3.2%	6.3%	8.0%	0.0%	6.7%
Total	Count	0	2	28	3	31	64	25	1	90
	Row%	0%	2.2%	31.1%	3.3%	34.4%	71.1%	27.8%	1.1%	100.0%
	Column%	0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q21B TXDOT - DBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	6	2	12	20	2	0	22
	Row%	0%	0.0%	27.3%	9.1%	54.5%	90.9%	9.1%	0.0%	100.0%
	Column%	0%	0.0%	21.4%	66.7%	38.7%	31.3%	8.0%	0.0%	24.4%
No	Count	0	2	19	1	18	40	21	1	62
	Row%	0%	3.2%	30.6%	1.6%	29.0%	64.5%	33.9%	1.6%	100.0%
	Column%	0%	100.0%	67.9%	33.3%	58.1%	62.5%	84.0%	100.0%	68.9%
DK	Count	0	0	3	0	1	4	2	0	6
	Row%	0%	0.0%	50.0%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0%	0.0%	10.7%	0.0%	3.2%	6.3%	8.0%	0.0%	6.7%
Total	Count	0	2	28	3	31	64	25	1	90
	Row%	0%	2.2%	31.1%	3.3%	34.4%	71.1%	27.8%	1.1%	100.0%
	Column%	0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q21C TXDOT - SBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	8	1	18	27	10	0	37
	Row%	0%	0.0%	21.6%	2.7%	48.6%	73.0%	27.0%	0.0%	100.0%
	Column%	0%	0.0%	28.6%	33.3%	58.1%	42.2%	40.0%	0.0%	41.1%
No	Count	0	2	16	2	12	32	12	1	45
	Row%	0%	4.4%	35.6%	4.4%	26.7%	71.1%	26.7%	2.2%	100.0%
	Column%	0%	100.0%	57.1%	66.7%	38.7%	50.0%	48.0%	100.0%	50.0%
DK	Count	0	0	4	0	1	5	3	0	8
	Row%	0%	0.0%	50.0%	0.0%	12.5%	62.5%	37.5%	0.0%	100.0%
	Column%	0%	0.0%	14.3%	0.0%	3.2%	7.8%	12.0%	0.0%	8.9%
Total	Count	0	2	28	3	31	64	25	1	90
	Row%	0%	2.2%	31.1%	3.3%	34.4%	71.1%	27.8%	1.1%	100.0%
	Column%	0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q21D TXDOT - WBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	3	0	6	2	10	0	12
	Row%	0%	8.3%	25.0%	0.0%	50.0%	16.7%	83.3%	0.0%	100.0%
	Column%	0%	50.0%	10.7%	0.0%	19.4%	8.0%	15.6%	0.0%	13.3%
No	Count	0	1	23	3	24	21	51	1	73
	Row%	0%	1.4%	31.5%	4.1%	32.9%	28.8%	69.9%	1.4%	100.0%
	Column%	0%	50.0%	82.1%	100.0%	77.4%	84.0%	79.7%	100.0%	81.1%
DK	Count	0	0	2	0	1	2	3	0	5
	Row%	0%	0.0%	40.0%	0.0%	20.0%	40.0%	60.0%	0.0%	100.0%
	Column%	0%	0.0%	7.1%	0.0%	3.2%	8.0%	4.7%	0.0%	5.6%
Total	Count	0	2	28	3	31	25	64	1	90
	Row%	0%	2.2%	31.1%	3.3%	34.4%	27.8%	71.1%	1.1%	100.0%
	Column%	0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q22 Certified with State of Texas		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	6	8	56	7	63	140	70	5	215
	Row%	2.8%	3.7%	26.0%	3.3%	29.3%	65.1%	32.6%	2.3%	100.0%
	Column%	42.9%	61.5%	41.8%	77.8%	52.9%	48.4%	37.4%	38.5%	44.0%
No	Count	6	4	68	2	48	128	95	7	230
	Row%	2.6%	1.7%	29.6%	0.9%	20.9%	55.7%	41.3%	3.0%	100.0%
	Column%	42.9%	30.8%	50.7%	22.2%	40.3%	44.3%	50.8%	53.8%	47.0%
DK	Count	2	1	10	0	8	21	22	1	44
	Row%	4.5%	2.3%	22.7%	0.0%	18.2%	47.7%	50.0%	2.3%	100.0%
	Column%	14.3%	7.7%	7.5%	0.0%	6.7%	7.3%	11.8%	7.7%	9.0%
Total	Count	14	13	134	9	119	289	187	13	489
	Row%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q23A State of Texas - MBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	14	5	34	53	4	3	60
	Row%	0.0%	0.0%	23.3%	8.3%	56.7%	88.3%	6.7%	5.0%	100.0%
	Column%	0.0%	0.0%	25.0%	71.4%	54.0%	37.9%	5.7%	60.0%	27.9%
No	Count	4	8	35	2	25	74	58	2	134
	Row%	3.0%	6.0%	26.1%	1.5%	18.7%	55.2%	43.3%	1.5%	100.0%
	Column%	66.7%	100.0%	62.5%	28.6%	39.7%	52.9%	82.9%	40.0%	62.3%
DK	Count	2	0	7	0	4	13	8	0	21
	Row%	9.5%	0.0%	33.3%	0.0%	19.0%	61.9%	38.1%	0.0%	100.0%
	Column%	33.3%	0.0%	12.5%	0.0%	6.3%	9.3%	11.4%	0.0%	9.8%
Total	Count	6	8	56	7	63	140	70	5	215
	Row%	2.8%	3.7%	26.0%	3.3%	29.3%	65.1%	32.6%	2.3%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q23B State of Texas - DBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	7	2	15	25	3	2	30
	Row%	3.3%	0.0%	23.3%	6.7%	50.0%	83.3%	10.0%	6.7%	100.0%
	Column%	16.7%	0.0%	12.5%	28.6%	23.8%	17.9%	4.3%	40.0%	14.0%
No	Count	3	8	44	4	43	102	58	3	163
	Row%	1.8%	4.9%	27.0%	2.5%	26.4%	62.6%	35.6%	1.8%	100.0%
	Column%	50.0%	100.0%	78.6%	57.1%	68.3%	72.9%	82.9%	60.0%	75.8%
DK	Count	2	0	5	1	5	13	9	0	22
	Row%	9.1%	0.0%	22.7%	4.5%	22.7%	59.1%	40.9%	0.0%	100.0%
	Column%	33.3%	0.0%	8.9%	14.3%	7.9%	9.3%	12.9%	0.0%	10.2%
Total	Count	6	8	56	7	63	140	70	5	215
	Row%	2.8%	3.7%	26.0%	3.3%	29.3%	65.1%	32.6%	2.3%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q23C State of Texas - SBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	2	19	4	36	63	30	3	96
	Row%	2.1%	2.1%	19.8%	4.2%	37.5%	65.6%	31.3%	3.1%	100.0%
	Column%	33.3%	25.0%	33.9%	57.1%	57.1%	45.0%	42.9%	60.0%	44.7%
No	Count	2	6	32	3	24	67	29	2	98
	Row%	2.0%	6.1%	32.7%	3.1%	24.5%	68.4%	29.6%	2.0%	100.0%
	Column%	33.3%	75.0%	57.1%	42.9%	38.1%	47.9%	41.4%	40.0%	45.6%
DK	Count	2	0	5	0	3	10	11	0	21
	Row%	9.5%	0.0%	23.8%	0.0%	14.3%	47.6%	52.4%	0.0%	100.0%
	Column%	33.3%	0.0%	8.9%	0.0%	4.8%	7.1%	15.7%	0.0%	9.8%
Total	Count	6	8	56	7	63	140	70	5	215
	Row%	2.8%	3.7%	26.0%	3.3%	29.3%	65.1%	32.6%	2.3%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q23D State of Texas - WBE Certification		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	2	7	2	14	26	16	1	43
	Row%	2.3%	4.7%	16.3%	4.7%	32.6%	60.5%	37.2%	2.3%	100.0%
	Column%	16.7%	25.0%	12.5%	28.6%	22.2%	18.6%	22.9%	20.0%	20.0%
No	Count	3	6	44	5	46	104	46	4	154
	Row%	1.9%	3.9%	28.6%	3.2%	29.9%	67.5%	29.9%	2.6%	100.0%
	Column%	50.0%	75.0%	78.6%	71.4%	73.0%	74.3%	65.7%	80.0%	71.6%
DK	Count	2	0	5	0	3	10	8	0	18
	Row%	11.1%	0.0%	27.8%	0.0%	16.7%	55.6%	44.4%	0.0%	100.0%
	Column%	33.3%	0.0%	8.9%	0.0%	4.8%	7.1%	11.4%	0.0%	8.4%
Total	Count	6	8	56	7	63	140	70	5	215
	Row%	2.8%	3.7%	26.0%	3.3%	29.3%	65.1%	32.6%	2.3%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q24 Certified With Other State or Agency		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	1	40	3	35	80	40	0	120
	Row%	0.8%	0.8%	33.3%	2.5%	29.2%	66.7%	33.3%	0.0%	100.0%
	Column%	7.1%	7.7%	29.9%	33.3%	29.4%	27.7%	21.4%	0.0%	24.5%
No	Count	10	12	85	6	77	190	132	12	334
	Row%	3.0%	3.6%	25.4%	1.8%	23.1%	56.9%	39.5%	3.6%	100.0%
	Column%	71.4%	92.3%	63.4%	66.7%	64.7%	65.7%	70.6%	92.3%	68.3%
DK	Count	3	0	9	0	7	19	15	1	35
	Row%	8.6%	0.0%	25.7%	0.0%	20.0%	54.3%	42.9%	2.9%	100.0%
	Column%	21.4%	0.0%	6.7%	0.0%	5.9%	6.6%	8.0%	7.7%	7.2%
Total	Count	14	13	134	9	119	289	187	13	489
	Row%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q25 Required to Have Bonding		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	3	38	6	39	88	57	5	150
	Row%	1.3%	2.0%	25.3%	4.0%	26.0%	58.7%	38.0%	3.3%	100.0%
	Column%	14.3%	23.1%	28.4%	66.7%	32.8%	30.4%	30.5%	38.5%	30.7%
No	Count	12	10	95	3	77	197	123	8	328
	Row%	3.7%	3.0%	29.0%	0.9%	23.5%	60.1%	37.5%	2.4%	100.0%
	Column%	85.7%	76.9%	70.9%	33.3%	64.7%	68.2%	65.8%	61.5%	67.1%
DK	Count	0	0	1	0	3	4	7	0	11
	Row%	0.0%	0.0%	9.1%	0.0%	27.3%	36.4%	63.6%	0.0%	100.0%
	Column%	0.0%	0.0%	0.7%	0.0%	2.5%	1.4%	3.7%	0.0%	2.2%
Total	Count	14	13	134	9	119	289	187	13	489
	Row%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q26 Current Aggregate Bonding Limit		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Below $100,000	Count	0	0	0	0	1	1	2	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	2.9%	1.3%	3.8%	0.0%	2.3%
$100,000 to $250,000	Count	0	0	0	0	2	2	1	1	4
	Row%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	25.0%	25.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	5.7%	2.6%	1.9%	33.3%	3.0%
$250,001 to $500,000	Count	0	0	3	0	3	6	3	1	10
	Row%	0.0%	0.0%	30.0%	0.0%	30.0%	60.0%	30.0%	10.0%	100.0%
	Column%	0.0%	0.0%	9.4%	0.0%	8.6%	7.8%	5.7%	33.3%	7.5%
$500,000 to $1,000,000	Count	1	1	3	0	10	15	9	1	25
	Row%	4.0%	4.0%	12.0%	0.0%	40.0%	60.0%	36.0%	4.0%	100.0%
	Column%	50.0%	50.0%	9.4%	0.0%	28.6%	19.5%	17.0%	33.3%	18.8%
$1,000,000 to $1,500,000	Count	0	0	9	3	6	18	7	0	25
	Row%	0.0%	0.0%	36.0%	12.0%	24.0%	72.0%	28.0%	0.0%	100.0%
	Column%	0.0%	0.0%	28.1%	50.0%	17.1%	23.4%	13.2%	0.0%	18.8%
$1,5000,001 to $3,000,000	Count	0	0	2	1	3	6	6	0	12
	Row%	0.0%	0.0%	16.7%	8.3%	25.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	6.3%	16.7%	8.6%	7.8%	11.3%	0.0%	9.0%
$3,000,000 to $5,000,000	Count	1	1	2	1	4	9	4	0	13
	Row%	7.7%	7.7%	15.4%	7.7%	30.8%	69.2%	30.8%	0.0%	100.0%
	Column%	50.0%	50.0%	6.3%	16.7%	11.4%	11.7%	7.5%	0.0%	9.8%
Over $5,000,000	Count	0	0	13	1	6	20	21	0	41
	Row%	0.0%	0.0%	31.7%	2.4%	14.6%	48.8%	51.2%	0.0%	100.0%
	Column%	0.0%	0.0%	40.6%	16.7%	17.1%	26.0%	39.6%	0.0%	30.8%
Total	Count	2	2	32	6	35	77	53	3	133
	Row%	1.5%	1.5%	24.1%	4.5%	26.3%	57.9%	39.8%	2.3%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q27 Current Single Project Bonding Limit		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Below $100,000	**Count**	**0**	**0**	**0**	**0**	**2**	**2**	**3**	**0**	**5**
	Row%	0.0%	0.0%	0.0%	0.0%	40.0%	40.0%	60.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	5.9%	2.8%	5.9%	0.0%	4.0%
$100,000 to $250,000	**Count**	**1**	**0**	**0**	**0**	**3**	**4**	**2**	**0**	**6**
	Row%	16.7%	0.0%	0.0%	0.0%	50.0%	66.7%	33.3%	0.0%	100.0%
	Column%	50.0%	0.0%	0.0%	0.0%	8.8%	5.6%	3.9%	0.0%	4.8%
$250,001 to $500,000	**Count**	**0**	**0**	**2**	**1**	**3**	**6**	**6**	**1**	**13**
	Row%	0.0%	0.0%	15.4%	7.7%	23.1%	46.2%	46.2%	7.7%	100.0%
	Column%	0.0%	0.0%	6.7%	20.0%	8.8%	8.3%	11.8%	33.3%	10.3%
$500,000 to $1,000,000	**Count**	**1**	**1**	**4**	**1**	**10**	**17**	**8**	**1**	**26**
	Row%	3.8%	3.8%	15.4%	3.8%	38.5%	65.4%	30.8%	3.8%	100.0%
	Column%	50.0%	100.0%	13.3%	20.0%	29.4%	23.6%	15.7%	33.3%	20.6%
$1,000,000 to $1,500,000	**Count**	**0**	**0**	**7**	**2**	**4**	**13**	**5**	**0**	**18**
	Row%	0.0%	0.0%	38.9%	11.1%	22.2%	72.2%	27.8%	0.0%	100.0%
	Column%	0.0%	0.0%	23.3%	40.0%	11.8%	18.1%	9.8%	0.0%	14.3%
$1,5000,001 to $3,000,000	**Count**	**0**	**0**	**0**	**0**	**4**	**4**	**6**	**1**	**11**
	Row%	0.0%	0.0%	0.0%	0.0%	36.4%	36.4%	54.5%	9.1%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	11.8%	5.6%	11.8%	33.3%	8.7%
$3,000,000 to $5,000,000	**Count**	**0**	**0**	**3**	**1**	**4**	**8**	**3**	**0**	**11**
	Row%	0.0%	0.0%	27.3%	9.1%	36.4%	72.7%	27.3%	0.0%	100.0%
	Column%	0.0%	0.0%	10.0%	20.0%	11.8%	11.1%	5.9%	0.0%	8.7%
Over $5,000,000	**Count**	**0**	**0**	**14**	**0**	**4**	**18**	**18**	**0**	**36**
	Row%	0.0%	0.0%	38.9%	0.0%	11.1%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	46.7%	0.0%	11.8%	25.0%	35.3%	0.0%	28.6%
Total	**Count**	**2**	**1**	**30**	**5**	**34**	**72**	**51**	**3**	**126**
	Row%	1.6%	0.8%	23.8%	4.0%	27.0%	57.1%	40.5%	2.4%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q28 Gross Revenues - 2006		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Up to $50,000	**Count**	**0**	**0**	**2**	**1**	**2**	**5**	**3**	**1**	**9**
	Row%	0.0%	0.0%	22.2%	11.1%	22.2%	55.6%	33.3%	11.1%	100.0%
	Column%	0.0%	0.0%	1.6%	12.5%	1.8%	1.9%	1.8%	11.1%	2.0%
$50,001 to $100,000	**Count**	**2**	**1**	**9**	**0**	**6**	**18**	**3**	**2**	**23**
	Row%	8.7%	4.3%	39.1%	0.0%	26.1%	78.3%	13.0%	8.7%	100.0%
	Column%	15.4%	7.7%	7.3%	0.0%	5.4%	6.7%	1.8%	22.2%	5.2%
$100,001 to $300,000	**Count**	**1**	**0**	**7**	**2**	**13**	**23**	**20**	**1**	**44**
	Row%	2.3%	0.0%	15.9%	4.5%	29.5%	52.3%	45.5%	2.3%	100.0%
	Column%	7.7%	0.0%	5.7%	25.0%	11.6%	8.6%	12.3%	11.1%	10.0%
$300,001 to $500,000	**Count**	**2**	**4**	**5**	**2**	**9**	**22**	**10**	**1**	**33**
	Row%	6.1%	12.1%	15.2%	6.1%	27.3%	66.7%	30.3%	3.0%	100.0%
	Column%	15.4%	30.8%	4.1%	25.0%	8.0%	8.2%	6.1%	11.1%	7.5%
$5000,001 to $1,000,000	**Count**	**2**	**3**	**9**	**1**	**21**	**36**	**17**	**0**	**53**
	Row%	3.8%	5.7%	17.0%	1.9%	39.6%	67.9%	32.1%	0.0%	100.0%
	Column%	15.4%	23.1%	7.3%	12.5%	18.8%	13.4%	10.4%	0.0%	12.0%
$1,000,001 to $3,000,000	**Count**	**2**	**1**	**23**	**0**	**24**	**50**	**42**	**2**	**94**
	Row%	2.1%	1.1%	24.5%	0.0%	25.5%	53.2%	44.7%	2.1%	100.0%
	Column%	15.4%	7.7%	18.7%	0.0%	21.4%	18.6%	25.8%	22.2%	21.3%
$3,000,001 to $5,000,000	**Count**	**2**	**0**	**19**	**0**	**13**	**34**	**14**	**2**	**50**
	Row%	4.0%	0.0%	38.0%	0.0%	26.0%	68.0%	28.0%	4.0%	100.0%
	Column%	15.4%	0.0%	15.4%	0.0%	11.6%	12.6%	8.6%	22.2%	11.3%
$5,000,001 to $10,000,000	**Count**	**1**	**0**	**9**	**2**	**8**	**20**	**8**	**0**	**28**
	Row%	3.6%	0.0%	32.1%	7.1%	28.6%	71.4%	28.6%	0.0%	100.0%
	Column%	7.7%	0.0%	7.3%	25.0%	7.1%	7.4%	4.9%	0.0%	6.3%
Over $10 million	**Count**	**1**	**4**	**40**	**0**	**16**	**61**	**46**	**0**	**107**
	Row%	0.9%	3.7%	37.4%	0.0%	15.0%	57.0%	43.0%	0.0%	100.0%
	Column%	7.7%	30.8%	32.5%	0.0%	14.3%	22.7%	28.2%	0.0%	24.3%
Total	**Count**	**13**	**13**	**123**	**8**	**112**	**269**	**163**	**9**	**441**
	Row%	2.9%	2.9%	27.9%	1.8%	25.4%	61.0%	37.0%	2.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q29A 2006 Prime Contractor Revenue %		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
0-20%	Count	5	5	43	0	35	88	56	6	150
	Row%	3.3%	3.3%	28.7%	0.0%	23.3%	58.7%	37.3%	4.0%	100.0%
	Column%	35.7%	38.5%	34.1%	0.0%	31.5%	32.2%	31.1%	46.2%	32.2%
21-40%	Count	1	2	15	2	10	30	20	2	52
	Row%	1.9%	3.8%	28.8%	3.8%	19.2%	57.7%	38.5%	3.8%	100.0%
	Column%	7.1%	15.4%	11.9%	22.2%	9.0%	11.0%	11.1%	15.4%	11.2%
41-60%	Count	2	2	15	2	13	34	25	1	60
	Row%	3.3%	3.3%	25.0%	3.3%	21.7%	56.7%	41.7%	1.7%	100.0%
	Column%	14.3%	15.4%	11.9%	22.2%	11.7%	12.5%	13.9%	7.7%	12.9%
61-80%	Count	1	3	16	2	17	39	23	0	62
	Row%	1.6%	4.8%	25.8%	3.2%	27.4%	62.9%	37.1%	0.0%	100.0%
	Column%	7.1%	23.1%	12.7%	22.2%	15.3%	14.3%	12.8%	0.0%	13.3%
80-100%	Count	5	1	37	3	36	82	56	4	142
	Row%	3.5%	0.7%	26.1%	2.1%	25.4%	57.7%	39.4%	2.8%	100.0%
	Column%	35.7%	7.7%	29.4%	33.3%	32.4%	30.0%	31.1%	30.8%	30.5%
Total	Count	14	13	126	9	111	273	180	13	466
	Row%	3.0%	2.8%	27.0%	1.9%	23.8%	58.6%	38.6%	2.8%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q30A 2006 Subcontractor Revenue %		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
0-20%	Count	13	8	106	5	88	220	148	8	376
	Row%	3.5%	2.1%	28.2%	1.3%	23.4%	58.5%	39.4%	2.1%	100.0%
	Column%	92.9%	61.5%	82.8%	55.6%	78.6%	79.7%	83.1%	61.5%	80.5%
21-40%	Count	0	2	1	1	5	9	14	2	25
	Row%	0.0%	8.0%	4.0%	4.0%	20.0%	36.0%	56.0%	8.0%	100.0%
	Column%	0.0%	15.4%	0.8%	11.1%	4.5%	3.3%	7.9%	15.4%	5.4%
41-60%	Count	0	1	3	2	6	12	9	0	21
	Row%	0.0%	4.8%	14.3%	9.5%	28.6%	57.1%	42.9%	0.0%	100.0%
	Column%	0.0%	7.7%	2.3%	22.2%	5.4%	4.3%	5.1%	0.0%	4.5%
61-80%	Count	0	1	11	1	3	16	2	0	18
	Row%	0.0%	5.6%	61.1%	5.6%	16.7%	88.9%	11.1%	0.0%	100.0%
	Column%	0.0%	7.7%	8.6%	11.1%	2.7%	5.8%	1.1%	0.0%	3.9%
80-100%	Count	1	1	7	0	10	19	5	3	27
	Row%	3.7%	3.7%	25.9%	0.0%	37.0%	70.4%	18.5%	11.1%	100.0%
	Column%	7.1%	7.7%	5.5%	0.0%	8.9%	6.9%	2.8%	23.1%	5.8%
Total	Count	14	13	128	9	112	276	178	13	467
	Row%	3.0%	2.8%	27.4%	1.9%	24.0%	59.1%	38.1%	2.8%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q31 Experience Discriminatory Behavior Last Five Years - Private Sector * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	4	1	9	15	4	0	19
	Row%	0.0%	5.3%	21.1%	5.3%	47.4%	78.9%	21.1%	0.0%	100.0%
	Column%	0.0%	7.7%	3.0%	11.1%	7.6%	5.2%	2.1%	0.0%	3.9%
No	Count	14	12	124	8	103	261	178	13	452
	Row%	3.1%	2.7%	27.4%	1.8%	22.8%	57.7%	39.4%	2.9%	100.0%
	Column%	100.0%	92.3%	93.2%	88.9%	86.6%	90.6%	95.2%	100.0%	92.6%
DK	Count	0	0	5	0	7	12	5	0	17
	Row%	0.0%	0.0%	29.4%	0.0%	41.2%	70.6%	29.4%	0.0%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	5.9%	4.2%	2.7%	0.0%	3.5%
Total	Count	14	13	133	9	119	288	187	13	488
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q32 How Made Aware of Discrimination		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Verbal Comment	Count	0	0	4	1	7	12	3	0	15
	Row%	0.0%	0.0%	26.7%	6.7%	46.7%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	100.0%	77.8%	80.0%	75.0%	0.0%	78.9%
Written Statement	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	5.3%
Action Taken Against Company	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	11.1%	6.7%	0.0%	0.0%	5.3%
DK	Count	0	1	0	0	1	2	0	0	2
	Row%	0.0%	50.0%	0.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	100.0%	0.0%	0.0%	11.1%	13.3%	0.0%	0.0%	10.5%
Total	Count	0	1	4	1	9	15	4	0	19
	Row%	0.0%	5.3%	21.1%	5.3%	47.4%	78.9%	21.1%	0.0%	100.0%
	Column%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q33A Cause of Discrimination * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race of Ethnicity	Count	0	0	2	0	4	6	2	0	8
	Row%	0.0%	0.0%	25.0%	0.0%	50.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	44.4%	40.0%	50.0%	0.0%	42.1%
Owner's Sex	Count	0	0	0	0	2	2	0	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	22.2%	13.3%	0.0%	0.0%	10.5%
Time in Business	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	6.7%	0.0%	0.0%	5.3%
Company Size	Count	0	1	1	1	2	5	1	0	6
	Row%	0.0%	16.7%	16.7%	16.7%	33.3%	83.3%	16.7%	0.0%	100.0%
	Column%	0.0%	100.0%	25.0%	100.0%	22.2%	33.3%	25.0%	0.0%	31.6%
DK	Count	0	0	0	0	1	1	1	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	11.1%	6.7%	25.0%	0.0%	10.5%
Total	Count	0	1	4	1	9	15	4	0	19
	Row%	0.0%	5.3%	21.1%	5.3%	47.4%	78.9%	21.1%	0.0%	100.0%
	Column%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q33B Cause of Discrimination		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	20.0%	11.1%	0.0%	0.0%	9.1%
Owner's Sex	Count	0	0	1	1	1	3	2	0	5
	Row%	0.0%	0.0%	20.0%	20.0%	20.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	100.0%	20.0%	33.3%	100.0%	0.0%	45.5%
Time in Business	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	20.0%	11.1%	0.0%	0.0%	9.1%
Company Size	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	66.7%	0.0%	40.0%	44.4%	0.0%	0.0%	36.4%
Total	Count	0	0	3	1	5	9	2	0	11
	Row%	0.0%	0.0%	27.3%	9.1%	45.5%	81.8%	18.2%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

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Q33C Cause of Discrimination		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	Count	0	0	0	0	1	1	0	0	1
	Row%	0%	0%	0%	0%	100.0%	100.0%	0%	0%	100.0%
	Column%	0%	0%	0%	0%	50.0%	50.0%	0%	0%	50.0%
Time in Business	Count	0	0	0	0	1	1	0	0	1
	Row%	0%	0%	0%	0%	100.0%	100.0%	0%	0%	100.0%
	Column%	0	0	0	0	50.0%	50.0%	0	0	50.0%
Total	Count	0%	0%	0%	0%	2	2	0%	0%	2
	Row%	0	0	0	0	100.0%	100.0%	0	0	100.0%
	Column%	0%	0%	0%	0%	100.0%	100.0%	0%	0%	100.0%

Q33D Cause of Discrimination		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	Count	0	0	0	0	1	1	0	0	1
	Row%	0%	0%	0%	0%	100.0%	100.0%	0%	0%	100.0%
	Column%	0%	0%	0%	0%	50.0%	50.0%	0%	0%	50.0%
Company Size	Count	0	0	0	0	1	1	0	0	1
	Row%	0%	0%	0%	0%	100.0%	100.0%	0%	0%	100.0%
	Column%	0	0	0	0	50.0%	50.0%	0	0	50.0%
Total	Count	0%	0%	0%	0%	2	2	0%	0%	2
	Row%	0	0	0	0	100.0%	100.0%	0	0	100.0%
	Column%	0%	0%	0%	0%	100.0%	100.0%	0%	0%	100.0%

Q34 Discrimination Occurred		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
During Bidding Process	Count	0	0	2	0	5	7	3	0	10
	Row%	0%	0.0%	20.0%	0.0%	50.0%	70.0%	30.0%	0%	100.0%
	Column%	0%	0.0%	50.0%	0.0%	55.6%	46.7%	75.0%	0%	52.6%
After Contract Award	Count	0	1	2	1	1	5	1	0	6
	Row%	0%	16.7%	33.3%	16.7%	16.7%	83.3%	16.7%	0%	100.0%
	Column%	0	100.0%	50.0%	100.0%	11.1%	33.3%	25.0%	0%	31.6%
No Answer/DK	Count	0%	0	0	0	3	3	0	0	3
	Row%	0	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0%	100.0%
	Column%	0%	0.0%	0.0%	0.0%	33.3%	20.0%	0.0%	0%	15.8%
Total	Count	0%	1	4	1	9	15	4	0	19
	Row%	0	5.3%	21.1%	5.3%	47.4%	78.9%	21.1%	0%	100.0%
	Column%	0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0%	100.0%

Q35 Complaint Filed		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**0**	**0**	**1**	**1**	**0**	**2**	**0**	**0**	**2**
	Row%	0%	0.0%	50.0%	50.0%	0.0%	100.0%	0.0%	0%	100.0%
	Column%	0%	0.0%	25.0%	100.0%	0.0%	13.3%	0.0%	0%	10.5%
No	**Count**	**0**	**1**	**3**	**0**	**9**	**13**	**4**	**0**	**17**
	Row%	0%	5.9%	17.6%	0.0%	52.9%	76.5%	23.5%	0%	100.0%
	Column%	0%	100.0%	75.0%	0.0%	100.0%	86.7%	100.0%	0%	89.5%
Total	**Count**	**0**	**1**	**4**	**1**	**9**	**15**	**4**	**0**	**19**
	Row%	0%	5.3%	21.1%	5.3%	47.4%	78.9%	21.1%	0%	100.0%
	Column%	0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0%	100.0%

Q36 Where Complaint Filed		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
	Count	14	**13**	**133**	**8**	**119**	**287**	**187**	**13**	487
	Row%	2.9%	2.7%	27.3%	1.6%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	99.3%	88.9%	100.0%	99.3%	100.0%	100.0%	99.6%
Brooks Development Authority	Count	0	**0**	**1**	**0**	**0**	**1**	**0**	**0**	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.7%	0.0%	0.0%	0.3%	0.0%	0.0%	0.2%
With the contractors company	Count	0	**0**	**0**	**1**	**0**	**1**	**0**	**0**	1
	Row%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	11.1%	0.0%	0.3%	0.0%	0.0%	0.2%
Total	Count	14	**13**	**134**	**9**	**119**	**289**	**187**	**13**	489
	Row%	2.9%	2.7%	27.4%	1.8%	24.3%	59.1%	38.2%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q37A Informal Network Excludes From Doing Business - City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	Count	0	0	2	0	6	4	3	0	9
	Row%	0.0%	0.0%	22.2%	0.0%	66.7%	44.4%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	2.1%	3.4%	1.6%	0.0%	1.8%
Agree	Count	1	2	4	1	22	14	12	2	36
	Row%	2.8%	5.6%	11.1%	2.8%	61.1%	38.9%	33.3%	5.6%	100.0%
	Column%	7.1%	15.4%	3.0%	11.1%	7.6%	11.8%	6.4%	15.4%	7.4%
Neither Agree/Disagree	Count	3	3	30	2	65	27	30	3	98
	Row%	3.1%	3.1%	30.6%	2.0%	66.3%	27.6%	30.6%	3.1%	100.0%
	Column%	21.4%	23.1%	22.6%	22.2%	22.6%	22.7%	16.0%	23.1%	20.1%
Disagree	Count	8	5	83	5	158	57	110	8	276
	Row%	2.9%	1.8%	30.1%	1.8%	57.2%	20.7%	39.9%	2.9%	100.0%
	Column%	57.1%	38.5%	62.4%	55.6%	54.9%	47.9%	58.8%	61.5%	56.6%
Strongly Disagree	Count	2	3	14	1	37	17	32	0	69
	Row%	2.9%	4.3%	20.3%	1.4%	53.6%	24.6%	46.4%	0.0%	100.0%
	Column%	14.3%	23.1%	10.5%	11.1%	12.8%	14.3%	17.1%	0.0%	14.1%
Total	Count	14	13	133	9	288	119	187	13	488
	Row%	2.9%	2.7%	27.3%	1.8%	59.0%	24.4%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q37B Informal Network Excludes From Doing Business - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	Count	0	0	2	0	5	7	3	0	10
	Row%	0.0%	0.0%	20.0%	0.0%	50.0%	70.0%	30.0%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	4.2%	2.4%	1.6%	0.0%	2.0%
Agree	Count	0	1	3	0	11	15	11	1	27
	Row%	0.0%	3.7%	11.1%	0.0%	40.7%	55.6%	40.7%	3.7%	100.0%
	Column%	0.0%	7.7%	2.3%	0.0%	9.2%	5.2%	5.9%	7.7%	5.5%
Neither Agree/Disagree	Count	4	4	36	4	27	75	31	3	109
	Row%	3.7%	3.7%	33.0%	3.7%	24.8%	68.8%	28.4%	2.8%	100.0%
	Column%	28.6%	30.8%	27.1%	44.4%	22.7%	26.0%	16.6%	23.1%	22.3%
Disagree	Count	8	5	79	4	59	155	110	9	274
	Row%	2.9%	1.8%	28.8%	1.5%	21.5%	56.6%	40.1%	3.3%	100.0%
	Column%	57.1%	38.5%	59.4%	44.4%	49.6%	53.8%	58.8%	69.2%	56.1%
Strongly Disagree	Count	2	3	13	1	17	36	32	0	68
	Row%	2.9%	4.4%	19.1%	1.5%	25.0%	52.9%	47.1%	0.0%	100.0%
	Column%	14.3%	23.1%	9.8%	11.1%	14.3%	12.5%	17.1%	0.0%	13.9%
Total	Count	14	13	133	9	119	288	187	13	488
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q37C Informal Network Excludes From Doing Business - CPS Energy * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**3**	**5**	**1**	**0**	**6**
	Row%	0.0%	0.0%	33.3%	0.0%	50.0%	83.3%	16.7%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	2.5%	1.7%	0.5%	0.0%	1.2%
Agree	**Count**	**1**	**2**	**4**	**0**	**11**	**18**	**11**	**1**	**30**
	Row%	3.3%	6.7%	13.3%	0.0%	36.7%	60.0%	36.7%	3.3%	100.0%
	Column%	7.1%	15.4%	3.0%	0.0%	9.2%	6.3%	5.9%	7.7%	6.1%
Neither Agree/Disagree	**Count**	**6**	**5**	**37**	**2**	**41**	**91**	**35**	**4**	**130**
	Row%	4.6%	3.8%	28.5%	1.5%	31.5%	70.0%	26.9%	3.1%	100.0%
	Column%	42.9%	38.5%	27.8%	22.2%	34.5%	31.6%	18.7%	30.8%	26.6%
Disagree	**Count**	**5**	**5**	**78**	**6**	**50**	**144**	**109**	**8**	**261**
	Row%	1.9%	1.9%	29.9%	2.3%	19.2%	55.2%	41.8%	3.1%	100.0%
	Column%	35.7%	38.5%	58.6%	66.7%	42.0%	50.0%	58.3%	61.5%	53.5%
Strongly Disagree	**Count**	**2**	**1**	**12**	**1**	**14**	**30**	**31**	**0**	**61**
	Row%	3.3%	1.6%	19.7%	1.6%	23.0%	49.2%	50.8%	0.0%	100.0%
	Column%	14.3%	7.7%	9.0%	11.1%	11.8%	10.4%	16.6%	0.0%	12.5%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q37D Informal Network Excludes From Doing Business - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**2**	**4**	**1**	**0**	**5**
	Row%	0.0%	0.0%	40.0%	0.0%	40.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	1.4%	0.5%	0.0%	1.0%
Agree	**Count**	**1**	**0**	**2**	**0**	**9**	**12**	**7**	**0**	**19**
	Row%	5.3%	0.0%	10.5%	0.0%	47.4%	63.2%	36.8%	0.0%	100.0%
	Column%	7.1%	0.0%	1.5%	0.0%	7.6%	4.2%	3.7%	0.0%	3.9%
Neither Agree/Disagree	**Count**	**4**	**7**	**47**	**3**	**43**	**104**	**50**	**7**	**161**
	Row%	2.5%	4.3%	29.2%	1.9%	26.7%	64.6%	31.1%	4.3%	100.0%
	Column%	28.6%	53.8%	35.3%	33.3%	36.1%	36.1%	26.7%	53.8%	33.0%
Disagree	**Count**	**8**	**5**	**71**	**5**	**51**	**140**	**102**	**6**	**248**
	Row%	3.2%	2.0%	28.6%	2.0%	20.6%	56.5%	41.1%	2.4%	100.0%
	Column%	57.1%	38.5%	53.4%	55.6%	42.9%	48.6%	54.5%	46.2%	50.8%
Strongly Disagree	**Count**	**1**	**1**	**11**	**1**	**14**	**28**	**27**	**0**	**55**
	Row%	1.8%	1.8%	20.0%	1.8%	25.5%	50.9%	49.1%	0.0%	100.0%
	Column%	7.1%	7.7%	8.3%	11.1%	11.8%	9.7%	14.4%	0.0%	11.3%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q37E Informal Network Excludes From Doing Business - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**3**	**0**	**1**	**4**	**2**	**0**	**6**
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	0.0%	0.8%	1.4%	1.1%	0.0%	1.2%
Agree	**Count**	**1**	**0**	**4**	**0**	**12**	**17**	**7**	**1**	**25**
	Row%	4.0%	0.0%	16.0%	0.0%	48.0%	68.0%	28.0%	4.0%	100.0%
	Column%	7.1%	0.0%	3.0%	0.0%	10.1%	5.9%	3.7%	7.7%	5.1%
Neither Agree/Disagree	**Count**	**4**	**7**	**41**	**2**	**40**	**94**	**43**	**5**	**142**
	Row%	2.8%	4.9%	28.9%	1.4%	28.2%	66.2%	30.3%	3.5%	100.0%
	Column%	28.6%	53.8%	30.8%	22.2%	33.6%	32.6%	23.0%	38.5%	29.1%
Disagree	**Count**	**7**	**5**	**72**	**6**	**51**	**141**	**107**	**7**	**255**
	Row%	2.7%	2.0%	28.2%	2.4%	20.0%	55.3%	42.0%	2.7%	100.0%
	Column%	50.0%	38.5%	54.1%	66.7%	42.9%	49.0%	57.2%	53.8%	52.3%
Strongly Disagree	**Count**	**2**	**1**	**13**	**1**	**15**	**32**	**28**	**0**	**60**
	Row%	3.3%	1.7%	21.7%	1.7%	25.0%	53.3%	46.7%	0.0%	100.0%
	Column%	14.3%	7.7%	9.8%	11.1%	12.6%	11.1%	15.0%	0.0%	12.3%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q37F Informal Network Excludes From Doing Business - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**1**	**3**	**1**	**0**	**4**
	Row%	0.0%	0.0%	50.0%	0.0%	25.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	0.8%	1.0%	0.5%	0.0%	0.8%
Agree	**Count**	**1**	**1**	**2**	**0**	**7**	**11**	**10**	**0**	**21**
	Row%	4.8%	4.8%	9.5%	0.0%	33.3%	52.4%	47.6%	0.0%	100.0%
	Column%	7.1%	7.7%	1.5%	0.0%	5.9%	3.8%	5.3%	0.0%	4.3%
Neither Agree/Disagree	**Count**	**4**	**1**	**42**	**3**	**43**	**93**	**42**	**7**	**142**
	Row%	2.8%	0.7%	29.6%	2.1%	30.3%	65.5%	29.6%	4.9%	100.0%
	Column%	28.6%	7.7%	31.6%	33.3%	36.1%	32.3%	22.5%	53.8%	29.1%
Disagree	**Count**	**8**	**7**	**73**	**5**	**53**	**146**	**102**	**6**	**254**
	Row%	3.1%	2.8%	28.7%	2.0%	20.9%	57.5%	40.2%	2.4%	100.0%
	Column%	57.1%	53.8%	54.9%	55.6%	44.5%	50.7%	54.5%	46.2%	52.0%
Strongly Disagree	**Count**	**1**	**4**	**14**	**1**	**15**	**35**	**32**	**0**	**67**
	Row%	1.5%	6.0%	20.9%	1.5%	22.4%	52.2%	47.8%	0.0%	100.0%
	Column%	7.1%	30.8%	10.5%	11.1%	12.6%	12.2%	17.1%	0.0%	13.7%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q37G Informal Network Excludes From Doing Business - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**1**	**0**	**1**	**2**	**3**	**0**	**5**
	Row%	0.0%	0.0%	20.0%	0.0%	20.0%	40.0%	60.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	0.8%	0.7%	1.6%	0.0%	1.0%
Agree	**Count**	**1**	**0**	**2**	**1**	**11**	**15**	**8**	**1**	**24**
	Row%	4.2%	0.0%	8.3%	4.2%	45.8%	62.5%	33.3%	4.2%	100.0%
	Column%	7.1%	0.0%	1.5%	11.1%	9.2%	5.2%	4.3%	7.7%	4.9%
Neither Agree/Disagree	**Count**	**3**	**6**	**42**	**2**	**43**	**96**	**43**	**6**	**145**
	Row%	2.1%	4.1%	29.0%	1.4%	29.7%	66.2%	29.7%	4.1%	100.0%
	Column%	21.4%	46.2%	31.6%	22.2%	36.1%	33.3%	23.0%	46.2%	29.7%
Disagree	**Count**	**8**	**6**	**74**	**5**	**48**	**141**	**103**	**6**	**250**
	Row%	3.2%	2.4%	29.6%	2.0%	19.2%	56.4%	41.2%	2.4%	100.0%
	Column%	57.1%	46.2%	55.6%	55.6%	40.3%	49.0%	55.1%	46.2%	51.2%
Strongly Disagree	**Count**	**2**	**1**	**14**	**1**	**16**	**34**	**30**	**0**	**64**
	Row%	3.1%	1.6%	21.9%	1.6%	25.0%	53.1%	46.9%	0.0%	100.0%
	Column%	14.3%	7.7%	10.5%	11.1%	13.4%	11.8%	16.0%	0.0%	13.1%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q37H Informal Network Excludes From Doing Business - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**2**	**4**	**2**	**0**	**6**
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	1.4%	1.1%	0.0%	1.2%
Agree	**Count**	**1**	**2**	**5**	**0**	**11**	**19**	**7**	**2**	**28**
	Row%	3.6%	7.1%	17.9%	0.0%	39.3%	67.9%	25.0%	7.1%	100.0%
	Column%	7.1%	15.4%	3.8%	0.0%	9.2%	6.6%	3.7%	15.4%	5.7%
Neither Agree/Disagree	**Count**	**3**	**5**	**36**	**3**	**39**	**86**	**39**	**6**	**131**
	Row%	2.3%	3.8%	27.5%	2.3%	29.8%	65.6%	29.8%	4.6%	100.0%
	Column%	21.4%	38.5%	27.1%	33.3%	32.8%	29.9%	20.9%	46.2%	26.8%
Disagree	**Count**	**8**	**5**	**78**	**5**	**50**	**146**	**107**	**5**	**258**
	Row%	3.1%	1.9%	30.2%	1.9%	19.4%	56.6%	41.5%	1.9%	100.0%
	Column%	57.1%	38.5%	58.6%	55.6%	42.0%	50.7%	57.2%	38.5%	52.9%
Strongly Disagree	**Count**	**2**	**1**	**12**	**1**	**17**	**33**	**32**	**0**	**65**
	Row%	3.1%	1.5%	18.5%	1.5%	26.2%	50.8%	49.2%	0.0%	100.0%
	Column%	14.3%	7.7%	9.0%	11.1%	14.3%	11.5%	17.1%	0.0%	13.3%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q37I Informal Network Excludes From Doing Business - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**2**	**3**	**2**	**0**	**6**
	Row%	0.0%	0.0%	40.0%	0.0%	20.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	0.8%	1.0%	1.1%	0.0%	1.0%
Agree	**Count**	**1**	**1**	**2**	**0**	**11**	**15**	**9**	**0**	**24**
	Row%	4.2%	4.2%	8.3%	0.0%	45.8%	62.5%	37.5%	0.0%	100.0%
	Column%	7.1%	7.7%	1.5%	0.0%	9.2%	5.2%	4.8%	0.0%	4.9%
Neither Agree/Disagree	**Count**	**3**	**5**	**40**	**2**	**37**	**87**	**45**	**7**	**139**
	Row%	2.2%	3.6%	28.8%	1.4%	26.6%	62.6%	32.4%	5.0%	100.0%
	Column%	21.4%	38.5%	30.1%	22.2%	31.1%	30.2%	24.1%	53.8%	28.5%
Disagree	**Count**	**8**	**6**	**75**	**6**	**52**	**147**	**101**	**6**	**254**
	Row%	3.1%	2.4%	29.5%	2.4%	20.5%	57.9%	39.8%	2.4%	100.0%
	Column%	57.1%	46.2%	56.4%	66.7%	43.7%	51.0%	54.0%	46.2%	52.0%
Strongly Disagree	**Count**	**2**	**1**	**14**	**1**	**18**	**36**	**30**	**0**	**66**
	Row%	3.0%	1.5%	21.2%	1.5%	27.3%	54.5%	45.5%	0.0%	100.0%
	Column%	14.3%	7.7%	10.5%	11.1%	15.1%	12.5%	16.0%	0.0%	13.5%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q37J Informal Network Excludes From Doing Business - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**1**	**0**	**1**	**2**	**2**	**0**	**4**
	Row%	0.0%	0.0%	25.0%	0.0%	25.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	0.8%	0.7%	1.1%	0.0%	0.8%
Agree	**Count**	**2**	**0**	**1**	**0**	**13**	**16**	**7**	**1**	**24**
	Row%	8.3%	0.0%	4.2%	0.0%	54.2%	66.7%	29.2%	4.2%	100.0%
	Column%	14.3%	0.0%	0.8%	0.0%	10.9%	5.6%	3.7%	7.7%	4.9%
Neither Agree/Disagree	**Count**	**4**	**7**	**42**	**3**	**42**	**98**	**48**	**6**	**152**
	Row%	2.6%	4.6%	27.6%	2.0%	27.6%	64.5%	31.6%	3.9%	100.0%
	Column%	28.6%	53.8%	31.6%	33.3%	35.3%	34.0%	25.7%	46.2%	31.1%
Disagree	**Count**	**7**	**5**	**74**	**6**	**47**	**139**	**104**	**6**	**249**
	Row%	2.8%	2.0%	29.7%	2.4%	18.9%	55.8%	41.8%	2.4%	100.0%
	Column%	50.0%	38.5%	55.6%	66.7%	39.5%	48.3%	55.6%	46.2%	51.0%
Strongly Disagree	**Count**	**1**	**1**	**15**	**0**	**16**	**33**	**26**	**0**	**59**
	Row%	1.7%	1.7%	25.4%	0.0%	27.1%	55.9%	44.1%	0.0%	100.0%
	Column%	7.1%	7.7%	11.3%	0.0%	13.4%	11.5%	13.9%	0.0%	12.1%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q37K Informal Network Excludes From Doing Business - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**1**	**0**	**1**	**2**	**2**	**0**	**4**
	Row%	0.0%	0.0%	40.0%	20.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	11.1%	0.8%	1.4%	0.5%	0.0%	1.0%
Agree	**Count**	**1**	**1**	**1**	**0**	**12**	**15**	**7**	**0**	**22**
	Row%	4.5%	4.5%	4.5%	0.0%	54.5%	68.2%	31.8%	0.0%	100.0%
	Column%	7.1%	7.7%	0.8%	0.0%	10.1%	5.2%	3.7%	0.0%	4.5%
Neither Agree/Disagree	**Count**	**3**	**6**	**40**	**2**	**44**	**95**	**46**	**5**	**146**
	Row%	2.1%	4.1%	27.4%	1.4%	30.1%	65.1%	31.5%	3.4%	100.0%
	Column%	21.4%	46.2%	30.1%	22.2%	37.0%	33.0%	24.6%	38.5%	29.9%
Disagree	**Count**	**8**	**5**	**76**	**5**	**48**	**142**	**103**	**8**	**253**
	Row%	3.2%	2.0%	30.0%	2.0%	19.0%	56.1%	40.7%	3.2%	100.0%
	Column%	57.1%	38.5%	57.1%	55.6%	40.3%	49.3%	55.1%	61.5%	51.8%
Strongly Disagree	**Count**	**2**	**1**	**14**	**1**	**14**	**32**	**30**	**0**	**62**
	Row%	3.2%	1.6%	22.6%	1.6%	22.6%	51.6%	48.4%	0.0%	100.0%
	Column%	14.3%	7.7%	10.5%	11.1%	11.8%	11.1%	16.0%	0.0%	12.7%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q38A Informal Network Prevented Company From Doing Business - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**4**	**6**	**3**	**1**	**10**
	Row%	0.0%	0.0%	20.0%	0.0%	40.0%	60.0%	30.0%	10.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	3.4%	2.1%	1.6%	7.7%	2.0%
Agree	**Count**	**2**	**1**	**4**	**0**	**18**	**25**	**9**	**1**	**35**
	Row%	5.7%	2.9%	11.4%	0.0%	51.4%	71.4%	25.7%	2.9%	100.0%
	Column%	14.3%	7.7%	3.0%	0.0%	15.1%	8.7%	4.8%	7.7%	7.2%
Neither Agree/Disagree	**Count**	**3**	**4**	**30**	**3**	**22**	**62**	**30**	**3**	**95**
	Row%	3.2%	4.2%	31.6%	3.2%	23.2%	65.3%	31.6%	3.2%	100.0%
	Column%	21.4%	30.8%	22.6%	33.3%	18.5%	21.5%	16.0%	23.1%	19.5%
Disagree	**Count**	**7**	**6**	**86**	**5**	**61**	**165**	**113**	**7**	**285**
	Row%	2.5%	2.1%	30.2%	1.8%	21.4%	57.9%	39.6%	2.5%	100.0%
	Column%	50.0%	46.2%	64.7%	55.6%	51.3%	57.3%	60.4%	53.8%	58.4%
Strongly Disagree	**Count**	**2**	**2**	**11**	**1**	**14**	**30**	**32**	**1**	**63**
	Row%	3.2%	3.2%	17.5%	1.6%	22.2%	47.6%	50.8%	1.6%	100.0%
	Column%	14.3%	15.4%	8.3%	11.1%	11.8%	10.4%	17.1%	7.7%	12.9%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q38B Informal Network Prevented Company From Doing Business - Bexar County * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**4**	**6**	**3**	**1**	**10**
	Row%	0.0%	0.0%	20.0%	0.0%	40.0%	60.0%	30.0%	10.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	3.4%	2.1%	1.6%	7.7%	2.0%
Agree	**Count**	**3**	**0**	**3**	**0**	**14**	**20**	**6**	**1**	**27**
	Row%	11.1%	0.0%	11.1%	0.0%	51.9%	74.1%	22.2%	3.7%	100.0%
	Column%	21.4%	0.0%	2.3%	0.0%	11.8%	6.9%	3.2%	7.7%	5.5%
Neither Agree/Disagree	**Count**	**3**	**5**	**34**	**3**	**24**	**69**	**32**	**3**	**104**
	Row%	2.9%	4.8%	32.7%	2.9%	23.1%	66.3%	30.8%	2.9%	100.0%
	Column%	21.4%	38.5%	25.6%	33.3%	20.2%	24.0%	17.1%	23.1%	21.3%
Disagree	**Count**	**6**	**6**	**83**	**5**	**63**	**163**	**114**	**7**	**284**
	Row%	2.1%	2.1%	29.2%	1.8%	22.2%	57.4%	40.1%	2.5%	100.0%
	Column%	42.9%	46.2%	62.4%	55.6%	52.9%	56.6%	61.0%	53.8%	58.2%
Strongly Disagree	**Count**	**2**	**2**	**11**	**1**	**14**	**30**	**32**	**1**	**63**
	Row%	3.2%	3.2%	17.5%	1.6%	22.2%	47.6%	50.8%	1.6%	100.0%
	Column%	14.3%	15.4%	8.3%	11.1%	11.8%	10.4%	17.1%	7.7%	12.9%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q38C Informal Network Prevented Company From Doing Business - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**3**	**3**	**2**	**1**	**8**
	Row%	0.0%	0.0%	25.0%	0.0%	37.5%	37.5%	25.0%	12.5%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	2.5%	2.5%	1.1%	7.7%	1.6%
Agree	**Count**	**3**	**1**	**3**	**0**	**13**	**13**	**8**	**0**	**28**
	Row%	10.7%	3.6%	10.7%	0.0%	46.4%	46.4%	28.6%	0.0%	100.0%
	Column%	21.4%	7.7%	2.3%	0.0%	10.9%	10.9%	4.3%	0.0%	5.7%
Neither Agree/Disagree	**Count**	**3**	**5**	**34**	**4**	**30**	**30**	**34**	**4**	**114**
	Row%	2.6%	4.4%	29.8%	3.5%	26.3%	26.3%	29.8%	3.5%	100.0%
	Column%	21.4%	38.5%	25.6%	44.4%	25.2%	25.2%	18.2%	30.8%	23.4%
Disagree	**Count**	**6**	**5**	**82**	**4**	**59**	**59**	**114**	**7**	**277**
	Row%	2.2%	1.8%	29.6%	1.4%	21.3%	21.3%	41.2%	2.5%	100.0%
	Column%	42.9%	38.5%	61.7%	44.4%	49.6%	49.6%	61.0%	53.8%	56.8%
Strongly Disagree	**Count**	**2**	**2**	**12**	**1**	**14**	**14**	**29**	**1**	**61**
	Row%	3.3%	3.3%	19.7%	1.6%	23.0%	23.0%	47.5%	1.6%	100.0%
	Column%	14.3%	15.4%	9.0%	11.1%	11.8%	11.8%	15.5%	7.7%	12.5%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**119**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	24.4%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q38D Informal Network Prevented Company From Doing Business - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**2**	**4**	**1**	**1**	**6**
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	16.7%	16.7%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	1.4%	0.5%	7.7%	1.2%
Agree	**Count**	**2**	**0**	**2**	**0**	**12**	**16**	**7**	**0**	**23**
	Row%	8.7%	0.0%	8.7%	0.0%	52.2%	69.6%	30.4%	0.0%	100.0%
	Column%	14.3%	0.0%	1.5%	0.0%	10.1%	5.6%	3.7%	0.0%	4.7%
Neither Agree/Disagree	**Count**	**3**	**7**	**39**	**4**	**32**	**85**	**39**	**6**	**130**
	Row%	2.3%	5.4%	30.0%	3.1%	24.6%	65.4%	30.0%	4.6%	100.0%
	Column%	21.4%	53.8%	29.3%	44.4%	26.9%	29.5%	20.9%	46.2%	26.6%
Disagree	**Count**	**7**	**4**	**80**	**4**	**60**	**155**	**112**	**6**	**273**
	Row%	2.6%	1.5%	29.3%	1.5%	22.0%	56.8%	41.0%	2.2%	100.0%
	Column%	50.0%	30.8%	60.2%	44.4%	50.4%	53.8%	59.9%	46.2%	55.9%
Strongly Disagree	**Count**	**2**	**2**	**10**	**1**	**13**	**28**	**28**	**0**	**56**
	Row%	3.6%	3.6%	17.9%	1.8%	23.2%	50.0%	50.0%	0.0%	100.0%
	Column%	14.3%	15.4%	7.5%	11.1%	10.9%	9.7%	15.0%	0.0%	11.5%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q38E Informal Network Prevented Company From Doing Business - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**2**	**4**	**2**	**1**	**7**
	Row%	0.0%	0.0%	28.6%	0.0%	28.6%	57.1%	28.6%	14.3%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	1.4%	1.1%	7.7%	1.4%
Agree	**Count**	**2**	**0**	**2**	**0**	**12**	**16**	**8**	**0**	**24**
	Row%	8.3%	0.0%	8.3%	0.0%	50.0%	66.7%	33.3%	0.0%	100.0%
	Column%	14.3%	0.0%	1.5%	0.0%	10.1%	5.6%	4.3%	0.0%	4.9%
Neither Agree/Disagree	**Count**	**3**	**6**	**36**	**3**	**31**	**79**	**36**	**5**	**120**
	Row%	2.5%	5.0%	30.0%	2.5%	25.8%	65.8%	30.0%	4.2%	100.0%
	Column%	21.4%	46.2%	27.1%	33.3%	26.1%	27.4%	19.3%	38.5%	24.6%
Disagree	**Count**	**7**	**5**	**81**	**5**	**60**	**158**	**113**	**7**	**278**
	Row%	2.5%	1.8%	29.1%	1.8%	21.6%	56.8%	40.6%	2.5%	100.0%
	Column%	50.0%	38.5%	60.9%	55.6%	50.4%	54.9%	60.4%	53.8%	57.0%
Strongly Disagree	**Count**	**2**	**2**	**12**	**1**	**14**	**31**	**28**	**0**	**59**
	Row%	3.4%	3.4%	20.3%	1.7%	23.7%	52.5%	47.5%	0.0%	100.0%
	Column%	14.3%	15.4%	9.0%	11.1%	11.8%	10.8%	15.0%	0.0%	12.1%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q38F Informal Network Prevented Company From Doing Business - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**2**	**4**	**1**	**1**	**6**
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	16.7%	16.7%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	1.4%	0.5%	7.7%	1.2%
Agree	**Count**	**1**	**0**	**2**	**0**	**12**	**15**	**6**	**0**	**21**
	Row%	4.8%	0.0%	9.5%	0.0%	57.1%	71.4%	28.6%	0.0%	100.0%
	Column%	7.1%	0.0%	1.5%	0.0%	10.1%	5.2%	3.2%	0.0%	4.3%
Neither Agree/Disagree	**Count**	**3**	**4**	**36**	**4**	**31**	**78**	**35**	**6**	**119**
	Row%	2.5%	3.4%	30.3%	3.4%	26.1%	65.5%	29.4%	5.0%	100.0%
	Column%	21.4%	30.8%	27.1%	44.4%	26.1%	27.1%	18.7%	46.2%	24.4%
Disagree	Count	8	**6**	**82**	**4**	**60**	**160**	**115**	6	281
	Row%	2.8%	2.1%	29.2%	1.4%	21.4%	56.9%	40.9%	2.1%	100.0%
	Column%	57.1%	46.2%	61.7%	44.4%	50.4%	55.6%	61.5%	46.2%	57.6%
Strongly Disagree	**Count**	**2**	**3**	**11**	**1**	**14**	**31**	**30**	**0**	**61**
	Row%	3.3%	4.9%	18.0%	1.6%	23.0%	50.8%	49.2%	0.0%	100.0%
	Column%	14.3%	23.1%	8.3%	11.1%	11.8%	10.8%	16.0%	0.0%	12.5%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q38G Informal Network Prevented Company From Doing Business - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**1**	**3**	**2**	**1**	**6**
	Row%	0.0%	0.0%	33.3%	0.0%	16.7%	50.0%	33.3%	16.7%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	0.8%	1.0%	1.1%	7.7%	1.2%
Agree	**Count**	**2**	**0**	**2**	**0**	**12**	**16**	**7**	**0**	**23**
	Row%	8.7%	0.0%	8.7%	0.0%	52.2%	69.6%	30.4%	0.0%	100.0%
	Column%	14.3%	0.0%	1.5%	0.0%	10.1%	5.6%	3.7%	0.0%	4.7%
Neither Agree/Disagree	**Count**	**3**	**5**	**37**	**3**	**32**	**80**	**35**	**6**	**121**
	Row%	2.5%	4.1%	30.6%	2.5%	26.4%	66.1%	28.9%	5.0%	100.0%
	Column%	21.4%	38.5%	27.8%	33.3%	26.9%	27.8%	18.7%	46.2%	24.8%
Disagree	**Count**	**7**	**6**	**81**	**5**	**61**	**160**	**113**	**6**	**279**
	Row%	2.5%	2.2%	29.0%	1.8%	21.9%	57.3%	40.5%	2.2%	100.0%
	Column%	50.0%	46.2%	60.9%	55.6%	51.3%	55.6%	60.4%	46.2%	57.2%
Strongly Disagree	**Count**	**2**	**2**	**11**	**1**	**13**	**29**	**30**	**0**	**59**
	Row%	3.4%	3.4%	18.6%	1.7%	22.0%	49.2%	50.8%	0.0%	100.0%
	Column%	14.3%	15.4%	8.3%	11.1%	10.9%	10.1%	16.0%	0.0%	12.1%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q38H Informal Network Prevented Company From Doing Business - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**1**	**3**	**2**	**1**	**6**
	Row%	0.0%	0.0%	33.3%	0.0%	16.7%	50.0%	33.3%	16.7%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	0.8%	1.0%	1.1%	7.7%	1.2%
Agree	**Count**	**2**	**1**	**4**	**0**	**12**	**19**	**6**	**0**	**25**
	Row%	8.0%	4.0%	16.0%	0.0%	48.0%	76.0%	24.0%	0.0%	100.0%
	Column%	14.3%	7.7%	3.0%	0.0%	10.1%	6.6%	3.2%	0.0%	5.1%
Neither Agree/Disagree	**Count**	**3**	**5**	**35**	**4**	**29**	**76**	**32**	**6**	**114**
	Row%	2.6%	4.4%	30.7%	3.5%	25.4%	66.7%	28.1%	5.3%	100.0%
	Column%	21.4%	38.5%	26.3%	44.4%	24.4%	26.4%	17.1%	46.2%	23.4%
Disagree	**Count**	**7**	**5**	**81**	**4**	**63**	**160**	**117**	**6**	**283**
	Row%	2.5%	1.8%	28.6%	1.4%	22.3%	56.5%	41.3%	2.1%	100.0%
	Column%	50.0%	38.5%	60.9%	44.4%	52.9%	55.6%	62.6%	46.2%	58.0%
Strongly Disagree	**Count**	**2**	**2**	**11**	**1**	**14**	**30**	**30**	**0**	**60**
	Row%	3.3%	3.3%	18.3%	1.7%	23.3%	50.0%	50.0%	0.0%	100.0%
	Column%	14.3%	15.4%	8.3%	11.1%	11.8%	10.4%	16.0%	0.0%	12.3%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q38I Informal Network Prevented Company From Doing Business - University Health System * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**1**	**3**	**2**	**1**	**6**
	Row%	0.0%	0.0%	50.0%	0.0%	33.3%	50.0%	16.7%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	0.0%	1.7%	1.0%	0.5%	0.0%	1.2%
Agree	**Count**	**1**	**0**	**2**	**0**	**13**	**16**	**7**	**0**	**23**
	Row%	4.3%	0.0%	8.7%	0.0%	56.5%	69.6%	30.4%	0.0%	100.0%
	Column%	7.1%	0.0%	1.5%	0.0%	10.9%	5.6%	3.7%	0.0%	4.7%
Neither Agree/Disagree	**Count**	**3**	**5**	**38**	**3**	**28**	**77**	**37**	**6**	**120**
	Row%	2.5%	4.2%	31.7%	2.5%	23.3%	64.2%	30.8%	5.0%	100.0%
	Column%	21.4%	38.5%	28.6%	33.3%	23.5%	26.7%	19.8%	46.2%	24.6%
Disagree	**Count**	**8**	**6**	**78**	**5**	**61**	**158**	**113**	**6**	**277**
	Row%	2.9%	2.2%	28.2%	1.8%	22.0%	57.0%	40.8%	2.2%	100.0%
	Column%	57.1%	46.2%	58.6%	55.6%	51.3%	54.9%	60.4%	46.2%	56.8%
Strongly Disagree	**Count**	**2**	**2**	**12**	**1**	**15**	**32**	**29**	**1**	**62**
	Row%	3.2%	3.2%	19.4%	1.6%	24.2%	51.6%	46.8%	1.6%	100.0%
	Column%	14.3%	15.4%	9.0%	11.1%	12.6%	11.1%	15.5%	7.7%	12.7%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q38J Informal Network Prevented Company From Doing Business - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**3**	**5**	**1**	**0**	**6**
	Row%	0.0%	0.0%	33.3%	0.0%	50.0%	83.3%	16.7%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	2.5%	1.7%	0.5%	0.0%	1.2%
Agree	**Count**	**3**	**0**	**2**	**0**	**12**	**17**	**6**	**0**	**23**
	Row%	13.0%	0.0%	8.7%	0.0%	52.2%	73.9%	26.1%	0.0%	100.0%
	Column%	21.4%	0.0%	1.5%	0.0%	10.1%	5.9%	3.2%	0.0%	4.7%
Neither Agree/Disagree	**Count**	**3**	**7**	**37**	**4**	**31**	**82**	**39**	**6**	**127**
	Row%	2.4%	5.5%	29.1%	3.1%	24.4%	64.6%	30.7%	4.7%	100.0%
	Column%	21.4%	53.8%	27.8%	44.4%	26.1%	28.5%	20.9%	46.2%	26.0%
Disagree	**Count**	**6**	**4**	**82**	**4**	**58**	**154**	**112**	**7**	**273**
	Row%	2.2%	1.5%	30.0%	1.5%	21.2%	56.4%	41.0%	2.6%	100.0%
	Column%	42.9%	30.8%	61.7%	44.4%	48.7%	53.5%	59.9%	53.8%	55.9%
Strongly Disagree	**Count**	**2**	**2**	**10**	**1**	**15**	**30**	**29**	**0**	**59**
	Row%	3.4%	3.4%	16.9%	1.7%	25.4%	50.8%	49.2%	0.0%	100.0%
	Column%	14.3%	15.4%	7.5%	11.1%	12.6%	10.4%	15.5%	0.0%	12.1%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q38K Informal Network Prevented Company From Doing Business - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**2**	**4**	**1**	**0**	**5**
	Row%	0.0%	0.0%	40.0%	0.0%	40.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	1.4%	0.5%	0.0%	1.0%
Agree	**Count**	**2**	**0**	**2**	**0**	**12**	**16**	**7**	**0**	**23**
	Row%	8.7%	0.0%	8.7%	0.0%	52.2%	69.6%	30.4%	0.0%	100.0%
	Column%	14.3%	0.0%	1.5%	0.0%	10.1%	5.6%	3.7%	0.0%	4.7%
Neither Agree/Disagree	**Count**	**3**	**6**	**36**	**3**	**32**	**80**	**35**	**5**	**120**
	Row%	2.5%	5.0%	30.0%	2.5%	26.7%	66.7%	29.2%	4.2%	100.0%
	Column%	21.4%	46.2%	27.1%	33.3%	26.9%	27.8%	18.7%	38.5%	24.6%
Disagree	**Count**	**7**	**5**	**82**	**5**	**60**	**159**	**112**	**7**	**278**
	Row%	2.5%	1.8%	29.5%	1.8%	21.6%	57.2%	40.3%	2.5%	100.0%
	Column%	50.0%	38.5%	61.7%	55.6%	50.4%	55.2%	59.9%	53.8%	57.0%
Strongly Disagree	**Count**	**2**	**2**	**11**	**1**	**13**	**29**	**32**	**1**	**62**
	Row%	3.2%	3.2%	17.7%	1.6%	21.0%	46.8%	51.6%	1.6%	100.0%
	Column%	14.3%	15.4%	8.3%	11.1%	10.9%	10.1%	17.1%	7.7%	12.7%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q39A Exclusion From Network Prevented Ability to Contract - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**5**	**7**	**2**	**1**	**10**
	Row%	0.0%	0.0%	20.0%	0.0%	50.0%	70.0%	20.0%	10.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	4.2%	2.4%	1.1%	7.7%	2.0%
Agree	**Count**	**2**	**1**	**2**	**0**	**14**	**19**	**11**	**3**	**33**
	Row%	6.1%	3.0%	6.1%	0.0%	42.4%	57.6%	33.3%	9.1%	100.0%
	Column%	14.3%	7.7%	1.5%	0.0%	11.8%	6.6%	5.9%	23.1%	6.8%
Neither Agree/Disagree	**Count**	**3**	**4**	**31**	**3**	**25**	**66**	**33**	**3**	**102**
	Row%	2.9%	3.9%	30.4%	2.9%	24.5%	64.7%	32.4%	2.9%	100.0%
	Column%	21.4%	30.8%	23.3%	33.3%	21.0%	22.9%	17.6%	23.1%	20.9%
Disagree	**Count**	**7**	**5**	**86**	**5**	**61**	**164**	**110**	**6**	**280**
	Row%	2.5%	1.8%	30.7%	1.8%	21.8%	58.6%	39.3%	2.1%	100.0%
	Column%	50.0%	38.5%	64.7%	55.6%	51.3%	56.9%	58.8%	46.2%	57.4%
Strongly Disagree	**Count**	**2**	**3**	**12**	**1**	**14**	**32**	**31**	**0**	**63**
	Row%	3.2%	4.8%	19.0%	1.6%	22.2%	50.8%	49.2%	0.0%	100.0%
	Column%	14.3%	23.1%	9.0%	11.1%	11.8%	11.1%	16.6%	0.0%	12.9%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q39B Exclusion From Network Prevented Ability to Contract - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**3**	**5**	**2**	**1**	**8**
	Row%	0.0%	0.0%	25.0%	0.0%	37.5%	62.5%	25.0%	12.5%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	2.5%	4.2%	1.1%	7.7%	1.6%
Agree	**Count**	**3**	**0**	**2**	**0**	**13**	**18**	**9**	**3**	**30**
	Row%	10.0%	0.0%	6.7%	0.0%	43.3%	60.0%	30.0%	10.0%	100.0%
	Column%	21.4%	0.0%	1.5%	0.0%	10.9%	15.1%	4.8%	23.1%	6.1%
Neither Agree/Disagree	**Count**	**3**	**5**	**33**	**3**	**27**	**71**	**35**	**3**	**109**
	Row%	2.8%	4.6%	30.3%	2.8%	24.8%	65.1%	32.1%	2.8%	100.0%
	Column%	21.4%	38.5%	24.8%	33.3%	22.7%	59.7%	18.7%	23.1%	22.3%
Disagree	**Count**	**6**	**5**	**84**	**5**	**62**	**162**	**110**	**6**	**278**
	Row%	2.2%	1.8%	30.2%	1.8%	22.3%	58.3%	39.6%	2.2%	100.0%
	Column%	42.9%	38.5%	63.2%	55.6%	52.1%	136.1%	58.8%	46.2%	57.0%
Strongly Disagree	**Count**	**2**	**3**	**12**	**1**	**14**	**32**	**31**	**0**	**63**
	Row%	3.2%	4.8%	19.0%	1.6%	22.2%	50.8%	49.2%	0.0%	100.0%
	Column%	14.3%	23.1%	9.0%	11.1%	11.8%	26.9%	16.6%	0.0%	12.9%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	242.0%	100.0%	100.0%	100.0%

Q39C Exclusion From Network Prevented Ability to Contract - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**3**	**5**	**2**	**1**	**8**
	Row%	0.0%	0.0%	25.0%	0.0%	37.5%	62.5%	25.0%	12.5%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	2.5%	1.7%	1.1%	7.7%	1.6%
Agree	**Count**	**3**	**0**	**1**	**0**	**12**	**16**	**8**	**2**	**26**
	Row%	11.5%	0.0%	3.8%	0.0%	46.2%	61.5%	30.8%	7.7%	100.0%
	Column%	21.4%	0.0%	0.8%	0.0%	10.1%	5.6%	4.3%	15.4%	5.3%
Neither Agree/Disagree	**Count**	**3**	**6**	**34**	**3**	**31**	**77**	**35**	**4**	**116**
	Row%	2.6%	5.2%	29.3%	2.6%	26.7%	66.4%	30.2%	3.4%	100.0%
	Column%	21.4%	46.2%	25.6%	33.3%	26.1%	26.7%	18.7%	30.8%	23.8%
Disagree	**Count**	**6**	**5**	**84**	**5**	**59**	**159**	**112**	**6**	**277**
	Row%	2.2%	1.8%	30.3%	1.8%	21.3%	57.4%	40.4%	2.2%	100.0%
	Column%	42.9%	38.5%	63.2%	55.6%	49.6%	55.2%	59.9%	46.2%	56.8%
Strongly Disagree	**Count**	**2**	**2**	**12**	**1**	**14**	**31**	**30**	**0**	**61**
	Row%	3.3%	3.3%	19.7%	1.6%	23.0%	50.8%	49.2%	0.0%	100.0%
	Column%	14.3%	15.4%	9.0%	11.1%	11.8%	10.8%	16.0%	0.0%	12.5%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q39D Exclusion From Network Prevented Ability to Contract - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**2**	**4**	**1**	**1**	**6**
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	16.7%	16.7%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	1.4%	0.5%	7.7%	1.2%
Agree	**Count**	**2**	**0**	**1**	**0**	**11**	**14**	**8**	**2**	**24**
	Row%	8.3%	0.0%	4.2%	0.0%	45.8%	58.3%	33.3%	8.3%	100.0%
	Column%	14.3%	0.0%	0.8%	0.0%	9.2%	4.9%	4.3%	15.4%	4.9%
Neither Agree/Disagree	**Count**	**3**	**7**	**35**	**3**	**32**	**80**	**40**	**6**	**126**
	Row%	2.4%	5.6%	27.8%	2.4%	25.4%	63.5%	31.7%	4.8%	100.0%
	Column%	21.4%	53.8%	26.3%	33.3%	26.9%	27.8%	21.4%	46.2%	25.8%
Disagree	**Count**	**7**	**4**	**83**	**5**	**61**	**160**	**109**	**4**	**273**
	Row%	2.6%	1.5%	30.4%	1.8%	22.3%	58.6%	39.9%	1.5%	100.0%
	Column%	50.0%	30.8%	62.4%	55.6%	51.3%	55.6%	58.3%	30.8%	55.9%
Strongly Disagree	**Count**	**2**	**2**	**12**	**1**	**13**	**30**	**29**	**0**	**59**
	Row%	3.4%	3.4%	20.3%	1.7%	22.0%	50.8%	49.2%	0.0%	100.0%
	Column%	14.3%	15.4%	9.0%	11.1%	10.9%	10.4%	15.5%	0.0%	12.1%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q39E Exclusion From Network Prevented Ability to Contract - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**2**	**4**	**2**	**1**	**7**
	Row%	0.0%	0.0%	28.6%	0.0%	28.6%	57.1%	28.6%	14.3%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	1.4%	1.1%	7.7%	1.4%
Agree	**Count**	**2**	**0**	**3**	**0**	**11**	**16**	**9**	**2**	**27**
	Row%	7.4%	0.0%	11.1%	0.0%	40.7%	59.3%	33.3%	7.4%	100.0%
	Column%	14.3%	0.0%	2.3%	0.0%	9.2%	5.6%	4.8%	15.4%	5.5%
Neither Agree/Disagree	**Count**	**3**	**7**	**35**	**3**	**33**	**81**	**36**	**5**	**122**
	Row%	2.5%	5.7%	28.7%	2.5%	27.0%	66.4%	29.5%	4.1%	100.0%
	Column%	21.4%	53.8%	26.3%	33.3%	27.7%	28.1%	19.3%	38.5%	25.0%
Disagree	**Count**	**7**	**4**	**79**	**5**	**60**	**155**	**111**	**5**	**271**
	Row%	2.6%	1.5%	29.2%	1.8%	22.1%	57.2%	41.0%	1.8%	100.0%
	Column%	50.0%	30.8%	59.4%	55.6%	50.4%	53.8%	59.4%	38.5%	55.5%
Strongly Disagree	**Count**	**2**	**2**	**14**	**1**	**13**	**32**	**29**	**0**	**61**
	Row%	3.3%	3.3%	23.0%	1.6%	21.3%	52.5%	47.5%	0.0%	100.0%
	Column%	14.3%	15.4%	10.5%	11.1%	10.9%	11.1%	15.5%	0.0%	12.5%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q39F Exclusion From Network Prevented Ability to Contract - Edwards Aquifer Authority * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**1**	**3**	**1**	**1**	**5**
	Row%	0.0%	0.0%	40.0%	0.0%	20.0%	60.0%	20.0%	20.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	0.8%	1.0%	0.5%	7.7%	1.0%
Agree	**Count**	**1**	**0**	**1**	**0**	**11**	**13**	**9**	**2**	**24**
	Row%	4.2%	0.0%	4.2%	0.0%	45.8%	54.2%	37.5%	8.3%	100.0%
	Column%	7.1%	0.0%	0.8%	0.0%	9.2%	4.5%	4.8%	15.4%	4.9%
Neither Agree/Disagree	**Count**	**3**	**5**	**36**	**4**	**32**	**80**	**36**	**6**	**122**
	Row%	2.5%	4.1%	29.5%	3.3%	26.2%	65.6%	29.5%	4.9%	100.0%
	Column%	21.4%	38.5%	27.1%	44.4%	26.9%	27.8%	19.3%	46.2%	25.0%
Disagree	**Count**	**8**	**5**	**82**	**4**	**61**	**160**	**110**	**4**	**274**
	Row%	2.9%	1.8%	29.9%	1.5%	22.3%	58.4%	40.1%	1.5%	100.0%
	Column%	57.1%	38.5%	61.7%	44.4%	51.3%	55.6%	58.8%	30.8%	56.1%
Strongly Disagree	**Count**	**2**	**3**	**12**	**1**	**14**	**32**	**31**	**0**	**63**
	Row%	3.2%	4.8%	19.0%	1.6%	22.2%	50.8%	49.2%	0.0%	100.0%
	Column%	14.3%	23.1%	9.0%	11.1%	11.8%	11.1%	16.6%	0.0%	12.9%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q39G Exclusion From Network Prevented Ability to Contract - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**1**	**1**	**4**	**2**	**0**	**6**
	Row%	0.0%	0.0%	33.3%	16.7%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	11.1%	0.8%	1.4%	1.1%	0.0%	1.2%
Agree	**Count**	**2**	**0**	**2**	**0**	**11**	**15**	**9**	**2**	**26**
	Row%	7.7%	0.0%	7.7%	0.0%	42.3%	57.7%	34.6%	7.7%	100.0%
	Column%	14.3%	0.0%	1.5%	0.0%	9.2%	5.2%	4.8%	15.4%	5.3%
Neither Agree/Disagree	**Count**	**3**	**5**	**36**	**3**	**33**	**80**	**35**	**6**	**121**
	Row%	2.5%	4.1%	29.8%	2.5%	27.3%	66.1%	28.9%	5.0%	100.0%
	Column%	21.4%	38.5%	27.1%	33.3%	27.7%	27.8%	18.7%	46.2%	24.8%
Disagree	**Count**	**7**	**6**	**80**	**4**	**61**	**158**	**111**	**5**	**274**
	Row%	2.6%	2.2%	29.2%	1.5%	22.3%	57.7%	40.5%	1.8%	100.0%
	Column%	50.0%	46.2%	60.2%	44.4%	51.3%	54.9%	59.4%	38.5%	56.1%
Strongly Disagree	**Count**	**2**	**2**	**13**	**1**	**13**	**31**	**30**	**0**	**61**
	Row%	3.3%	3.3%	21.3%	1.6%	21.3%	50.8%	49.2%	0.0%	100.0%
	Column%	14.3%	15.4%	9.8%	11.1%	10.9%	10.8%	16.0%	0.0%	12.5%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q39H Exclusion From Network Prevented Ability to Contract - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**1**	**3**	**2**	**0**	**5**
	Row%	0.0%	0.0%	40.0%	0.0%	20.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	0.8%	1.0%	1.1%	0.0%	1.0%
Agree	**Count**	**2**	**0**	**3**	**0**	**11**	**16**	**8**	**2**	**26**
	Row%	7.7%	0.0%	11.5%	0.0%	42.3%	61.5%	30.8%	7.7%	100.0%
	Column%	14.3%	0.0%	2.3%	0.0%	9.2%	5.6%	4.3%	15.4%	5.3%
Neither Agree/Disagree	**Count**	**3**	**5**	**34**	**4**	**31**	**77**	**32**	**6**	**115**
	Row%	2.6%	4.3%	29.6%	3.5%	27.0%	67.0%	27.8%	5.2%	100.0%
	Column%	`	38.5%	25.6%	44.4%	26.1%	26.7%	17.1%	46.2%	23.6%
Disagree	**Count**	**7**	**6**	**82**	**4**	**61**	**160**	**114**	**5**	**279**
	Row%	2.5%	2.2%	29.4%	1.4%	21.9%	57.3%	40.9%	1.8%	100.0%
	Column%	50.0%	46.2%	61.7%	44.4%	51.3%	55.6%	61.0%	38.5%	57.2%
Strongly Disagree	**Count**	**2**	**2**	**12**	**1**	**15**	**32**	**31**	**0**	**63**
	Row%	3.2%	3.2%	19.0%	1.6%	23.8%	50.8%	49.2%	0.0%	100.0%
	Column%	14.3%	15.4%	9.0%	11.1%	12.6%	11.1%	16.6%	0.0%	12.9%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q39I Exclusion From Network Prevented Ability to Contract - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**3**	**0**	**1**	**4**	**2**	**0**	**6**
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	0.0%	0.8%	1.4%	1.1%	0.0%	1.2%
Agree	**Count**	**1**	**0**	**1**	**0**	**12**	**14**	**9**	**2**	**25**
	Row%	4.0%	0.0%	4.0%	0.0%	48.0%	56.0%	36.0%	8.0%	100.0%
	Column%	7.1%	0.0%	0.8%	0.0%	10.1%	4.9%	4.8%	15.4%	5.1%
Neither Agree/Disagree	**Count**	**3**	**6**	**37**	**3**	**31**	**80**	**35**	**6**	**121**
	Row%	2.5%	5.0%	30.6%	2.5%	25.6%	66.1%	28.9%	5.0%	100.0%
	Column%	21.4%	46.2%	27.8%	33.3%	26.1%	27.8%	18.7%	46.2%	24.8%
Disagree	**Count**	**8**	**5**	**80**	**5**	**61**	**159**	**111**	**5**	**275**
	Row%	2.9%	1.8%	29.1%	1.8%	22.2%	57.8%	40.4%	1.8%	100.0%
	Column%	57.1%	38.5%	60.2%	55.6%	51.3%	55.2%	59.4%	38.5%	56.4%
Strongly Disagree	**Count**	**2**	**2**	**12**	**1**	**14**	**31**	**30**	**0**	**61**
	Row%	3.3%	3.3%	19.7%	1.6%	23.0%	50.8%	49.2%	0.0%	100.0%
	Column%	14.3%	15.4%	9.0%	11.1%	11.8%	10.8%	16.0%	0.0%	12.5%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q39J Exclusion From Network Prevented Ability to Contract - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**0**	**1**	**3**	**1**	**0**	**4**
	Row%	0.0%	0.0%	50.0%	0.0%	25.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	0.8%	1.04%	0.5%	0.0%	0.8%
Agree	**Count**	**3**	**0**	**1**	**0**	**12**	**16**	**7**	**2**	**25**
	Row%	12.0%	0.0%	4.0%	0.0%	48.0%	64.0%	28.0%	8.0%	100.0%
	Column%	21.4%	0.0%	0.8%	0.0%	10.1%	5.6%	3.7%	15.4%	5.1%
Neither Agree/Disagree	**Count**	**3**	**6**	**34**	**4**	**33**	**80**	**40**	**6**	**126**
	Row%	2.4%	4.8%	27.0%	3.2%	26.2%	63.5%	31.7%	4.8%	100.0%
	Column%	21.4%	46.2%	25.6%	44.4%	27.7%	27.8%	21.4%	46.2%	25.8%
Disagree	**Count**	**6**	**5**	**84**	**4**	**59**	**158**	**109**	**5**	**272**
	Row%	2.2%	1.8%	30.9%	1.5%	21.7%	58.1%	40.1%	1.8%	100.0%
	Column%	42.9%	38.5%	63.2%	44.4%	49.6%	54.9%	58.3%	38.5%	55.7%
Strongly Disagree	**Count**	**2**	**2**	**12**	**1**	**14**	**31**	**30**	**0**	**61**
	Row%	3.3%	3.3%	19.7%	1.6%	23.0%	50.8%	49.2%	0.0%	100.0%
	Column%	14.3%	15.4%	9.0%	11.1%	11.8%	10.8%	16.0%	0.0%	12.5%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q39K Exclusion From Network Prevented Ability to Contract - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**0**	**2**	**1**	**1**	**4**	**1**	**0**	**5**
	Row%	0.0%	0.0%	40.0%	20.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	11.1%	0.8%	1.4%	0.5%	0.0%	1.0%
Agree	**Count**	**2**	**0**	**1**	**0**	**10**	**13**	**8**	**2**	**23**
	Row%	8.7%	0.0%	4.3%	0.0%	43.5%	56.5%	34.8%	8.7%	100.0%
	Column%	14.3%	0.0%	0.8%	0.0%	8.4%	4.5%	4.3%	15.4%	4.7%
Neither Agree/Disagree	**Count**	**3**	**5**	**35**	**3**	**35**	**81**	**35**	**5**	**121**
	Row%	2.5%	4.1%	28.9%	2.5%	28.9%	66.9%	28.9%	4.1%	100.0%
	Column%	21.4%	38.5%	26.3%	33.3%	29.4%	28.1%	18.7%	38.5%	24.8%
Disagree	**Count**	**7**	**6**	**82**	**4**	**59**	**158**	**110**	**6**	**274**
	Row%	2.6%	2.2%	29.9%	1.5%	21.5%	57.7%	40.1%	2.2%	100.0%
	Column%	50.0%	46.2%	61.7%	44.4%	49.6%	54.9%	58.8%	46.2%	56.1%
Strongly Disagree	**Count**	**2**	**2**	**13**	**1**	**14**	**32**	**33**	**0**	**65**
	Row%	3.1%	3.1%	20.0%	1.5%	21.5%	49.2%	50.8%	0.0%	100.0%
	Column%	14.3%	15.4%	9.8%	11.1%	11.8%	11.1%	17.6%	0.0%	13.3%
Total	**Count**	**14**	**13**	**133**	**9**	**119**	**288**	**187**	**13**	**488**
	Row%	2.9%	2.7%	27.3%	1.8%	24.4%	59.0%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q40 Inclusion of Minority or Women Subcontractors Then Dropped		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**1**	**7**	**2**	**15**	**25**	**13**	**0**	**38**
	Row%	0.0%	2.6%	18.4%	5.3%	39.5%	65.8%	34.2%	0.0%	100.0%
	Column%	0.0%	7.7%	5.3%	22.2%	12.6%	8.7%	7.0%	0.0%	7.8%
Agree	**Count**	**0**	**2**	**21**	**2**	**18**	**43**	**23**	**2**	**68**
	Row%	0.0%	2.9%	30.9%	2.9%	26.5%	63.2%	33.8%	2.9%	100.0%
	Column%	0.0%	15.4%	15.9%	22.2%	15.1%	15.0%	12.3%	15.4%	14.0%
Neither Agree/Disagree	**Count**	**11**	**7**	**48**	**1**	**35**	**102**	**71**	**7**	**180**
	Row%	6.1%	3.9%	26.7%	0.6%	19.4%	56.7%	39.4%	3.9%	100.0%
	Column%	78.6%	53.8%	36.4%	11.1%	29.4%	35.5%	38.0%	53.8%	37.0%
Disagree	**Count**	**3**	**1**	**49**	**3**	**40**	**96**	**64**	**4**	**164**
	Row%	1.8%	0.6%	29.9%	1.8%	24.4%	58.5%	39.0%	2.4%	100.0%
	Column%	21.4%	7.7%	37.1%	33.3%	33.6%	33.4%	34.2%	30.8%	33.7%
Strongly Disagree	**Count**	**0**	**2**	**7**	**1**	**11**	**21**	**16**	**0**	**37**
	Row%	0.0%	5.4%	18.9%	2.7%	29.7%	56.8%	43.2%	0.0%	100.0%
	Column%	0.0%	15.4%	5.3%	11.1%	9.2%	7.3%	8.6%	0.0%	7.6%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q41 Change Bidding Practices in Non-SBE or MBE-Related Projects		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Strongly Agree	**Count**	**0**	**1**	**8**	**2**	**12**	**23**	**16**	**1**	**40**
	Row%	0.0%	2.5%	20.0%	5.0%	30.0%	57.5%	40.0%	2.5%	100.0%
	Column%	0.0%	7.7%	6.1%	22.2%	10.1%	8.0%	8.6%	7.7%	8.2%
Agree	**Count**	**1**	**2**	**21**	**0**	**23**	**47**	**29**	**1**	**77**
	Row%	1.3%	2.6%	27.3%	0.0%	29.9%	61.0%	37.7%	1.3%	100.0%
	Column%	7.1%	15.4%	15.9%	0.0%	19.3%	16.4%	15.5%	7.7%	15.8%
Neither Agree/Disagree	**Count**	**9**	**9**	**51**	**3**	**43**	**115**	**67**	**7**	**189**
	Row%	4.8%	4.8%	27.0%	1.6%	22.8%	60.8%	35.4%	3.7%	100.0%
	Column%	64.3%	69.2%	38.6%	33.3%	36.1%	40.1%	35.8%	53.8%	38.8%
Disagree	**Count**	**4**	**0**	**46**	**3**	**36**	**89**	**70**	**4**	**163**
	Row%	2.5%	0.0%	28.2%	1.8%	22.1%	54.6%	42.9%	2.5%	100.0%
	Column%	28.6%	0.0%	34.8%	33.3%	30.3%	31.0%	37.4%	30.8%	33.5%
Strongly Disagree	**Count**	**0**	**1**	**6**	**1**	**5**	**13**	**5**	**0**	**18**
	Row%	0.0%	5.6%	33.3%	5.6%	27.8%	72.2%	27.8%	0.0%	100.0%
	Column%	0.0%	7.7%	4.5%	11.1%	4.2%	4.5%	2.7%	0.0%	3.7%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q42A Consortium Revenue %		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
0-20%	**Count**	**12**	**11**	**109**	**5**	**90**	**227**	**158**	**13**	**398**
	Row%	3.0%	2.8%	27.4%	1.3%	22.6%	57.0%	39.7%	3.3%	100.0%
	Column%	85.7%	91.7%	85.2%	55.6%	78.3%	81.7%	85.9%	100.0%	83.8%
21-40%	**Count**	**1**	**1**	**9**	**3**	**9**	**23**	**15**	**0**	**38**
	Row%	2.6%	2.6%	23.7%	7.9%	23.7%	60.5%	39.5%	0.0%	100.0%
	Column%	7.1%	8.3%	7.0%	33.3%	7.8%	8.3%	8.2%	0.0%	8.0%
41-60%	**Count**	**1**	**0**	**2**	**0**	**8**	**11**	**6**	**0**	**17**
	Row%	5.9%	0.0%	11.8%	0.0%	47.1%	64.7%	35.3%	0.0%	100.0%
	Column%	7.1%	0.0%	1.6%	0.0%	7.0%	4.0%	3.3%	0.0%	3.6%
61-80%	**Count**	**0**	**0**	**1**	**1**	**2**	**4**	**2**	**0**	**6**
	Row%	0.0%	0.0%	16.7%	16.7%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	11.1%	1.7%	1.4%	1.1%	0.0%	1.3%
80-100%	**Count**	**0**	**0**	**7**	**0**	**6**	**13**	**3**	**0**	**16**
	Row%	0.0%	0.0%	43.8%	0.0%	37.5%	81.3%	18.8%	0.0%	100.0%
	Column%	0.0%	0.0%	5.5%	0.0%	5.2%	4.7%	1.6%	0.0%	3.4%
Total	**Count**	**14**	**12**	**128**	**9**	**115**	**278**	**184**	**13**	**475**
	Row%	2.9%	2.5%	26.9%	1.9%	24.2%	58.5%	38.7%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q43 Company Applied For Commercial Bank Loan Since 2002		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**2**	**6**	**41**	**1**	**32**	**82**	**54**	**1**	**137**
	Row%	1.5%	4.4%	29.9%	0.7%	23.4%	59.9%	39.4%	0.7%	100.0%
	Column%	14.3%	46.2%	31.1%	11.1%	26.9%	28.6%	28.9%	7.7%	28.1%
No	**Count**	**8**	**5**	**78**	**8**	**76**	**175**	**116**	**10**	**301**
	Row%	2.7%	1.7%	25.9%	2.7%	25.2%	58.1%	38.5%	3.3%	100.0%
	Column%	57.1%	38.5%	59.1%	88.9%	63.9%	61.0%	62.0%	76.9%	61.8%
DK	**Count**	**4**	**2**	**13**	**0**	**11**	**30**	**17**	**2**	**49**
	Row%	8.2%	4.1%	26.5%	0.0%	22.4%	61.2%	34.7%	4.1%	100.0%
	Column%	28.6%	15.4%	9.8%	0.0%	9.2%	10.5%	9.1%	15.4%	10.1%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q44 Commercial Bank Loan - Approved or Denied		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Approved	**Count**	**2**	**6**	**38**	**1**	**29**	**76**	**52**	**0**	**128**
	Row%	1.6%	4.7%	29.7%	0.8%	22.7%	59.4%	40.6%	0.0%	100.0%
	Column%	100.0%	100.0%	92.7%	100.0%	90.6%	92.7%	96.3%	0.0%	93.4%
Denied	**Count**	**0**	**0**	**3**	**0**	**3**	**6**	**2**	**1**	**9**
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	22.2%	11.1%	100.0%
	Column%	0.0%	0.0%	7.3%	0.0%	9.4%	7.3%	3.7%	100.0%	6.6%
Total	**Count**	**2**	**6**	**41**	**1**	**32**	**82**	**54**	**1**	**137**
	Row%	1.5%	4.4%	29.9%	0.7%	23.4%	59.9%	39.4%	0.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q45 Commercial Bank Loan - Reason for Denial		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Insufficient Documentation	**Count**	**0**	**0**	**0**	**0**	**1**	**1**	**0**	**0**	**1**
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	16.7%	0.0%	0.0%	11.1%
Insufficient Business History	**Count**	**0**	**0**	**2**	**0**	**0**	**2**	**2**	**1**	**5**
	Row%	0.0%	0.0%	40.0%	0.0%	0.0%	40.0%	40.0%	20.0%	100.0%
	Column%	0.0%	0.0%	66.7%	0.0%	0.0%	33.3%	100.0%	100.0%	55.6%
Confusion About the Process	**Count**	**0**	**0**	**0**	**0**	**1**	**1**	**0**	**0**	**1**
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	16.7%	0.0%	0.0%	11.1%
DK	**Count**	**0**	**0**	**1**	**0**	**1**	**2**	**0**	**0**	**2**
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	33.3%	33.3%	0.0%	0.0%	22.2%
Total	**Count**	**0**	**0**	**3**	**0**	**3**	**6**	**2**	**1**	**9**
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	22.2%	11.1%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q46 Company Applied For Commercial/ Professional Liability Insurance Since 2002		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	5	6	70	6	63	150	106	6	262
	Row%	1.9%	2.3%	26.7%	2.3%	24.0%	11.1%	40.5%	2.3%	100.0%
	Column%	35.7%	46.2%	53.0%	66.7%	52.9%	52.3%	56.7%	46.2%	53.8%
No	Count	5	3	55	3	45	111	69	5	185
	Row%	2.7%	1.6%	29.7%	1.6%	24.3%	11.1%	37.3%	2.7%	100.0%
	Column%	35.7%	23.1%	41.7%	33.3%	37.8%	38.7%	36.9%	38.5%	38.0%
DK	Count	4	4	7	0	11	26	12	2	40
	Row%	10.0%	10.0%	17.5%	0.0%	27.5%	11.1%	30.0%	5.0%	100.0%
	Column%	28.6%	30.8%	5.3%	0.0%	9.2%	9.1%	6.4%	15.4%	8.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	11.1%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q47 Commercial/Professional Liability Insurance - Approved or Denied		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Approved	Count	5	6	70	6	63	150	105	6	261
	Row%	1.9%	2.3%	26.8%	2.3%	24.1%	57.5%	40.2%	2.3%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.1%	100.0%	99.6%
DK	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.4%
Total	Count	5	6	70	6	63	150	106	6	262
	Row%	1.9%	2.3%	26.7%	2.3%	24.0%	57.3%	40.5%	2.3%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q49A1 Barrier (Prequalification Requirements) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	1	13	1	13	29	11	3	43
	Row%	2.3%	2.3%	30.2%	2.3%	30.2%	67.4%	25.6%	7.0%	100.0%
	Column%	7.1%	7.7%	9.8%	11.1%	10.9%	10.1%	5.9%	23.1%	8.8%
No	Count	13	10	109	8	97	237	163	9	409
	Row%	3.2%	2.4%	26.7%	2.0%	23.7%	57.9%	39.9%	2.2%	100.0%
	Column%	92.9%	76.9%	82.6%	88.9%	81.5%	82.6%	87.2%	69.2%	84.0%
DK	Count	0	2	10	0	9	21	13	1	35
	Row%	0.0%	5.7%	28.6%	0.0%	25.7%	60.0%	37.1%	2.9%	100.0%
	Column%	0.0%	15.4%	7.6%	0.0%	7.6%	7.3%	7.0%	7.7%	7.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q49A2 Barrier (Prequalification Requirements) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	9	1	10	21	8	2	31
	Row%	3.2%	0.0%	29.0%	3.2%	32.3%	67.7%	25.8%	6.5%	100.0%
	Column%	7.1%	0.0%	6.8%	11.1%	8.4%	7.3%	4.3%	15.4%	6.4%
No	Count	13	11	110	8	100	242	166	9	417
	Row%	3.1%	2.6%	26.4%	1.9%	24.0%	58.0%	39.8%	2.2%	100.0%
	Column%	92.9%	84.6%	83.3%	88.9%	84.0%	84.3%	88.8%	69.2%	85.6%
DK	Count	0	2	13	0	9	24	13	2	39
	Row%	0.0%	5.1%	33.3%	0.0%	23.1%	61.5%	33.3%	5.1%	100.0%
	Column%	0.0%	15.4%	9.8%	0.0%	7.6%	8.4%	7.0%	15.4%	8.0%
Yes	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q49A3 Barrier (Prequalification Requirements) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	1	11	1	10	24	9	2	35
	Row%	2.9%	2.9%	31.4%	2.9%	28.6%	68.6%	25.7%	5.7%	100.0%
	Column%	7.1%	7.7%	8.3%	11.1%	8.4%	8.4%	4.8%	15.4%	7.2%
No	Count	13	10	108	8	99	238	165	9	412
	Row%	3.2%	2.4%	26.2%	1.9%	24.0%	57.8%	40.0%	2.2%	100.0%
	Column%	92.9%	76.9%	81.8%	88.9%	83.2%	82.9%	88.2%	69.2%	84.6%
DK	Count	0	2	13	0	10	25	13	2	40
	Row%	0.0%	5.0%	32.5%	0.0%	25.0%	62.5%	32.5%	5.0%	100.0%
	Column%	0.0%	15.4%	9.8%	0.0%	8.4%	8.7%	7.0%	15.4%	8.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q49A4 Barrier (Prequalification Requirements) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	7	15	6	2	23
	Row%	4.3%	0.0%	26.1%	4.3%	30.4%	65.2%	26.1%	8.7%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	5.9%	5.2%	3.2%	15.4%	4.7%
No	Count	13	10	110	8	99	240	166	10	416
	Row%	3.1%	2.4%	26.4%	1.9%	23.8%	57.7%	39.9%	2.4%	100.0%
	Column%	92.9%	76.9%	83.3%	88.9%	83.2%	83.6%	88.8%	76.9%	85.4%
DK	Count	0	3	16	0	13	32	15	1	48
	Row%	0.0%	6.3%	33.3%	0.0%	27.1%	66.7%	31.3%	2.1%	100.0%
	Column%	0.0%	23.1%	12.1%	0.0%	10.9%	11.1%	8.0%	7.7%	9.9%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q49A5 Barrier (Prequalification Requirements) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	9	17	6	2	25
	Row%	4.0%	0.0%	24.0%	4.0%	36.0%	68.0%	24.0%	8.0%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	7.6%	5.9%	3.2%	15.4%	5.1%
No	Count	13	10	111	8	99	241	166	10	417
	Row%	3.1%	2.4%	26.6%	1.9%	23.7%	57.8%	39.8%	2.4%	100.0%
	Column%	92.9%	76.9%	84.1%	88.9%	83.2%	84.0%	88.8%	76.9%	85.6%
DK	Count	0	3	15	0	11	29	15	1	45
	Row%	0.0%	6.7%	33.3%	0.0%	24.4%	64.4%	33.3%	2.2%	100.0%
	Column%	0.0%	23.1%	11.4%	0.0%	9.2%	10.1%	8.0%	7.7%	9.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q49A6 Barrier (Prequalification Requirements) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	8	16	6	2	24
	Row%	4.2%	0.0%	25.0%	4.2%	33.3%	66.7%	25.0%	8.3%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	6.7%	5.6%	3.2%	15.4%	4.9%
No	Count	13	11	110	8	100	242	168	10	420
	Row%	3.1%	2.6%	26.2%	1.9%	23.8%	57.6%	40.0%	2.4%	100.0%
	Column%	92.9%	84.6%	83.3%	88.9%	84.0%	84.3%	89.8%	76.9%	86.2%
DK	Count	0	2	16	0	11	29	13	1	43
	Row%	0.0%	4.7%	37.2%	0.0%	25.6%	67.4%	30.2%	2.3%	100.0%
	Column%	0.0%	15.4%	12.1%	0.0%	9.2%	10.1%	7.0%	7.7%	8.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q49A7 Barrier (Prequalification Requirements) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	8	16	5	2	23
	Row%	4.3%	0.0%	26.1%	4.3%	34.8%	69.6%	21.7%	8.7%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	6.7%	5.6%	2.7%	15.4%	4.7%
No	Count	13	11	109	8	98	239	167	10	416
	Row%	3.1%	2.6%	26.2%	1.9%	23.6%	57.5%	40.1%	2.4%	100.0%
	Column%	92.9%	84.6%	82.6%	88.9%	82.4%	83.3%	89.3%	76.9%	85.4%
DK	Count	0	2	17	0	13	32	15	1	48
	Row%	0.0%	4.2%	35.4%	0.0%	27.1%	66.7%	31.3%	2.1%	100.0%
	Column%	0.0%	15.4%	12.9%	0.0%	10.9%	11.1%	8.0%	7.7%	9.9%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q49A8 Barrier (Prequalification Requirements) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	1	7	1	7	17	8	2	27
	Row%	3.7%	3.7%	25.9%	3.7%	25.9%	63.0%	29.6%	7.4%	100.0%
	Column%	7.1%	7.7%	5.3%	11.1%	5.9%	5.9%	4.3%	15.4%	5.5%
No	Count	13	10	112	8	102	245	166	10	421
	Row%	3.1%	2.4%	26.6%	1.9%	24.2%	58.2%	39.4%	2.4%	100.0%
	Column%	92.9%	76.9%	84.8%	88.9%	85.7%	85.4%	88.8%	76.9%	86.4%
DK	Count	0	2	13	0	10	25	13	1	39
	Row%	0.0%	5.1%	33.3%	0.0%	25.6%	64.1%	33.3%	2.6%	100.0%
	Column%	0.0%	15.4%	9.8%	0.0%	8.4%	8.7%	7.0%	7.7%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q49A9 Barrier (Prequalification Requirements) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	8	1	7	17	6	2	25
	Row%	4.0%	0.0%	32.0%	4.0%	28.0%	68.0%	24.0%	8.0%	100.0%
	Column%	7.1%	0.0%	6.1%	11.1%	5.9%	5.9%	3.2%	15.4%	5.1%
No	Count	13	11	109	8	103	244	168	10	422
	Row%	3.1%	2.6%	25.8%	1.9%	24.4%	57.8%	39.8%	2.4%	100.0%
	Column%	92.9%	84.6%	82.6%	88.9%	86.6%	85.0%	89.8%	76.9%	86.7%
DK	Count	0	2	15	0	9	26	13	1	40
	Row%	0.0%	5.0%	37.5%	0.0%	22.5%	65.0%	32.5%	2.5%	100.0%
	Column%	0.0%	15.4%	11.4%	0.0%	7.6%	9.1%	7.0%	7.7%	8.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q49A10 Barrier (Prequalification Requirements) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	8	15	6	2	23
	Row%	4.3%	0.0%	21.7%	4.3%	34.8%	65.2%	26.1%	8.7%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	6.7%	5.2%	3.2%	15.4%	4.7%
No	Count	13	10	112	8	99	242	167	10	419
	Row%	3.1%	2.4%	26.7%	1.9%	23.6%	57.8%	39.9%	2.4%	100.0%
	Column%	92.9%	76.9%	84.8%	88.9%	83.2%	84.3%	89.3%	76.9%	86.0%
DK	Count	0	3	15	0	12	30	14	1	45
	Row%	0.0%	6.7%	33.3%	0.0%	26.7%	66.7%	31.1%	2.2%	100.0%
	Column%	0.0%	23.1%	11.4%	0.0%	10.1%	10.5%	7.5%	7.7%	9.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q49A11 Barrier (Prequalification Requirements) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	7	1	8	17	6	3	26
	Row%	3.8%	0.0%	26.9%	3.8%	30.8%	65.4%	23.1%	11.5%	100.0%
	Column%	7.1%	0.0%	5.3%	11.1%	6.7%	5.9%	3.2%	23.1%	5.3%
No	Count	13	11	109	8	99	240	168	9	417
	Row%	3.1%	2.6%	26.1%	1.9%	23.7%	57.6%	40.3%	2.2%	100.0%
	Column%	92.9%	84.6%	82.6%	88.9%	83.2%	83.6%	89.8%	69.2%	85.6%
DK	Count	0	2	16	0	12	30	13	1	44
	Row%	0.0%	4.5%	36.4%	0.0%	27.3%	68.2%	29.5%	2.3%	100.0%
	Column%	0.0%	15.4%	12.1%	0.0%	10.1%	10.5%	7.0%	7.7%	9.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q50B1 Barrier (Performance Bond Requirements) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	12	19	3	1	23
	Row%	4.3%	0.0%	21.7%	4.3%	52.2%	82.6%	13.0%	4.3%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	10.1%	6.6%	1.6%	7.7%	4.7%
No	Count	13	11	115	7	100	246	172	12	430
	Row%	3.0%	2.6%	26.7%	1.6%	23.3%	57.2%	40.0%	2.8%	100.0%
	Column%	92.9%	84.6%	87.1%	77.8%	84.0%	85.7%	92.0%	92.3%	88.3%
DK	Count	0	2	12	1	7	22	12	0	34
	Row%	0.0%	5.9%	35.3%	2.9%	20.6%	64.7%	35.3%	0.0%	100.0%
	Column%	0.0%	15.4%	9.1%	11.1%	5.9%	7.7%	6.4%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q50B2 Barrier (Performance Bond Requirements) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	10	18	3	1	23
	Row%	4.5%	0.0%	27.3%	4.5%	45.5%	78.3%	13.6%	4.5%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	8.4%	6.3%	1.6%	7.7%	4.5%
No	Count	13	11	112	7	101	244	172	12	428
	Row%	3.0%	2.6%	26.2%	1.6%	23.6%	57.0%	40.2%	2.8%	100.0%
	Column%	92.9%	84.6%	84.8%	77.8%	84.9%	85.0%	92.0%	92.3%	87.9%
DK	Count	0	2	14	1	8	25	12	0	37
	Row%	0.0%	5.4%	37.8%	2.7%	21.6%	67.6%	32.4%	0.0%	100.0%
	Column%	0.0%	15.4%	10.6%	11.1%	6.7%	8.7%	6.4%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q50B3 Barrier (Performance Bond Requirements) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**1**	**0**	**6**	**1**	**9**	**17**	**3**	**1**	**23**
	Row%	4.8%	0.0%	28.6%	4.8%	42.9%	73.9%	14.3%	4.8%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	7.6%	5.9%	1.6%	7.7%	4.3%
No	**Count**	**13**	**12**	**112**	**7**	**102**	**246**	**172**	**12**	**430**
	Row%	3.0%	2.8%	26.0%	1.6%	23.7%	57.2%	40.0%	2.8%	100.0%
	Column%	92.9%	92.3%	84.8%	77.8%	85.7%	85.7%	92.0%	92.3%	88.3%
DK	**Count**	**0**	**1**	**14**	**1**	**8**	**24**	**12**	**0**	**36**
	Row%	0.0%	2.8%	38.9%	2.8%	22.2%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	10.6%	11.1%	6.7%	8.4%	6.4%	0.0%	7.4%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q50B4 Barrier (Performance Bond Requirements) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**1**	**0**	**5**	**1**	**9**	**16**	**2**	**1**	**19**
	Row%	5.3%	0.0%	26.3%	5.3%	47.4%	84.2%	10.5%	5.3%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	7.6%	5.6%	1.1%	7.7%	3.9%
No	**Count**	**13**	**11**	**111**	**7**	**101**	**243**	**172**	**12**	**427**
	Row%	3.0%	2.6%	26.0%	1.6%	23.7%	56.9%	40.3%	2.8%	100.0%
	Column%	92.9%	84.6%	84.1%	77.8%	84.9%	84.7%	92.0%	92.3%	87.7%
DK	**Count**	**0**	**2**	**16**	**1**	**9**	**28**	**13**	**0**	**41**
	Row%	0.0%	4.9%	39.0%	2.4%	22.0%	68.3%	31.7%	0.0%	100.0%
	Column%	0.0%	15.4%	12.1%	11.1%	7.6%	9.8%	7.0%	0.0%	8.4%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q50B5 Barrier (Performance Bond Requirements) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**1**	**0**	**5**	**1**	**9**	**16**	**2**	**1**	**19**
	Row%	5.3%	0.0%	26.3%	5.3%	47.4%	84.2%	10.5%	5.3%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	7.6%	5.6%	1.1%	7.7%	3.9%
No	**Count**	**13**	**11**	**111**	**7**	**101**	**243**	**172**	**12**	**427**
	Row%	3.0%	2.6%	26.0%	1.6%	23.7%	56.9%	40.3%	2.8%	100.0%
	Column%	92.9%	84.6%	84.1%	77.8%	84.9%	84.7%	92.0%	92.3%	87.7%
DK	**Count**	**0**	**2**	**16**	**1**	**9**	**28**	**13**	**0**	**41**
	Row%	0.0%	4.9%	39.0%	2.4%	22.0%	68.3%	31.7%	0.0%	100.0%
	Column%	0.0%	15.4%	12.1%	11.1%	7.6%	9.8%	7.0%	0.0%	8.4%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q50B6 Barrier (Performance Bond Requirements) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	9	16	2	1	19
	Row%	5.3%	0.0%	26.3%	5.3%	47.4%	84.2%	10.5%	5.3%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	7.6%	5.6%	1.1%	7.7%	3.9%
No	Count	13	12	111	7	102	245	172	12	429
	Row%	3.0%	2.8%	25.9%	1.6%	23.8%	57.1%	40.1%	2.8%	100.0%
	Column%	92.9%	92.3%	84.1%	77.8%	85.7%	85.4%	92.0%	92.3%	88.1%
DK	Count	0	1	16	1	8	26	13	0	39
	Row%	0.0%	2.6%	41.0%	2.6%	20.5%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	12.1%	11.1%	6.7%	9.1%	7.0%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q50B7 Barrier (Performance Bond Requirements) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	4	1	9	15	2	1	18
	Row%	5.6%	0.0%	22.2%	5.6%	50.0%	83.3%	11.1%	5.6%	100.0%
	Column%	7.1%	0.0%	3.0%	11.1%	7.6%	5.2%	1.1%	7.7%	3.7%
No	Count	13	12	112	7	100	244	173	12	429
	Row%	3.0%	2.8%	26.1%	1.6%	23.3%	56.9%	40.3%	2.8%	100.0%
	Column%	92.9%	92.3%	84.8%	77.8%	84.0%	85.0%	92.5%	92.3%	88.1%
DK	Count	0	1	16	1	10	28	12	0	40
	Row%	0.0%	2.5%	40.0%	2.5%	25.0%	70.0%	30.0%	0.0%	100.0%
	Column%	0.0%	7.7%	12.1%	11.1%	8.4%	9.8%	6.4%	0.0%	8.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	58.9%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q50B8 Barrier (Performance Bond Requirements) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	9	17	3	1	21
	Row%	4.8%	0.0%	28.6%	4.8%	42.9%	81.0%	14.3%	4.8%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	7.6%	5.9%	1.6%	7.7%	4.3%
No	Count	13	11	112	7	103	246	171	12	429
	Row%	3.0%	2.6%	26.1%	1.6%	24.0%	57.3%	39.9%	2.8%	100.0%
	Column%	92.9%	84.6%	84.8%	77.8%	86.6%	85.7%	91.4%	92.3%	88.1%
DK	Count	0	2	14	1	7	24	13	0	37
	Row%	0.0%	5.4%	37.8%	2.7%	18.9%	64.9%	35.1%	0.0%	100.0%
	Column%	0.0%	15.4%	10.6%	11.1%	5.9%	8.4%	7.0%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q50B9 Barrier (Performance Bond Requirements) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	9	16	2	1	19
	Row%	5.3%	0.0%	26.3%	5.3%	47.4%	84.2%	10.5%	5.3%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	7.6%	5.6%	1.1%	7.7%	3.9%
No	Count	13	11	112	7	102	245	172	12	429
	Row%	3.0%	2.6%	26.1%	1.6%	23.8%	57.1%	40.1%	2.8%	100.0%
	Column%	92.9%	84.6%	84.8%	77.8%	85.7%	85.4%	92.0%	92.3%	88.1%
DK	Count	0	2	15	1	8	26	13	0	39
	Row%	0.0%	5.1%	38.5%	2.6%	20.5%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	15.4%	11.4%	11.1%	6.7%	9.1%	7.0%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q50B10 Barrier (Performance Bond Requirements) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	10	17	2	1	20
	Row%	5.0%	0.0%	25.0%	5.0%	50.0%	85.0%	10.0%	5.0%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	8.4%	5.9%	1.1%	7.7%	4.1%
No	Count	13	11	112	7	101	244	172	12	428
	Row%	3.0%	2.6%	26.2%	1.6%	23.6%	57.0%	40.2%	2.8%	100.0%
	Column%	92.9%	84.6%	84.8%	77.8%	84.9%	85.0%	92.0%	92.3%	87.9%
DK	Count	0	2	15	1	8	26	13	0	39
	Row%	0.0%	5.1%	38.5%	2.6%	20.5%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	15.4%	11.4%	11.1%	6.7%	9.1%	7.0%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q50B11 Barrier (Performance Bond Requirements) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	9	17	3	2	22
	Row%	4.5%	0.0%	27.3%	4.5%	40.9%	77.3%	13.6%	9.1%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	7.6%	5.9%	1.6%	15.4%	4.5%
No	Count	13	12	110	7	102	244	171	11	426
	Row%	3.1%	2.8%	25.8%	1.6%	23.9%	57.3%	40.1%	2.6%	100.0%
	Column%	92.9%	92.3%	83.3%	77.8%	85.7%	85.0%	91.4%	84.6%	87.5%
DK	Count	0	1	16	1	8	26	13	0	39
	Row%	0.0%	2.6%	41.0%	2.6%	20.5%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	12.1%	11.1%	6.7%	9.1%	7.0%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q51C1 Barrier (Bid Bond Requirements) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	10	17	5	1	23
	Row%	4.3%	0.0%	21.7%	4.3%	43.5%	73.9%	21.7%	4.3%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	8.4%	5.9%	2.7%	7.7%	4.7%
No	Count	13	12	115	7	100	247	173	12	432
	Row%	3.0%	2.8%	26.6%	1.6%	23.1%	57.2%	40.0%	2.8%	100.0%
	Column%	92.9%	92.3%	87.1%	77.8%	84.0%	86.1%	92.5%	92.3%	88.7%
DK	Count	0	1	12	1	9	23	9	0	32
	Row%	0.0%	3.1%	37.5%	3.1%	28.1%	71.9%	28.1%	0.0%	100.0%
	Column%	0.0%	7.7%	9.1%	11.1%	7.6%	8.0%	4.8%	0.0%	6.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q51C1 Barrier (Bid Bond Requirements) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	9	16	4	1	21
	Row%	4.8%	0.0%	23.8%	4.8%	42.9%	76.2%	19.0%	4.8%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	7.6%	5.6%	2.1%	7.7%	4.3%
No	Count	13	12	112	7	100	244	174	12	430
	Row%	3.0%	2.8%	26.0%	1.6%	23.3%	56.7%	40.5%	2.8%	100.0%
	Column%	92.9%	92.3%	84.8%	77.8%	84.0%	85.0%	93.0%	92.3%	88.3%
DK	Count	0	1	15	1	10	27	9	0	36
	Row%	0.0%	2.8%	41.7%	2.8%	27.8%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	7.7%	11.4%	11.1%	8.4%	9.4%	4.8%	0.0%	7.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q51C3 Barrier (Bid Bond Requirements) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	7	14	4	1	19
	Row%	5.3%	0.0%	26.3%	5.3%	36.8%	73.7%	21.1%	5.3%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	5.9%	4.9%	2.1%	7.7%	3.9%
No	Count	13	11	112	7	104	247	174	12	433
	Row%	3.0%	2.5%	25.9%	1.6%	24.0%	57.0%	40.2%	2.8%	100.0%
	Column%	92.9%	84.6%	84.8%	77.8%	87.4%	86.1%	93.0%	92.3%	88.9%
DK	Count	0	2	15	1	8	26	9	0	35
	Row%	0.0%	5.7%	42.9%	2.9%	22.9%	74.3%	25.7%	0.0%	100.0%
	Column%	0.0%	15.4%	11.4%	11.1%	6.7%	9.1%	4.8%	0.0%	7.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q51C4 Barrier (Bid Bond Requirements) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	7	14	4	1	19
	Row%	5.3%	0.0%	26.3%	5.3%	36.8%	73.7%	21.1%	5.3%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	5.9%	4.9%	2.1%	7.7%	3.9%
No	Count	13	11	110	7	103	244	173	12	429
	Row%	3.0%	2.6%	25.6%	1.6%	24.0%	56.9%	40.3%	2.8%	100.0%
	Column%	92.9%	84.6%	83.3%	77.8%	86.6%	85.0%	92.5%	92.3%	88.1%
DK	Count	0	2	17	1	9	29	10	0	39
	Row%	0.0%	5.1%	43.6%	2.6%	23.1%	74.4%	25.6%	0.0%	100.0%
	Column%	0.0%	15.4%	12.9%	11.1%	7.6%	10.1%	5.3%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q51C5 Barrier (Bid Bond Requirements) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	7	14	4	1	19
	Row%	5.3%	0.0%	26.3%	5.3%	36.8%	73.7%	21.1%	5.3%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	5.9%	4.9%	2.1%	7.7%	3.9%
No	Count	13	11	110	7	103	244	173	12	429
	Row%	3.0%	2.6%	25.6%	1.6%	24.0%	56.9%	40.3%	2.8%	100.0%
	Column%	92.9%	84.6%	83.3%	77.8%	86.6%	85.0%	92.5%	92.3%	88.1%
DK	Count	0	2	17	1	9	29	10	0	39
	Row%	0.0%	5.1%	43.6%	2.6%	23.1%	74.4%	25.6%	0.0%	100.0%
	Column%	0.0%	15.4%	12.9%	11.1%	7.6%	10.1%	5.3%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q51C6 Barrier (Bid Bond Requirements) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	7	14	4	1	19
	Row%	5.3%	0.0%	26.3%	5.3%	36.8%	73.7%	21.1%	5.3%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	100.0%	8.0%	2.1%	7.7%	3.9%
No	Count	13	12	111	7	7	150	173	12	432
	Row%	3.0%	2.8%	25.7%	1.6%	36.8%	34.7%	40.0%	2.8%	100.0%
	Column%	92.9%	92.3%	84.1%	77.8%	100.0%	85.7%	92.5%	92.3%	88.7%
DK	Count	0	1	16	1	7	25	10	0	36
	Row%	0.0%	2.8%	44.4%	2.8%	36.8%	69.4%	27.8%	0.0%	100.0%
	Column%	0.0%	7.7%	12.1%	11.1%	100.0%	14.3%	5.3%	0.0%	7.4%
Total	Count	14	13	132	9	7	175	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	36.8%	35.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q51C7 Barrier (Bid Bond Requirements) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	7	14	4	1	19
	Row%	5.3%	0.0%	26.3%	5.3%	36.8%	73.7%	21.1%	5.3%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	5.9%	4.9%	2.1%	7.7%	3.9%
No	Count	13	11	111	7	102	244	174	12	430
	Row%	3.0%	2.6%	25.8%	1.6%	23.7%	56.7%	40.5%	2.8%	100.0%
	Column%	92.9%	84.6%	84.1%	77.8%	85.7%	85.0%	93.0%	92.3%	88.3%
DK	Count	0	2	16	1	10	29	9	0	38
	Row%	0.0%	5.3%	42.1%	2.6%	26.3%	76.3%	23.7%	0.0%	100.0%
	Column%	0.0%	15.4%	12.1%	11.1%	8.4%	10.1%	4.8%	0.0%	7.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q51C8 Barrier (Bid Bond Requirements) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	8	15	4	1	20
	Row%	5.0%	0.0%	25.0%	5.0%	40.0%	75.0%	20.0%	5.0%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	6.7%	2,538.1%	2.1%	7.7%	4.1%
No	Count	13	11	112	7	103	246	173	12	431
	Row%	3.0%	2.6%	26.0%	1.6%	23.9%	57.1%	40.1%	2.8%	100.0%
	Column%	92.9%	84.6%	84.8%	77.8%	86.6%	41,624.2%	92.5%	92.3%	88.5%
DK	Count	0	2	15	1	8	26	10	0	36
	Row%	0.0%	5.6%	41.7%	2.8%	22.2%	72.2%	27.8%	0.0%	100.0%
	Column%	0.0%	15.4%	11.4%	11.1%	6.7%	4,399.3%	5.3%	0.0%	7.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	48,561.6%	100.0%	100.0%	100.0%

Q51C9 Barrier (Bid Bond Requirements) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	8	15	4	1	20
	Row%	5.0%	0.0%	25.0%	5.0%	40.0%	75.0%	20.0%	5.0%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	6.7%	5.2%	2.1%	7.7%	4.1%
No	Count	13	11	112	7	103	246	173	12	431
	Row%	3.0%	2.6%	26.0%	1.6%	23.9%	57.1%	40.1%	2.8%	100.0%
	Column%	92.9%	84.6%	84.8%	77.8%	86.6%	85.7%	92.5%	92.3%	88.5%
DK	Count	0	2	15	1	8	26	10	0	36
	Row%	0.0%	5.6%	41.7%	2.8%	22.2%	72.2%	27.8%	0.0%	100.0%
	Column%	0.0%	15.4%	11.4%	11.1%	6.7%	9.1%	5.3%	0.0%	7.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q51C10 Barrier (Bid Bond Requirements) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	7	15	4	1	20
	Row%	5.0%	0.0%	30.0%	5.0%	35.0%	75.0%	20.0%	5.0%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	5.9%	5.2%	2.1%	7.7%	4.1%
No	Count	13	11	110	7	104	245	173	12	430
	Row%	3.0%	2.6%	25.6%	1.6%	24.2%	57.0%	40.2%	2.8%	100.0%
	Column%	92.9%	84.6%	83.3%	77.8%	87.4%	85.4%	92.5%	92.3%	88.3%
DK	Count	0	2	16	1	8	27	10	0	37
	Row%	0.0%	5.4%	43.2%	2.7%	21.6%	73.0%	27.0%	0.0%	100.0%
	Column%	0.0%	15.4%	12.1%	11.1%	6.7%	9.4%	5.3%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q51C11 Barrier (Bid Bond Requirements) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	7	14	4	2	20
	Row%	5.0%	0.0%	25.0%	5.0%	35.0%	70.0%	20.0%	10.0%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	5.9%	4.9%	2.1%	15.4%	4.1%
No	Count	13	11	110	7	104	245	173	11	429
	Row%	3.0%	2.6%	25.6%	1.6%	24.2%	57.1%	40.3%	2.6%	100.0%
	Column%	92.9%	84.6%	83.3%	77.8%	87.4%	85.4%	92.5%	84.6%	88.1%
DK	Count	0	2	17	1	8	28	10	0	38
	Row%	0.0%	5.3%	44.7%	2.6%	21.1%	73.7%	26.3%	0.0%	100.0%
	Column%	0.0%	15.4%	12.9%	11.1%	6.7%	9.8%	5.3%	0.0%	7.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q52D1 Barrier (Financing) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	10	12	3	0	15
	Row%	0.0%	0.0%	13.3%	0.0%	66.7%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	8.4%	4.2%	1.6%	0.0%	3.1%
No	Count	14	12	120	8	100	254	175	13	442
	Row%	3.2%	2.7%	27.1%	1.8%	22.6%	57.5%	39.6%	2.9%	100.0%
	Column%	100.0%	92.3%	90.9%	88.9%	84.0%	88.5%	93.6%	100.0%	90.8%
DK	Count	0	1	10	1	9	21	9	0	30
	Row%	0.0%	3.3%	33.3%	3.3%	30.0%	70.0%	30.0%	0.0%	100.0%
	Column%	0.0%	7.7%	7.6%	11.1%	7.6%	7.3%	4.8%	0.0%	6.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q52D2 Barrier (Financing) - Bexar County * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	10	13	3	0	16
	Row%	0.0%	0.0%	18.8%	0.0%	62.5%	81.3%	18.8%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	0.0%	8.4%	4.5%	1.6%	0.0%	3.3%
No	Count	14	12	116	8	99	249	175	13	437
	Row%	3.2%	2.7%	26.5%	1.8%	22.7%	57.0%	40.0%	3.0%	100.0%
	Column%	100.0%	92.3%	87.9%	88.9%	83.2%	86.8%	93.6%	100.0%	89.7%
DK	Count	0	1	13	1	10	25	9	0	34
	Row%	0.0%	2.9%	38.2%	2.9%	29.4%	73.5%	26.5%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	11.1%	8.4%	8.7%	4.8%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q52D3 Barrier (Financing) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	9	12	3	0	15
	Row%	0.0%	0.0%	20.0%	0.0%	60.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	0.0%	7.6%	4.2%	1.6%	0.0%	3.1%
No	Count	14	12	116	8	100	250	175	13	438
	Row%	3.2%	2.7%	26.5%	1.8%	22.8%	57.1%	40.0%	3.0%	100.0%
	Column%	100.0%	92.3%	87.9%	88.9%	84.0%	87.1%	93.6%	100.0%	89.9%
DK	Count	0	1	13	1	10	25	9	0	34
	Row%	0.0%	2.9%	38.2%	2.9%	29.4%	73.5%	26.5%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	11.1%	8.4%	8.7%	4.8%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q52D4 Barrier (Financing) - Alamo Regional Mobility Authority * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	9	11	4	0	15
	Row%	0.0%	0.0%	13.3%	0.0%	60.0%	73.3%	26.7%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	7.6%	3.8%	2.1%	0.0%	3.1%
No	Count	14	12	114	8	99	247	173	13	433
	Row%	3.2%	2.8%	26.3%	1.8%	22.9%	57.0%	40.0%	3.0%	100.0%
	Column%	100.0%	92.3%	86.4%	88.9%	83.2%	86.1%	92.5%	100.0%	88.9%
DK	Count	0	1	16	1	11	29	10	0	39
	Row%	0.0%	2.6%	41.0%	2.6%	28.2%	74.4%	25.6%	0.0%	100.0%
	Column%	0.0%	7.7%	12.1%	11.1%	9.2%	10.1%	5.3%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q52D5 Barrier (Financing) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	9	11	3	0	14
	Row%	0.0%	0.0%	14.3%	0.0%	64.3%	78.6%	21.4%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	7.6%	3.8%	1.6%	0.0%	2.9%
No	Count	14	12	114	8	99	247	174	13	434
	Row%	3.2%	2.8%	26.3%	1.8%	22.8%	56.9%	40.1%	3.0%	100.0%
	Column%	100.0%	92.3%	86.4%	88.9%	83.2%	86.1%	93.0%	100.0%	89.1%
DK	Count	0	1	16	1	11	29	10	0	39
	Row%	0.0%	2.6%	41.0%	2.6%	28.2%	74.4%	25.6%	0.0%	100.0%
	Column%	0.0%	7.7%	12.1%	11.1%	9.2%	10.1%	5.3%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q52D6 Barrier (Financing) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	9	11	3	0	14
	Row%	0.0%	0.0%	14.3%	0.0%	64.3%	78.6%	21.4%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	7.6%	3.8%	1.6%	0.0%	2.9%
No	Count	14	13	115	8	100	250	174	13	437
	Row%	3.2%	3.0%	26.3%	1.8%	22.9%	57.2%	39.8%	3.0%	100.0%
	Column%	100.0%	100.0%	87.1%	88.9%	84.0%	87.1%	93.0%	100.0%	89.7%
DK	Count	0	0	15	1	10	26	10	0	36
	Row%	0.0%	0.0%	41.7%	2.8%	27.8%	72.2%	27.8%	0.0%	100.0%
	Column%	0.0%	0.0%	11.4%	11.1%	8.4%	9.1%	5.3%	0.0%	7.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q52D7 Barrier (Financing) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	9	12	3	0	15
	Row%	0.0%	0.0%	20.0%	0.0%	60.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	0.0%	7.6%	4.2%	1.6%	0.0%	3.1%
No	Count	14	12	114	8	99	247	175	13	435
	Row%	3.2%	2.8%	26.2%	1.8%	22.8%	56.8%	40.2%	3.0%	100.0%
	Column%	100.0%	92.3%	86.4%	88.9%	83.2%	86.1%	93.6%	100.0%	89.3%
DK	Count	0	1	15	1	11	28	9	0	37
	Row%	0.0%	2.7%	40.5%	2.7%	29.7%	75.7%	24.3%	0.0%	100.0%
	Column%	0.0%	7.7%	11.4%	11.1%	9.2%	9.8%	4.8%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q52D8 Barrier (Financing) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	9	12	3	0	15
	Row%	0.0%	0.0%	20.0%	0.0%	60.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	0.0%	7.6%	4.2%	1.6%	0.0%	3.1%
No	Count	14	12	116	8	100	250	174	13	437
	Row%	3.2%	2.7%	26.5%	1.8%	22.9%	57.2%	39.8%	3.0%	100.0%
	Column%	100.0%	92.3%	87.9%	88.9%	84.0%	87.1%	93.0%	100.0%	89.7%
DK	Count	0	1	13	1	10	25	10	0	35
	Row%	0.0%	2.9%	37.1%	2.9%	28.6%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	11.1%	8.4%	8.7%	5.3%	0.0%	7.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q52D9 Barrier (Financing) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	11	14	3	0	17
	Row%	0.0%	0.0%	17.6%	0.0%	64.7%	82.4%	17.6%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	0.0%	9.2%	4.9%	1.6%	0.0%	3.5%
No	Count	14	12	115	8	99	248	174	13	435
	Row%	3.2%	2.8%	26.4%	1.8%	22.8%	57.0%	40.0%	3.0%	100.0%
	Column%	100.0%	92.3%	87.1%	88.9%	83.2%	86.4%	93.0%	100.0%	89.3%
DK	Count	0	1	14	1	9	25	10	0	35
	Row%	0.0%	2.9%	40.0%	2.9%	25.7%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	7.7%	10.6%	11.1%	7.6%	8.7%	5.3%	0.0%	7.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q52D10 Barrier (Financing) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	9	11	3	0	14
	Row%	0.0%	0.0%	14.3%	0.0%	64.3%	78.6%	21.4%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	7.6%	3.8%	1.6%	0.0%	2.9%
No	Count	14	12	115	8	100	249	174	13	436
	Row%	3.2%	2.8%	26.4%	1.8%	22.9%	57.1%	39.9%	3.0%	100.0%
	Column%	100.0%	92.3%	87.1%	88.9%	84.0%	86.8%	93.0%	100.0%	89.5%
DK	Count	0	1	15	1	10	27	10	0	37
	Row%	0.0%	2.7%	40.5%	2.7%	27.0%	73.0%	27.0%	0.0%	100.0%
	Column%	0.0%	7.7%	11.4%	11.1%	8.4%	9.4%	5.3%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q52D11 Barrier (Financing) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	9	12	3	1	16
	Row%	0.0%	0.0%	18.8%	0.0%	56.3%	75.0%	18.8%	6.3%	100.0%
	Column%	0.0%	0.0%	2.3%	0.0%	7.6%	4.2%	1.6%	7.7%	3.3%
No	Count	14	12	113	8	100	247	174	12	433
	Row%	3.2%	2.8%	26.1%	1.8%	23.1%	57.0%	40.2%	2.8%	100.0%
	Column%	100.0%	92.3%	85.6%	88.9%	84.0%	86.1%	93.0%	92.3%	88.9%
DK	Count	0	1	16	1	10	28	10	0	38
	Row%	0.0%	2.6%	42.1%	2.6%	26.3%	73.7%	26.3%	0.0%	100.0%
	Column%	0.0%	7.7%	12.1%	11.1%	8.4%	9.8%	5.3%	0.0%	7.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q53E1 Barrier (Insurance Requirements) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	4	0	5	10	5	0	15
	Row%	0.0%	6.7%	26.7%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	3.0%	0.0%	4.2%	3.5%	2.7%	0.0%	3.1%
No	Count	14	10	118	9	108	259	173	13	445
	Row%	3.1%	2.2%	26.5%	2.0%	24.3%	58.2%	38.9%	2.9%	100.0%
	Column%	100.0%	76.9%	89.4%	100.0%	90.8%	90.2%	92.5%	100.0%	91.4%
DK	Count	0	2	10	0	6	18	9	0	27
	Row%	0.0%	7.4%	37.0%	0.0%	22.2%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	15.4%	7.6%	0.0%	5.0%	6.3%	4.8%	0.0%	5.5%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q53E2 Barrier (Insurance Requirements) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	3	0	5	9	4	0	13
	Row%	0.0%	7.7%	23.1%	0.0%	38.5%	69.2%	30.8%	0.0%	100.0%
	Column%	0.0%	7.7%	2.3%	0.0%	4.2%	3.1%	2.1%	0.0%	2.7%
No	Count	14	10	116	9	109	258	174	13	445
	Row%	3.1%	2.2%	26.1%	2.0%	24.5%	58.0%	39.1%	2.9%	100.0%
	Column%	100.0%	76.9%	87.9%	100.0%	91.6%	89.9%	93.0%	100.0%	91.4%
DK	Count	0	2	13	0	5	20	9	0	29
	Row%	0.0%	6.9%	44.8%	0.0%	17.2%	69.0%	31.0%	0.0%	100.0%
	Column%	0.0%	15.4%	9.8%	0.0%	4.2%	7.0%	4.8%	0.0%	6.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q53E3 Barrier (Insurance Requirements) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	3	0	5	9	3	0	12
	Row%	0.0%	8.3%	25.0%	0.0%	41.7%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	7.7%	2.3%	0.0%	4.2%	3.1%	1.6%	0.0%	2.5%
No	Count	14	10	116	9	109	258	174	13	445
	Row%	3.1%	2.2%	26.1%	2.0%	24.5%	58.0%	39.1%	2.9%	100.0%
	Column%	100.0%	76.9%	87.9%	100.0%	91.6%	89.9%	93.0%	100.0%	91.4%
DK	Count	0	2	13	0	5	20	10	0	30
	Row%	0.0%	6.7%	43.3%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	15.4%	9.8%	0.0%	4.2%	7.0%	5.3%	0.0%	6.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q53E4 Barrier (Insurance Requirements) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	2	0	4	7	3	0	10
	Row%	0.0%	10.0%	20.0%	0.0%	40.0%	70.0%	30.0%	0.0%	100.0%
	Column%	0.0%	7.7%	1.5%	0.0%	3.4%	2.4%	1.6%	0.0%	2.1%
No	Count	14	10	114	9	107	254	173	13	440
	Row%	3.2%	2.3%	25.9%	2.0%	24.3%	57.7%	39.3%	3.0%	100.0%
	Column%	100.0%	76.9%	86.4%	100.0%	89.9%	88.5%	92.5%	100.0%	90.3%
DK	Count	0	2	16	0	8	26	11	0	37
	Row%	0.0%	5.4%	43.2%	0.0%	21.6%	70.3%	29.7%	0.0%	100.0%
	Column%	0.0%	15.4%	12.1%	0.0%	6.7%	9.1%	5.9%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q53E5 Barrier (Insurance Requirements) - Brooks Development Authority * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	2	0	4	7	4	0	11
	Row%	0.0%	9.1%	18.2%	0.0%	36.4%	63.6%	36.4%	0.0%	100.0%
	Column%	0.0%	7.7%	1.5%	0.0%	3.4%	2.4%	2.1%	0.0%	2.3%
No	Count	14	10	116	9	109	258	172	13	443
	Row%	3.2%	2.3%	26.2%	2.0%	24.6%	58.2%	38.8%	2.9%	100.0%
	Column%	100.0%	76.9%	87.9%	100.0%	91.6%	89.9%	92.0%	100.0%	91.0%
DK	Count	0	2	14	0	6	22	11	0	33
	Row%	0.0%	6.1%	42.4%	0.0%	18.2%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	15.4%	10.6%	0.0%	5.0%	7.7%	5.9%	0.0%	6.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q53E6 Barrier (Insurance Requirements) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	2	0	5	8	3	0	11
	Row%	0.0%	9.1%	18.2%	0.0%	45.5%	72.7%	27.3%	0.0%	100.0%
	Column%	0.0%	7.7%	1.5%	0.0%	4.2%	2.8%	1.6%	0.0%	2.3%
No	Count	14	11	115	9	107	256	173	13	442
	Row%	3.2%	2.5%	26.0%	2.0%	24.2%	57.9%	39.1%	2.9%	100.0%
	Column%	100.0%	84.6%	87.1%	100.0%	89.9%	89.2%	92.5%	100.0%	90.8%
DK	Count	0	1	15	0	7	23	11	0	34
	Row%	0.0%	2.9%	44.1%	0.0%	20.6%	67.6%	32.4%	0.0%	100.0%
	Column%	0.0%	7.7%	11.4%	0.0%	5.9%	8.0%	5.9%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q53E7 Barrier (Insurance Requirements) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	3	0	4	8	3	0	11
	Row%	0.0%	9.1%	27.3%	0.0%	36.4%	72.7%	27.3%	0.0%	100.0%
	Column%	0.0%	7.7%	2.3%	0.0%	3.4%	2.8%	1.6%	0.0%	2.3%
No	Count	14	10	115	9	107	255	174	13	442
	Row%	3.2%	2.3%	26.0%	2.0%	24.2%	57.7%	39.4%	2.9%	100.0%
	Column%	100.0%	76.9%	87.1%	100.0%	89.9%	88.9%	93.0%	100.0%	90.8%
DK	Count	0	2	14	0	8	24	10	0	34
	Row%	0.0%	5.9%	41.2%	0.0%	23.5%	70.6%	29.4%	0.0%	100.0%
	Column%	0.0%	15.4%	10.6%	0.0%	6.7%	8.4%	5.3%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q53E8 Barrier (Insurance Requirements) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	3	0	5	9	3	0	12
	Row%	0.0%	8.3%	25.0%	0.0%	41.7%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	7.7%	2.3%	0.0%	4.2%	3.1%	1.6%	0.0%	2.5%
No	Count	14	10	117	9	108	258	173	13	444
	Row%	3.2%	2.3%	26.4%	2.0%	24.3%	58.1%	39.0%	2.9%	100.0%
	Column%	100.0%	76.9%	88.6%	100.0%	90.8%	89.9%	92.5%	100.0%	91.2%
DK	Count	0	2	12	0	6	20	11	0	31
	Row%	0.0%	6.5%	38.7%	0.0%	19.4%	64.5%	35.5%	0.0%	100.0%
	Column%	0.0%	15.4%	9.1%	0.0%	5.0%	7.0%	5.9%	0.0%	6.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q53E9 Barrier (Insurance Requirements) - University Health System * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	3	0	4	8	3	0	11
	Row%	0.0%	9.1%	27.3%	0.0%	36.4%	38.4%	27.3%	0.0%	100.0%
	Column%	0.0%	7.7%	2.3%	0.0%	3.4%	2.8%	1.6%	0.0%	2.3%
No	Count	14	10	116	9	112	261	173	13	447
	Row%	3.1%	2.2%	26.0%	2.0%	25.1%	38.4%	38.7%	2.9%	100.0%
	Column%	100.0%	76.9%	87.9%	100.0%	94.1%	90.9%	92.5%	100.0%	91.8%
DK	Count	0	2	13	0	3	18	11	0	29
	Row%	0.0%	6.9%	44.8%	0.0%	10.3%	38.4%	37.9%	0.0%	100.0%
	Column%	0.0%	15.4%	9.8%	0.0%	2.5%	6.3%	5.9%	0.0%	6.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	38.4%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q53E10 Barrier (Insurance Requirements) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	2	0	6	9	3	0	12
	Row%	0.0%	8.3%	16.7%	0.0%	50.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	7.7%	1.5%	0.0%	5.0%	3.1%	1.6%	0.0%	2.5%
No	Count	14	10	116	9	106	255	173	13	441
	Row%	3.2%	2.3%	26.3%	2.0%	24.0%	57.8%	39.2%	2.9%	100.0%
	Column%	100.0%	76.9%	87.9%	100.0%	89.1%	88.9%	92.5%	100.0%	90.6%
DK	Count	0	2	14	0	7	23	11	0	34
	Row%	0.0%	5.9%	41.2%	0.0%	20.6%	67.6%	32.4%	0.0%	100.0%
	Column%	0.0%	15.4%	10.6%	0.0%	5.9%	8.0%	5.9%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q53E11 Barrier (Insurance Requirements) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	3	0	4	8	4	0	12
	Row%	0.0%	8.3%	25.0%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	2.3%	0.0%	3.4%	2.8%	2.1%	0.0%	2.5%
No	Count	14	10	113	9	110	256	172	13	441
	Row%	3.2%	2.3%	25.6%	2.0%	24.9%	58.0%	39.0%	2.9%	100.0%
	Column%	100.0%	76.9%	85.6%	100.0%	92.4%	89.2%	92.0%	100.0%	90.6%
DK	Count	0	2	16	0	5	23	11	0	34
	Row%	0.0%	5.9%	47.1%	0.0%	14.7%	67.6%	32.4%	0.0%	100.0%
	Column%	0.0%	15.4%	12.1%	0.0%	4.2%	8.0%	5.9%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q54F1 Barrier (Bid Specifications) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	2	8	0	8	19	6	1	26
	Row%	3.8%	7.7%	30.8%	0.0%	30.8%	73.1%	23.1%	3.8%	100.0%
	Column%	7.1%	15.4%	6.1%	0.0%	6.7%	6.6%	3.2%	7.7%	5.3%
No	Count	13	10	116	8	102	249	171	12	432
	Row%	3.0%	2.3%	26.9%	1.9%	23.6%	57.6%	39.6%	2.8%	100.0%
	Column%	92.9%	76.9%	87.9%	88.9%	85.7%	86.8%	91.4%	92.3%	88.7%
DK	Count	0	1	8	1	9	19	10	0	29
	Row%	0.0%	3.4%	27.6%	3.4%	31.0%	65.5%	34.5%	0.0%	100.0%
	Column%	0.0%	7.7%	6.1%	11.1%	7.6%	6.6%	5.3%	0.0%	6.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q54F2 Barrier (Bid Specifications) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	1	6	0	8	16	6	1	23
	Row%	4.3%	4.3%	26.1%	0.0%	34.8%	69.6%	26.1%	4.3%	100.0%
	Column%	7.1%	7.7%	4.5%	0.0%	6.7%	5.6%	3.2%	7.7%	4.7%
No	Count	13	11	114	8	102	248	170	12	430
	Row%	3.0%	2.6%	26.5%	1.9%	23.7%	57.7%	39.5%	2.8%	100.0%
	Column%	92.9%	84.6%	86.4%	88.9%	85.7%	86.4%	90.9%	92.3%	88.3%
DK	Count	0	1	12	1	9	23	11	0	34
	Row%	0.0%	2.9%	35.3%	2.9%	26.5%	67.6%	32.4%	0.0%	100.0%
	Column%	0.0%	7.7%	9.1%	11.1%	7.6%	8.0%	5.9%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q54F3 Barrier (Bid Specifications) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	7	0	9	17	5	1	23
	Row%	4.3%	0.0%	30.4%	0.0%	39.1%	73.9%	21.7%	4.3%	100.0%
	Column%	7.1%	0.0%	5.3%	0.0%	7.6%	5.9%	2.7%	7.7%	4.7%
No	Count	13	11	114	8	101	247	171	12	430
	Row%	3.0%	2.6%	26.5%	1.9%	23.5%	57.4%	39.8%	2.8%	100.0%
	Column%	92.9%	84.6%	86.4%	88.9%	84.9%	86.1%	91.4%	92.3%	88.3%
DK	Count	0	2	11	1	9	23	11	0	34
	Row%	0.0%	5.9%	32.4%	2.9%	26.5%	67.6%	32.4%	0.0%	100.0%
	Column%	0.0%	15.4%	8.3%	11.1%	7.6%	8.0%	5.9%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q54F4 Barrier (Bid Specifications) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	0	7	13	4	0	17
	Row%	5.9%	0.0%	29.4%	0.0%	41.2%	76.5%	23.5%	0.0%	100.0%
	Column%	7.1%	0.0%	3.8%	0.0%	5.9%	4.5%	2.1%	0.0%	3.5%
No	Count	13	11	112	8	101	245	172	13	430
	Row%	3.0%	2.6%	26.0%	1.9%	23.5%	57.0%	40.0%	3.0%	100.0%
	Column%	92.9%	84.6%	84.8%	88.9%	84.9%	85.4%	92.0%	100.0%	88.3%
DK	Count	0	2	15	1	11	29	11	0	40
	Row%	0.0%	5.0%	37.5%	2.5%	27.5%	72.5%	27.5%	0.0%	100.0%
	Column%	0.0%	15.4%	11.4%	11.1%	9.2%	10.1%	5.9%	0.0%	8.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q54F5 Barrier (Bid Specifications) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	0	7	13	4	0	17
	Row%	5.9%	0.0%	29.4%	0.0%	41.2%	76.5%	23.5%	0.0%	100.0%
	Column%	7.1%	0.0%	3.8%	0.0%	5.9%	4.5%	2.1%	0.0%	3.5%
No	Count	13	11	113	8	102	247	171	13	431
	Row%	3.0%	2.6%	26.2%	1.9%	23.7%	57.3%	39.7%	3.0%	100.0%
	Column%	92.9%	84.6%	85.6%	88.9%	85.7%	86.1%	91.4%	100.0%	88.5%
DK	Count	0	2	14	1	10	27	12	0	39
	Row%	0.0%	5.1%	35.9%	2.6%	25.6%	69.2%	30.8%	0.0%	100.0%
	Column%	0.0%	15.4%	10.6%	11.1%	8.4%	9.4%	6.4%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q54F6 Barrier (Bid Specifications) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	0	6	12	4	0	16
	Row%	6.3%	0.0%	31.3%	0.0%	37.5%	75.0%	25.0%	0.0%	100.0%
	Column%	7.1%	0.0%	3.8%	0.0%	5.0%	4.2%	2.1%	0.0%	3.3%
No	Count	13	12	114	8	103	250	171	13	434
	Row%	3.0%	2.8%	26.3%	1.8%	23.7%	57.6%	39.4%	3.0%	100.0%
	Column%	92.9%	92.3%	86.4%	88.9%	86.6%	87.1%	91.4%	100.0%	89.1%
DK	Count	0	1	13	1	10	25	12	0	37
	Row%	0.0%	2.7%	35.1%	2.7%	27.0%	67.6%	32.4%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	11.1%	8.4%	8.7%	6.4%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q54F7 Barrier (Bid Specifications) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	0	6	12	4	0	16
	Row%	6.3%	0.0%	31.3%	0.0%	37.5%	75.0%	25.0%	0.0%	100.0%
	Column%	7.1%	0.0%	3.8%	0.0%	5.0%	4.2%	2.1%	0.0%	3.3%
No	Count	13	11	114	8	102	248	172	13	433
	Row%	3.0%	2.5%	26.3%	1.8%	23.6%	57.3%	39.7%	3.0%	100.0%
	Column%	92.9%	84.6%	86.4%	88.9%	85.7%	86.4%	92.0%	100.0%	88.9%
DK	Count	0	2	13	1	11	27	11	0	38
	Row%	0.0%	5.3%	34.2%	2.6%	28.9%	71.1%	28.9%	0.0%	100.0%
	Column%	0.0%	15.4%	9.8%	11.1%	9.2%	9.4%	5.9%	0.0%	7.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q54F8 Barrier (Bid Specifications) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	0	7	13	5	0	18
	Row%	5.6%	0.0%	27.8%	0.0%	38.9%	72.2%	27.8%	0.0%	100.0%
	Column%	7.1%	0.0%	3.8%	0.0%	5.9%	4.5%	2.7%	0.0%	3.7%
No	Count	13	11	116	8	102	250	170	13	433
	Row%	3.0%	2.5%	26.8%	1.8%	23.6%	57.7%	39.3%	3.0%	100.0%
	Column%	92.9%	84.6%	87.9%	88.9%	85.7%	87.1%	90.9%	100.0%	88.9%
DK	Count	0	2	11	1	10	24	12	0	36
	Row%	0.0%	5.6%	30.6%	2.8%	27.8%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	15.4%	8.3%	11.1%	8.4%	8.4%	6.4%	0.0%	7.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q54F9 Barrier (Bid Specifications) - University Health System * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	4	0	6	11	4	0	15
	Row%	6.7%	0.0%	26.7%	0.0%	40.0%	73.3%	26.7%	0.0%	100.0%
	Column%	7.1%	0.0%	3.0%	0.0%	5.0%	3.8%	2.1%	0.0%	3.1%
No	Count	13	11	114	8	103	249	171	13	433
	Row%	3.0%	2.5%	26.3%	1.8%	23.8%	57.5%	39.5%	3.0%	100.0%
	Column%	92.9%	84.6%	86.4%	88.9%	86.6%	86.8%	91.4%	100.0%	88.9%
DK	Count	0	2	14	1	10	27	12	0	39
	Row%	0.0%	5.1%	35.9%	2.6%	25.6%	69.2%	30.8%	0.0%	100.0%
	Column%	0.0%	15.4%	10.6%	11.1%	8.4%	9.4%	6.4%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q54F10 Barrier (Bid Specifications) - San Antonio Housing Authority * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	0	6	13	4	1	18
	Row%	5.6%	0.0%	33.3%	0.0%	33.3%	72.2%	22.2%	5.6%	100.0%
	Column%	7.1%	0.0%	4.5%	0.0%	5.0%	4.5%	2.1%	7.7%	3.7%
No	Count	13	11	111	8	104	247	171	12	430
	Row%	3.0%	2.6%	25.8%	1.9%	24.2%	57.4%	39.8%	2.8%	100.0%
	Column%	92.9%	84.6%	84.1%	88.9%	87.4%	86.1%	91.4%	92.3%	88.3%
DK	Count	0	2	15	1	9	27	12	0	39
	Row%	0.0%	5.1%	38.5%	2.6%	23.1%	69.2%	30.8%	0.0%	100.0%
	Column%	0.0%	15.4%	11.4%	11.1%	7.6%	9.4%	6.4%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q54F11 Barrier (Bid Specifications) - San Antonio International Airport * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	8	2	12	23	10	2	35
	Row%	2.9%	0.0%	22.9%	5.7%	34.3%	65.7%	28.6%	5.7%	100.0%
	Column%	7.1%	0.0%	6.1%	22.2%	10.1%	8.0%	5.3%	15.4%	7.2%
No	Count	13	12	114	6	98	243	168	11	422
	Row%	3.1%	2.8%	27.0%	1.4%	23.2%	57.6%	39.8%	2.6%	100.0%
	Column%	92.9%	92.3%	86.4%	66.7%	82.4%	84.7%	89.8%	84.6%	86.7%
DK	Count	0	1	10	1	9	21	9	0	30
	Row%	0.0%	3.3%	33.3%	3.3%	30.0%	70.0%	30.0%	0.0%	100.0%
	Column%	0.0%	7.7%	7.6%	11.1%	7.6%	7.3%	4.8%	0.0%	6.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q55G1 Barrier (Limited Time) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	5	2	10	19	8	2	29
	Row%	6.9%	0.0%	17.2%	6.9%	34.5%	65.5%	27.6%	6.9%	100.0%
	Column%	14.3%	0.0%	3.8%	22.2%	8.4%	6.6%	4.3%	15.4%	6.0%
No	Count	12	12	114	6	99	243	171	11	425
	Row%	2.8%	2.8%	26.8%	1.4%	23.3%	57.2%	40.2%	2.6%	100.0%
	Column%	85.7%	92.3%	86.4%	66.7%	83.2%	84.7%	91.4%	84.6%	87.3%
DK	Count	0	1	13	1	10	25	8	0	33
	Row%	0.0%	3.0%	39.4%	3.0%	30.3%	75.8%	24.2%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	11.1%	8.4%	8.7%	4.3%	0.0%	6.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q55G2 Barrier (Limited Time) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	4	1	9	16	6	2	24
	Row%	8.3%	0.0%	16.7%	4.2%	37.5%	66.7%	25.0%	8.3%	100.0%
	Column%	14.3%	0.0%	3.0%	11.1%	7.6%	5.6%	3.2%	15.4%	4.9%
No	Count	12	12	115	6	100	245	172	11	428
	Row%	2.8%	2.8%	26.9%	1.4%	23.4%	57.2%	40.2%	2.6%	100.0%
	Column%	85.7%	92.3%	87.1%	66.7%	84.0%	85.4%	92.0%	84.6%	87.9%
DK	Count	0	1	13	2	10	26	9	0	35
	Row%	0.0%	2.9%	37.1%	5.7%	28.6%	74.3%	25.7%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	22.2%	8.4%	9.1%	4.8%	0.0%	7.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q55G3 Barrier (Limited Time) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	2	1	10	15	5	1	21
	Row%	9.5%	0.0%	9.5%	4.8%	47.6%	71.4%	23.8%	4.8%	100.0%
	Column%	14.3%	0.0%	1.5%	11.1%	8.4%	5.2%	2.7%	7.7%	4.3%
No	Count	12	12	114	7	99	244	172	12	428
	Row%	2.8%	2.8%	26.6%	1.6%	23.1%	57.0%	40.2%	2.8%	100.0%
	Column%	85.7%	92.3%	86.4%	77.8%	83.2%	85.0%	92.0%	92.3%	87.9%
DK	Count	0	1	16	1	10	28	10	0	38
	Row%	0.0%	2.6%	42.1%	2.6%	26.3%	73.7%	26.3%	0.0%	100.0%
	Column%	0.0%	7.7%	12.1%	11.1%	8.4%	9.8%	5.3%	0.0%	7.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q55G4 Barrier (Limited Time) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	2	1	10	15	8	1	24
	Row%	8.3%	0.0%	8.3%	4.2%	41.7%	62.5%	33.3%	4.2%	100.0%
	Column%	14.3%	0.0%	1.5%	11.1%	8.4%	5.2%	4.3%	7.7%	4.9%
No	Count	12	12	114	7	98	243	169	12	424
	Row%	2.8%	2.8%	26.9%	1.7%	23.1%	57.3%	39.9%	2.8%	100.0%
	Column%	85.7%	92.3%	86.4%	77.8%	82.4%	84.7%	90.4%	92.3%	87.1%
DK	Count	0	1	16	1	11	29	10	0	39
	Row%	0.0%	2.6%	41.0%	2.6%	28.2%	74.4%	25.6%	0.0%	100.0%
	Column%	0.0%	7.7%	12.1%	11.1%	9.2%	10.1%	5.3%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q55G5 Barrier (Limited Time) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	2	1	10	15	5	1	21
	Row%	9.5%	0.0%	9.5%	4.8%	47.6%	71.4%	23.8%	4.8%	100.0%
	Column%	14.3%	0.0%	1.5%	11.1%	8.4%	5.2%	2.7%	7.7%	4.3%
No	Count	12	12	115	7	100	246	172	12	430
	Row%	2.8%	2.8%	26.7%	1.6%	23.3%	57.2%	40.0%	2.8%	100.0%
	Column%	85.7%	92.3%	87.1%	77.8%	84.0%	85.7%	92.0%	92.3%	88.3%
DK	Count	0	1	15	1	9	26	10	0	36
	Row%	0.0%	2.8%	41.7%	2.8%	25.0%	72.2%	27.8%	0.0%	100.0%
	Column%	0.0%	7.7%	11.4%	11.1%	7.6%	9.1%	5.3%	0.0%	7.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q55G6 Barrier (Limited Time) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	3	1	10	16	6	1	23
	Row%	8.7%	0.0%	13.0%	4.3%	43.5%	69.6%	26.1%	4.3%	100.0%
	Column%	14.3%	0.0%	2.3%	11.1%	8.4%	5.6%	3.2%	7.7%	4.7%
No	Count	12	12	114	7	98	243	172	12	427
	Row%	2.8%	2.8%	26.7%	1.6%	23.0%	56.9%	40.3%	2.8%	100.0%
	Column%	85.7%	92.3%	86.4%	77.8%	82.4%	84.7%	92.0%	92.3%	87.7%
DK	Count	0	1	15	1	11	28	9	0	37
	Row%	0.0%	2.7%	40.5%	2.7%	29.7%	75.7%	24.3%	0.0%	100.0%
	Column%	0.0%	7.7%	11.4%	11.1%	9.2%	9.8%	4.8%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q55G7 Barrier (Limited Time) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	5	2	11	20	7	1	28
	Row%	7.1%	0.0%	17.9%	7.1%	39.3%	71.4%	25.0%	3.6%	100.0%
	Column%	14.3%	0.0%	3.8%	22.2%	9.2%	7.0%	3.7%	7.7%	5.7%
No	Count	12	12	114	6	99	243	170	12	425
	Row%	2.8%	2.8%	26.8%	1.4%	23.3%	57.2%	40.0%	2.8%	100.0%
	Column%	85.7%	92.3%	86.4%	66.7%	83.2%	84.7%	90.9%	92.3%	87.3%
DK	Count	0	1	13	1	9	24	10	0	34
	Row%	0.0%	2.9%	38.2%	2.9%	26.5%	70.6%	29.4%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	11.1%	7.6%	8.4%	5.3%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q55G8 Barrier (Limited Time) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	3	1	9	15	7	1	23
	Row%	8.7%	0.0%	13.0%	4.3%	39.1%	65.2%	30.4%	4.3%	100.0%
	Column%	14.3%	0.0%	2.3%	11.1%	7.6%	5.2%	3.7%	7.7%	4.7%
No	Count	12	12	115	7	102	248	170	12	430
	Row%	2.8%	2.8%	26.7%	1.6%	23.7%	57.7%	39.5%	2.8%	100.0%
	Column%	85.7%	92.3%	87.1%	77.8%	85.7%	86.4%	90.9%	92.3%	88.3%
DK	Count	0	1	14	1	8	24	10	0	34
	Row%	0.0%	2.9%	41.2%	2.9%	23.5%	70.6%	29.4%	0.0%	100.0%
	Column%	0.0%	7.7%	10.6%	11.1%	6.7%	8.4%	5.3%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q55G9 Barrier (Limited Time) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	3	1	9	15	7	1	23
	Row%	8.7%	0.0%	13.0%	4.3%	39.1%	65.2%	30.4%	4.3%	100.0%
	Column%	14.3%	0.0%	2.3%	11.1%	7.6%	5.2%	3.7%	7.7%	4.7%
No	Count	12	12	115	7	102	248	170	12	430
	Row%	2.8%	2.8%	26.7%	1.6%	23.7%	57.7%	39.5%	2.8%	100.0%
	Column%	85.7%	92.3%	87.1%	77.8%	85.7%	86.4%	90.9%	92.3%	88.3%
DK	Count	0	1	14	1	8	24	10	0	34
	Row%	0.0%	2.9%	41.2%	2.9%	23.5%	70.6%	29.4%	0.0%	100.0%
	Column%	0.0%	7.7%	10.6%	11.1%	6.7%	8.4%	5.3%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q55G10 Barrier (Limited Time) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	2	0	9	13	5	1	19
	Row%	10.5%	0.0%	10.5%	0.0%	47.4%	68.4%	26.3%	5.3%	100.0%
	Column%	14.3%	0.0%	1.5%	0.0%	7.6%	4.5%	2.7%	7.7%	3.9%
No	Count	12	12	115	8	100	247	172	12	431
	Row%	2.8%	2.8%	26.7%	1.9%	23.2%	57.3%	39.9%	2.8%	100.0%
	Column%	85.7%	92.3%	87.1%	88.9%	84.0%	86.1%	92.0%	92.3%	88.5%
DK	Count	0	1	15	1	10	27	10	0	37
	Row%	0.0%	2.7%	40.5%	2.7%	27.0%	73.0%	27.0%	0.0%	100.0%
	Column%	0.0%	7.7%	11.4%	11.1%	8.4%	9.4%	5.3%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q55G11 Barrier (Limited Time) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	3	1	9	15	5	2	22
	Row%	9.1%	0.0%	13.6%	4.5%	40.9%	68.2%	22.7%	9.1%	100.0%
	Column%	14.3%	0.0%	2.3%	11.1%	7.6%	5.2%	2.7%	15.4%	4.5%
No	Count	12	12	113	7	100	244	172	11	427
	Row%	2.8%	2.8%	26.5%	1.6%	23.4%	57.1%	40.3%	2.6%	100.0%
	Column%	85.7%	92.3%	85.6%	77.8%	84.0%	85.0%	92.0%	84.6%	87.7%
DK	Count	0	1	16	1	10	28	10	0	38
	Row%	0.0%	2.6%	42.1%	2.6%	26.3%	73.7%	26.3%	0.0%	100.0%
	Column%	0.0%	7.7%	12.1%	11.1%	8.4%	9.8%	5.3%	0.0%	7.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q56H1 Barrier (Limited Knowledge) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	10	18	11	3	32
	Row%	3.1%	0.0%	18.8%	3.1%	31.3%	56.3%	34.4%	9.4%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	8.4%	6.3%	5.9%	23.1%	6.6%
No	Count	13	12	116	8	102	251	167	10	428
	Row%	3.0%	2.8%	27.1%	1.9%	23.8%	58.6%	39.0%	2.3%	100.0%
	Column%	92.9%	92.3%	87.9%	88.9%	85.7%	87.5%	89.3%	76.9%	87.9%
DK	Count	0	1	10	0	7	18	9	0	27
	Row%	0.0%	3.7%	37.0%	0.0%	25.9%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	7.6%	0.0%	5.9%	6.3%	4.8%	0.0%	5.5%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q56H2 Barrier (Limited Knowledge) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	9	17	9	3	29
	Row%	3.4%	0.0%	20.7%	3.4%	31.0%	58.6%	31.0%	10.3%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	7.6%	5.9%	4.8%	23.1%	6.0%
No	Count	13	12	112	8	102	247	169	10	426
	Row%	3.1%	2.8%	26.3%	1.9%	23.9%	58.0%	39.7%	2.3%	100.0%
	Column%	92.9%	92.3%	84.8%	88.9%	85.7%	86.1%	90.4%	76.9%	87.5%
DK	Count	0	1	14	0	8	23	9	0	32
	Row%	0.0%	3.1%	43.8%	0.0%	25.0%	71.9%	28.1%	0.0%	100.0%
	Column%	0.0%	7.7%	10.6%	0.0%	6.7%	8.0%	4.8%	0.0%	6.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q56H3 Barrier (Limited Knowledge) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	8	16	6	3	25
	Row%	4.0%	0.0%	24.0%	4.0%	32.0%	64.0%	24.0%	12.0%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	6.7%	5.6%	3.2%	23.1%	5.1%
No	Count	13	12	113	8	103	249	172	10	431
	Row%	3.0%	2.8%	26.2%	1.9%	23.9%	57.8%	39.9%	2.3%	100.0%
	Column%	92.9%	92.3%	85.6%	88.9%	86.6%	86.8%	92.0%	76.9%	88.5%
DK	Count	0	1	13	0	8	22	9	0	31
	Row%	0.0%	3.2%	41.9%	0.0%	25.8%	71.0%	29.0%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	0.0%	6.7%	7.7%	4.8%	0.0%	6.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q56H4 Barrier (Limited Knowledge) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	4	1	8	14	6	1	21
	Row%	4.8%	0.0%	19.0%	4.8%	38.1%	66.7%	28.6%	4.8%	100.0%
	Column%	7.1%	0.0%	3.0%	11.1%	6.7%	4.9%	3.2%	7.7%	4.3%
No	Count	13	12	111	8	103	247	171	12	430
	Row%	3.0%	2.8%	25.8%	1.9%	24.0%	57.4%	39.8%	2.8%	100.0%
	Column%	92.9%	92.3%	84.1%	88.9%	86.6%	86.1%	91.4%	92.3%	88.3%
DK	Count	0	1	17	0	8	26	10	0	36
	Row%	0.0%	2.8%	47.2%	0.0%	22.2%	72.2%	27.8%	0.0%	100.0%
	Column%	0.0%	7.7%	12.9%	0.0%	6.7%	9.1%	5.3%	0.0%	7.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q56H5 Barrier (Limited Knowledge) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	4	1	8	14	7	1	22
	Row%	4.5%	0.0%	18.2%	4.5%	36.4%	63.6%	31.8%	4.5%	100.0%
	Column%	7.1%	0.0%	3.0%	11.1%	6.7%	4.9%	3.7%	7.7%	4.5%
No	Count	13	12	111	8	102	246	170	12	428
	Row%	3.0%	2.8%	25.9%	1.9%	23.8%	57.5%	39.7%	2.8%	100.0%
	Column%	92.9%	92.3%	84.1%	88.9%	85.7%	85.7%	90.9%	92.3%	87.9%
DK	Count	0	1	17	0	9	27	10	0	37
	Row%	0.0%	2.7%	45.9%	0.0%	24.3%	73.0%	27.0%	0.0%	100.0%
	Column%	0.0%	7.7%	12.9%	0.0%	7.6%	9.4%	5.3%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q56H6 Barrier (Limited Knowledge) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	3	1	8	13	6	1	20
	Row%	5.0%	0.0%	15.0%	5.0%	40.0%	65.0%	30.0%	5.0%	100.0%
	Column%	7.1%	0.0%	2.3%	11.1%	6.7%	4.5%	3.2%	7.7%	4.1%
No	Count	13	12	114	8	104	251	171	12	434
	Row%	3.0%	2.8%	26.3%	1.8%	24.0%	57.8%	39.4%	2.8%	100.0%
	Column%	92.9%	92.3%	86.4%	88.9%	87.4%	87.5%	91.4%	92.3%	89.1%
DK	Count	0	1	15	0	7	23	10	0	33
	Row%	0.0%	3.0%	45.5%	0.0%	21.2%	69.7%	30.3%	0.0%	100.0%
	Column%	0.0%	7.7%	11.4%	0.0%	5.9%	8.0%	5.3%	0.0%	6.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q56H7 Barrier (Limited Knowledge) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	3	1	7	12	7	1	20
	Row%	5.0%	0.0%	15.0%	5.0%	35.0%	60.0%	35.0%	5.0%	100.0%
	Column%	7.1%	0.0%	2.3%	11.1%	5.9%	4.2%	3.7%	7.7%	4.1%
No	Count	13	12	113	8	103	249	171	12	432
	Row%	3.0%	2.8%	26.2%	1.9%	23.8%	57.6%	39.6%	2.8%	100.0%
	Column%	92.9%	92.3%	85.6%	88.9%	86.6%	86.8%	91.4%	92.3%	88.7%
DK	Count	0	1	16	0	9	26	9	0	35
	Row%	0.0%	2.9%	45.7%	0.0%	25.7%	74.3%	25.7%	0.0%	100.0%
	Column%	0.0%	7.7%	12.1%	0.0%	7.6%	9.1%	4.8%	0.0%	7.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	58.9%	24.4%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q56H8 Barrier (Limited Knowledge) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	9	17	7	1	25
	Row%	4.0%	0.0%	24.0%	4.0%	36.0%	68.0%	28.0%	4.0%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	7.6%	5.9%	3.7%	7.7%	5.1%
No	Count	13	12	113	8	103	249	170	12	431
	Row%	3.0%	2.8%	26.2%	1.9%	23.9%	57.8%	39.4%	2.8%	100.0%
	Column%	92.9%	92.3%	85.6%	88.9%	86.6%	86.8%	90.9%	92.3%	88.5%
DK	Count	0	1	13	0	7	21	10	0	31
	Row%	0.0%	3.2%	41.9%	0.0%	22.6%	67.7%	32.3%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	0.0%	5.9%	7.3%	5.3%	0.0%	6.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q56H9 Barrier (Limited Knowledge) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	4	1	7	13	6	1	20
	Row%	5.0%	0.0%	20.0%	5.0%	35.0%	65.0%	30.0%	5.0%	100.0%
	Column%	7.1%	0.0%	3.0%	11.1%	5.9%	4.5%	3.2%	7.7%	4.1%
No	Count	13	12	112	8	104	249	171	12	432
	Row%	3.0%	2.8%	25.9%	1.9%	24.1%	57.6%	39.6%	2.8%	100.0%
	Column%	92.9%	92.3%	84.8%	88.9%	87.4%	86.8%	91.4%	92.3%	88.7%
DK	Count	0	1	16	0	8	25	10	0	35
	Row%	0.0%	2.9%	45.7%	0.0%	22.9%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	7.7%	12.1%	0.0%	6.7%	8.7%	5.3%	0.0%	7.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q56H10 Barrier (Limited Knowledge) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	4	1	7	13	6	2	21
	Row%	4.8%	0.0%	19.0%	4.8%	33.3%	61.9%	28.6%	9.5%	100.0%
	Column%	7.1%	0.0%	3.0%	11.1%	5.9%	4.5%	3.2%	15.4%	4.3%
No	Count	13	12	111	8	104	248	171	11	430
	Row%	3.0%	2.8%	25.8%	1.9%	24.2%	57.7%	39.8%	2.6%	100.0%
	Column%	92.9%	92.3%	84.1%	88.9%	87.4%	86.4%	91.4%	84.6%	88.3%
DK	Count	0	1	17	0	8	26	10	0	36
	Row%	0.0%	2.8%	47.2%	0.0%	22.2%	72.2%	27.8%	0.0%	100.0%
	Column%	0.0%	7.7%	12.9%	0.0%	6.7%	9.1%	5.3%	0.0%	7.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q56H11 Barrier (Limited Knowledge) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	1	5	9	10	2	21
	Row%	0.0%	0.0%	14.3%	4.8%	23.8%	42.9%	47.6%	9.5%	100.0%
	Column%	0.0%	0.0%	2.3%	11.1%	4.2%	3.1%	5.3%	15.4%	4.3%
No	Count	14	12	122	7	108	263	169	11	443
	Row%	3.2%	2.7%	27.5%	1.6%	24.4%	59.4%	38.1%	2.5%	100.0%
	Column%	100.0%	92.3%	92.4%	77.8%	90.8%	91.6%	90.4%	84.6%	91.0%
DK	Count	0	1	7	1	6	15	8	0	23
	Row%	0.0%	4.3%	30.4%	4.3%	26.1%	65.2%	34.8%	0.0%	100.0%
	Column%	0.0%	7.7%	5.3%	11.1%	5.0%	5.2%	4.3%	0.0%	4.7%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q57I1 Barrier (Lack of Experience) - The City of San Antonio * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	1	5	9	8	2	19
	Row%	0.0%	0.0%	15.8%	5.3%	26.3%	47.4%	42.1%	10.5%	100.0%
	Column%	0.0%	0.0%	2.3%	11.1%	4.2%	3.1%	4.3%	15.4%	3.9%
No	Count	14	12	120	7	109	262	171	11	444
	Row%	3.2%	2.7%	27.0%	1.6%	24.5%	59.0%	38.5%	2.5%	100.0%
	Column%	100.0%	92.3%	90.9%	77.8%	91.6%	91.3%	91.4%	84.6%	91.2%
DK	Count	0	1	9	1	5	16	8	0	24
	Row%	0.0%	4.2%	37.5%	4.2%	20.8%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	6.8%	11.1%	4.2%	5.6%	4.3%	0.0%	4.9%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q57I2 Barrier (Lack of Experience) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	`	0	0	3	1	5	9	8	2	19
	Row%	0.0%	0.0%	15.8%	5.3%	26.3%	47.4%	42.1%	10.5%	100.0%
	Column%	0.0%	0.0%	2.3%	11.1%	4.2%	3.1%	4.3%	15.4%	3.9%
No	Count	14	12	120	7	109	262	171	11	444
	Row%	3.2%	2.7%	27.0%	1.6%	24.5%	59.0%	38.5%	2.5%	100.0%
	Column%	100.0%	92.3%	90.9%	77.8%	91.6%	91.3%	91.4%	84.6%	91.2%
DK	Count	0	1	9	1	5	16	8	0	24
	Row%	0.0%	4.2%	37.5%	4.2%	20.8%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	6.8%	11.1%	4.2%	5.6%	4.3%	0.0%	4.9%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q57I3 Barrier (Lack of Experience) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	1	5	9	7	1	17
	Row%	0.0%	0.0%	17.6%	5.9%	29.4%	52.9%	41.2%	5.9%	100.0%
	Column%	0.0%	0.0%	2.3%	11.1%	4.2%	3.1%	3.7%	7.7%	3.5%
No	Count	14	12	120	7	109	262	171	11	444
	Row%	3.2%	2.7%	27.0%	1.6%	24.5%	59.0%	38.5%	2.5%	100.0%
	Column%	100.0%	92.3%	90.9%	77.8%	91.6%	91.3%	91.4%	84.6%	91.2%
DK	Count	0	1	9	1	5	16	9	1	26
	Row%	0.0%	3.8%	34.6%	3.8%	19.2%	61.5%	34.6%	3.8%	100.0%
	Column%	0.0%	7.7%	6.8%	11.1%	4.2%	5.6%	4.8%	7.7%	5.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q57I4 Barrier (Lack of Experience) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	1	4	8	7	0	15
	Row%	0.0%	0.0%	20.0%	6.7%	26.7%	53.3%	46.7%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	11.1%	3.4%	2.8%	3.7%	0.0%	3.1%
No	Count	14	12	117	7	108	258	170	13	441
	Row%	3.2%	2.7%	26.5%	1.6%	24.5%	58.5%	38.5%	2.9%	100.0%
	Column%	100.0%	92.3%	88.6%	77.8%	90.8%	89.9%	90.9%	100.0%	90.6%
DK	Count	0	1	12	1	7	21	10	0	31
	Row%	0.0%	3.2%	38.7%	3.2%	22.6%	67.7%	32.3%	0.0%	100.0%
	Column%	0.0%	7.7%	9.1%	11.1%	5.9%	7.3%	5.3%	0.0%	6.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q57I5 Barrier (Lack of Experience) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	1	4	8	9	0	17
	Row%	0.0%	0.0%	17.6%	5.9%	23.5%	47.1%	52.9%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	11.1%	3.4%	2.8%	4.8%	0.0%	3.5%
No	Count	14	12	117	7	109	259	168	13	440
	Row%	3.2%	2.7%	26.6%	1.6%	24.8%	58.9%	38.2%	3.0%	100.0%
	Column%	100.0%	92.3%	88.6%	77.8%	91.6%	90.2%	89.8%	100.0%	90.3%
DK	Count	0	1	12	1	6	20	10	0	30
	Row%	0.0%	3.3%	40.0%	3.3%	20.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	9.1%	11.1%	5.0%	7.0%	5.3%	0.0%	6.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q57I6 Barrier (Lack of Experience) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	1	4	8	7	0	15
	Row%	0.0%	0.0%	20.0%	6.7%	26.7%	53.3%	46.7%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	11.1%	3.4%	2.8%	3.7%	0.0%	3.1%
No	Count	14	12	118	7	109	260	170	13	443
	Row%	3.2%	2.7%	26.6%	1.6%	24.6%	58.7%	38.4%	2.9%	100.0%
	Column%	100.0%	92.3%	89.4%	77.8%	91.6%	90.6%	90.9%	100.0%	91.0%
DK	Count	0	1	11	1	6	19	10	0	29
	Row%	0.0%	3.4%	37.9%	3.4%	20.7%	65.5%	34.5%	0.0%	100.0%
	Column%	0.0%	7.7%	8.3%	11.1%	5.0%	6.6%	5.3%	0.0%	6.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q57I7 Barrier (Lack of Experience) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	1	4	8	8	0	16
	Row%	0.0%	0.0%	18.8%	6.3%	25.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	11.1%	3.4%	2.8%	4.3%	0.0%	3.3%
No	Count	14	12	118	7	108	259	170	13	442
	Row%	3.2%	2.7%	26.7%	1.6%	24.4%	1,618.8%	38.5%	2.9%	100.0%
	Column%	100.0%	92.3%	89.4%	77.8%	90.8%	90.2%	90.9%	100.0%	90.8%
DK	Count	0	1	11	1	7	20	9	0	29
	Row%	0.0%	3.4%	37.9%	3.4%	24.1%	125.0%	31.0%	0.0%	100.0%
	Column%	0.0%	7.7%	8.3%	11.1%	5.9%	7.0%	4.8%	0.0%	6.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	1,793.8%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q57I8 Barrier (Lack of Experience) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	1	4	8	8	0	16
	Row%	0.0%	0.0%	18.8%	6.3%	25.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	11.1%	3.4%	2.8%	4.3%	0.0%	3.3%
No	Count	14	12	120	7	109	262	169	13	444
	Row%	3.2%	2.7%	27.0%	1.6%	24.5%	59.0%	38.1%	2.9%	100.0%
	Column%	100.0%	92.3%	90.9%	77.8%	91.6%	91.3%	90.4%	100.0%	91.2%
DK	Count	0	1	9	1	6	17	10	0	27
	Row%	0.0%	3.7%	33.3%	3.7%	22.2%	63.0%	37.0%	0.0%	100.0%
	Column%	0.0%	7.7%	6.8%	11.1%	5.0%	5.9%	5.3%	0.0%	5.5%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q57I9 Barrier (Lack of Experience) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	1	5	9	8	0	17
	Row%	0.0%	0.0%	17.6%	5.9%	29.4%	52.9%	47.1%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	11.1%	4.2%	3.1%	4.3%	0.0%	3.5%
No	Count	14	12	119	7	111	263	169	13	445
	Row%	3.1%	2.7%	26.7%	1.6%	24.9%	1,547.1%	38.0%	2.9%	100.0%
	Column%	100.0%	92.3%	90.2%	77.8%	93.3%	91.6%	90.4%	100.0%	91.4%
DK	Count	0	1	10	1	3	15	10	0	25
	Row%	0.0%	4.0%	40.0%	4.0%	12.0%	88.2%	40.0%	0.0%	100.0%
	Column%	0.0%	7.7%	7.6%	11.1%	2.5%	5.2%	5.3%	0.0%	5.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	1,688.2%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q57I10 Barrier (Lack of Experience) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	1	4	7	7	0	14
	Row%	0.0%	0.0%	14.3%	7.1%	28.6%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	11.1%	3.4%	2.4%	3.7%	0.0%	2.9%
No	Count	14	12	119	7	109	261	170	13	444
	Row%	3.2%	2.7%	26.8%	1.6%	24.5%	58.8%	38.3%	2.9%	100.0%
	Column%	100.0%	92.3%	90.2%	77.8%	91.6%	90.9%	90.9%	100.0%	91.2%
DK	Count	0	1	11	1	6	19	10	0	29
	Row%	0.0%	3.4%	37.9%	3.4%	20.7%	65.5%	34.5%	0.0%	100.0%
	Column%	0.0%	7.7%	8.3%	11.1%	5.0%	6.6%	5.3%	0.0%	6.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q57I11 Barrier (Lack of Experience) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	3	1	4	9	7	0	16
	Row%	0.0%	6.3%	18.8%	6.3%	25.0%	56.3%	43.8%	0.0%	100.0%
	Column%	0.0%	7.7%	2.3%	11.1%	3.4%	3.1%	3.7%	0.0%	3.3%
No	Count	14	11	117	7	110	259	170	12	441
	Row%	3.2%	2.5%	26.5%	1.6%	24.9%	58.7%	38.5%	2.7%	100.0%
	Column%	100.0%	84.6%	88.6%	77.8%	92.4%	90.2%	90.9%	92.3%	90.6%
DK	Count	0	1	12	1	5	19	10	1	30
	Row%	0.0%	3.3%	40.0%	3.3%	16.7%	63.3%	33.3%	3.3%	100.0%
	Column%	0.0%	7.7%	9.1%	11.1%	4.2%	6.6%	5.3%	7.7%	6.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q58J1 Barrier (Lack of Personnel) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	5	0	8	13	5	2	20
	Row%	0.0%	0.0%	25.0%	0.0%	40.0%	65.0%	25.0%	10.0%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	6.7%	4.5%	2.7%	15.4%	4.1%
No	Count	14	12	120	8	106	260	174	11	445
	Row%	3.1%	2.7%	27.0%	1.8%	23.8%	58.4%	39.1%	2.5%	100.0%
	Column%	100.0%	92.3%	90.9%	88.9%	89.1%	90.6%	93.0%	84.6%	91.4%
DK	Count	0	1	7	1	5	14	8	0	22
	Row%	0.0%	4.5%	31.8%	4.5%	22.7%	63.6%	36.4%	0.0%	100.0%
	Column%	0.0%	7.7%	5.3%	11.1%	4.2%	4.9%	4.3%	0.0%	4.5%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q58J2 Barrier (Lack of Personnel) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	5	0	8	13	4	2	19
	Row%	0.0%	0.0%	26.3%	0.0%	42.1%	68.4%	21.1%	10.5%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	6.7%	4.5%	2.1%	15.4%	3.9%
No	Count	14	12	118	8	106	258	175	11	444
	Row%	3.2%	2.7%	26.6%	1.8%	23.9%	58.1%	39.4%	2.5%	100.0%
	Column%	100.0%	92.3%	89.4%	88.9%	89.1%	89.9%	93.6%	84.6%	91.2%
DK	Count	0	1	9	1	5	16	8	0	24
	Row%	0.0%	4.2%	37.5%	4.2%	20.8%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	6.8%	11.1%	4.2%	5.6%	4.3%	0.0%	4.9%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q58J3 Barrier (Lack of Personnel) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	5	0	7	13	3	2	18
	Row%	0.0%	5.6%	27.8%	0.0%	38.9%	72.2%	16.7%	11.1%	100.0%
	Column%	0.0%	7.7%	3.8%	0.0%	5.9%	4.5%	1.6%	15.4%	3.7%
No	Count	14	11	118	8	107	258	175	11	444
	Row%	3.2%	2.5%	26.6%	1.8%	24.1%	58.1%	39.4%	2.5%	100.0%
	Column%	100.0%	84.6%	89.4%	88.9%	89.9%	89.9%	93.6%	84.6%	91.2%
DK	Count	0	1	9	1	5	16	9	0	25
	Row%	0.0%	4.0%	36.0%	4.0%	20.0%	64.0%	36.0%	0.0%	100.0%
	Column%	0.0%	7.7%	6.8%	11.1%	4.2%	5.6%	4.8%	0.0%	5.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q58J4 Barrier (Lack of Personnel) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	5	0	7	12	2	1	15
	Row%	0.0%	0.0%	33.3%	0.0%	46.7%	80.0%	13.3%	6.7%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	5.9%	4.2%	1.1%	7.7%	3.1%
No	Count	14	12	115	8	106	255	175	12	442
	Row%	3.2%	2.7%	26.0%	1.8%	24.0%	57.7%	39.6%	2.7%	100.0%
	Column%	100.0%	92.3%	87.1%	88.9%	89.1%	88.9%	93.6%	92.3%	90.8%
DK	Count	0	1	12	1	6	20	10	0	30
	Row%	0.0%	3.3%	40.0%	3.3%	20.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	9.1%	11.1%	5.0%	7.0%	5.3%	0.0%	6.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q58J5 Barrier (Lack of Personnel) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	7	11	3	1	15
	Row%	0.0%	0.0%	26.7%	0.0%	46.7%	73.3%	20.0%	6.7%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	5.9%	3.8%	1.6%	7.7%	3.1%
No	Count	14	12	116	8	106	256	174	12	442
	Row%	3.2%	2.7%	26.2%	1.8%	24.0%	57.9%	39.4%	2.7%	100.0%
	Column%	100.0%	92.3%	87.9%	88.9%	89.1%	89.2%	93.0%	92.3%	90.8%
DK	Count	0	1	12	1	6	20	10	0	30
	Row%	0.0%	3.3%	40.0%	3.3%	20.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	9.1%	11.1%	5.0%	7.0%	5.3%	0.0%	6.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q58J6 Barrier (Lack of Personnel) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	5	0	6	11	2	1	14
	Row%	0.0%	0.0%	35.7%	0.0%	42.9%	78.6%	14.3%	7.1%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	5.0%	3.8%	1.1%	7.7%	2.9%
No	Count	14	12	116	8	108	258	175	12	445
	Row%	3.1%	2.7%	26.1%	1.8%	24.3%	58.0%	39.3%	2.7%	100.0%
	Column%	100.0%	92.3%	87.9%	88.9%	90.8%	89.9%	93.6%	92.3%	91.4%
DK	Count	0	1	11	1	5	18	10	0	28
	Row%	0.0%	3.6%	39.3%	3.6%	17.9%	64.3%	35.7%	0.0%	100.0%
	Column%	0.0%	7.7%	8.3%	11.1%	4.2%	6.3%	5.3%	0.0%	5.7%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q58J7 Barrier (Lack of Personnel) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	6	10	3	1	14
	Row%	0.0%	0.0%	28.6%	0.0%	42.9%	71.4%	21.4%	7.1%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	5.0%	3.5%	1.6%	7.7%	2.9%
No	Count	14	12	117	8	107	258	175	12	445
	Row%	3.1%	2.7%	26.3%	1.8%	24.0%	58.0%	39.3%	2.7%	100.0%
	Column%	100.0%	92.3%	88.6%	88.9%	89.9%	89.9%	93.6%	92.3%	91.4%
DK	Count	0	1	11	1	6	19	9	0	28
	Row%	0.0%	3.6%	39.3%	3.6%	21.4%	67.9%	32.1%	0.0%	100.0%
	Column%	0.0%	7.7%	8.3%	11.1%	5.0%	6.6%	4.8%	0.0%	5.7%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q58J7 Barrier (Lack of Personnel) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	5	0	7	12	3	1	16
	Row%	0.0%	0.0%	31.3%	0.0%	43.8%	75.0%	18.8%	6.3%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	5.9%	4.2%	1.6%	7.7%	3.3%
No	Count	14	12	118	8	107	259	174	12	445
	Row%	3.1%	2.7%	26.5%	1.8%	24.0%	58.2%	39.1%	2.7%	100.0%
	Column%	100.0%	92.3%	89.4%	88.9%	89.9%	90.2%	93.0%	92.3%	91.4%
DK	Count	0	1	9	1	5	16	10	0	26
	Row%	0.0%	3.8%	34.6%	3.8%	19.2%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	7.7%	6.8%	11.1%	4.2%	5.6%	5.3%	0.0%	5.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q58J9 Barrier (Lack of Personnel) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	5	0	7	12	3	1	16
	Row%	0.0%	0.0%	31.3%	0.0%	43.8%	75.0%	18.8%	6.3%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	5.9%	4.2%	1.6%	7.7%	3.3%
No	Count	14	12	117	8	109	260	174	12	446
	Row%	3.1%	2.7%	26.2%	1.8%	24.4%	58.3%	39.0%	2.7%	100.0%
	Column%	100.0%	92.3%	88.6%	88.9%	91.6%	90.6%	93.0%	92.3%	91.6%
DK	Count	0	1	10	1	3	15	10	0	25
	Row%	0.0%	4.0%	40.0%	4.0%	12.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	7.7%	7.6%	11.1%	2.5%	5.2%	5.3%	0.0%	5.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q58J10 Barrier (Lack of Personnel) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	6	10	2	1	13
	Row%	0.0%	0.0%	30.8%	0.0%	46.2%	76.9%	15.4%	7.7%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	5.0%	3.5%	1.1%	7.7%	2.7%
No	Count	14	12	117	8	108	259	175	12	446
	Row%	3.1%	2.7%	26.2%	1.8%	24.2%	58.1%	39.2%	2.7%	100.0%
	Column%	100.0%	92.3%	88.6%	88.9%	90.8%	90.2%	93.6%	92.3%	91.6%
DK	Count	0	1	11	1	5	18	10	0	28
	Row%	0.0%	3.6%	39.3%	3.6%	17.9%	64.3%	35.7%	0.0%	100.0%
	Column%	0.0%	7.7%	8.3%	11.1%	4.2%	6.3%	5.3%	0.0%	5.7%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q58J11 Barrier (Lack of Personnel) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	5	0	6	11	2	1	14
	Row%	0.0%	0.0%	35.7%	0.0%	42.9%	78.6%	14.3%	7.1%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	5.0%	3.8%	1.1%	7.7%	2.9%
No	Count	14	12	115	8	108	257	175	12	444
	Row%	3.2%	2.7%	25.9%	1.8%	24.3%	57.9%	39.4%	2.7%	100.0%
	Column%	100.0%	92.3%	87.1%	88.9%	90.8%	89.5%	93.6%	92.3%	91.2%
DK	Count	0	1	12	1	5	19	10	0	29
	Row%	0.0%	3.4%	41.4%	3.4%	17.2%	65.5%	34.5%	0.0%	100.0%
	Column%	0.0%	7.7%	9.1%	11.1%	4.2%	6.6%	5.3%	0.0%	6.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q59K1 Barrier (Contract Too Large) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	11	2	11	24	11	3	38
	Row%	0.0%	0.0%	28.9%	5.3%	28.9%	63.2%	28.9%	7.9%	100.0%
	Column%	0.0%	0.0%	8.3%	22.2%	9.2%	8.4%	5.9%	23.1%	7.8%
No	Count	14	11	114	7	100	246	167	10	423
	Row%	3.3%	2.6%	27.0%	1.7%	23.6%	58.2%	39.5%	2.4%	100.0%
	Column%	100.0%	84.6%	86.4%	77.8%	84.0%	85.7%	89.3%	76.9%	86.9%
DK	Count	0	2	7	0	8	17	9	0	26
	Row%	0.0%	7.7%	26.9%	0.0%	30.8%	65.4%	34.6%	0.0%	100.0%
	Column%	0.0%	15.4%	5.3%	0.0%	6.7%	5.9%	4.8%	0.0%	5.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q59K2 Barrier (Contract Too Large) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	9	2	11	23	11	3	37
	Row%	2.7%	0.0%	24.3%	5.4%	29.7%	62.2%	29.7%	8.1%	100.0%
	Column%	7.1%	0.0%	6.8%	22.2%	9.2%	8.0%	5.9%	23.1%	7.6%
No	Count	13	11	113	7	101	245	167	10	422
	Row%	3.1%	2.6%	26.8%	1.7%	23.9%	58.1%	39.6%	2.4%	100.0%
	Column%	92.9%	84.6%	85.6%	77.8%	84.9%	85.4%	89.3%	76.9%	86.7%
DK	Count	0	2	10	0	7	19	9	0	28
	Row%	0.0%	7.1%	35.7%	0.0%	25.0%	67.9%	32.1%	0.0%	100.0%
	Column%	0.0%	15.4%	7.6%	0.0%	5.9%	6.6%	4.8%	0.0%	5.7%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q59K3 Barrier (Contract Too Large) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	1	8	2	8	20	12	3	35
	Row%	2.9%	2.9%	22.9%	5.7%	22.9%	57.1%	34.3%	8.6%	100.0%
	Column%	7.1%	7.7%	6.1%	22.2%	6.7%	7.0%	6.4%	23.1%	7.2%
No	Count	13	10	114	7	103	247	166	10	423
	Row%	3.1%	2.4%	27.0%	1.7%	24.3%	58.4%	39.2%	2.4%	100.0%
	Column%	92.9%	76.9%	86.4%	77.8%	86.6%	86.1%	88.8%	76.9%	86.9%
DK	Count	0	2	10	0	8	20	9	0	29
	Row%	0.0%	6.9%	34.5%	0.0%	27.6%	69.0%	31.0%	0.0%	100.0%
	Column%	0.0%	15.4%	7.6%	0.0%	6.7%	7.0%	4.8%	0.0%	6.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q59K4 Barrier (Contract Too Large) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	7	2	9	19	9	2	30
	Row%	3.3%	0.0%	23.3%	6.7%	30.0%	63.3%	30.0%	6.7%	100.0%
	Column%	7.1%	0.0%	5.3%	22.2%	7.6%	6.6%	4.8%	15.4%	6.2%
No	Count	13	11	110	7	102	243	168	11	422
	Row%	3.1%	2.6%	26.1%	1.7%	24.2%	57.6%	39.8%	2.6%	100.0%
	Column%	92.9%	84.6%	83.3%	77.8%	85.7%	84.7%	89.8%	84.6%	86.7%
DK	Count	0	2	15	0	8	25	10	0	35
	Row%	0.0%	5.7%	42.9%	0.0%	22.9%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	15.4%	11.4%	0.0%	6.7%	8.7%	5.3%	0.0%	7.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q59K5 Barrier (Contract Too Large) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	7	2	9	19	9	2	30
	Row%	3.3%	0.0%	23.3%	6.7%	30.0%	63.3%	30.0%	6.7%	100.0%
	Column%	7.1%	0.0%	5.3%	22.2%	7.6%	6.6%	4.8%	15.4%	6.2%
No	Count	13	11	111	7	102	244	168	11	423
	Row%	3.1%	2.6%	26.2%	1.7%	24.1%	813.3%	39.7%	2.6%	100.0%
	Column%	92.9%	84.6%	84.1%	77.8%	85.7%	85.0%	89.8%	84.6%	86.9%
DK	Count	0	2	14	0	8	24	10	0	34
	Row%	0.0%	5.9%	41.2%	0.0%	23.5%	80.0%	29.4%	0.0%	100.0%
	Column%	0.0%	15.4%	10.6%	0.0%	6.7%	8.4%	5.3%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	956.7%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q59K6 Barrier (Contract Too Large) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	7	2	8	18	10	2	30
	Row%	3.3%	0.0%	23.3%	6.7%	26.7%	60.0%	33.3%	6.7%	100.0%
	Column%	7.1%	0.0%	5.3%	22.2%	6.7%	6.3%	5.3%	15.4%	6.2%
No	Count	13	11	112	7	104	247	167	11	425
	Row%	3.1%	2.6%	26.4%	1.6%	24.5%	58.1%	39.3%	2.6%	100.0%
	Column%	92.9%	84.6%	84.8%	77.8%	87.4%	86.1%	89.3%	84.6%	87.3%
DK	Count	0	2	13	0	7	22	10	0	32
	Row%	0.0%	6.3%	40.6%	0.0%	21.9%	68.8%	31.3%	0.0%	100.0%
	Column%	0.0%	15.4%	9.8%	0.0%	5.9%	7.7%	5.3%	0.0%	6.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q59K7 Barrier (Contract Too Large) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	7	2	7	17	11	2	30
	Row%	3.3%	0.0%	23.3%	6.7%	23.3%	56.7%	36.7%	6.7%	100.0%
	Column%	7.1%	0.0%	5.3%	22.2%	5.9%	5.9%	5.9%	15.4%	6.2%
No	Count	13	11	113	7	103	247	167	11	425
	Row%	3.1%	2.6%	26.6%	1.6%	24.2%	58.1%	39.3%	2.6%	100.0%
	Column%	92.9%	84.6%	85.6%	77.8%	86.6%	86.1%	89.3%	84.6%	87.3%
DK	Count	0	2	12	0	9	23	9	0	32
	Row%	0.0%	6.3%	37.5%	0.0%	28.1%	71.9%	28.1%	0.0%	100.0%
	Column%	0.0%	15.4%	9.1%	0.0%	7.6%	8.0%	4.8%	0.0%	6.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q59K8 Barrier (Contract Too Large) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	8	2	9	20	10	2	32
	Row%	3.1%	0.0%	25.0%	6.3%	28.1%	62.5%	31.3%	6.3%	100.0%
	Column%	7.1%	0.0%	6.1%	22.2%	7.6%	7.0%	5.3%	15.4%	6.6%
No	Count	13	11	114	7	102	247	167	11	425
	Row%	3.1%	2.6%	26.8%	1.6%	24.0%	58.1%	39.3%	2.6%	100.0%
	Column%	92.9%	84.6%	86.4%	77.8%	85.7%	86.1%	89.3%	84.6%	87.3%
DK	Count	0	2	10	0	8	20	10	0	30
	Row%	0.0%	6.7%	33.3%	0.0%	26.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	15.4%	7.6%	0.0%	6.7%	7.0%	5.3%	0.0%	6.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q59K9 Barrier (Contract Too Large) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	7	2	10	20	9	2	31
	Row%	3.2%	0.0%	22.6%	6.5%	32.3%	64.5%	29.0%	6.5%	100.0%
	Column%	7.1%	0.0%	5.3%	22.2%	8.4%	7.0%	4.8%	15.4%	6.4%
No	Count	13	11	114	7	103	248	168	11	427
	Row%	3.0%	2.6%	26.7%	1.6%	24.1%	58.1%	39.3%	2.6%	100.0%
	Column%	92.9%	84.6%	86.4%	77.8%	86.6%	86.4%	89.8%	84.6%	87.7%
DK	Count	0	2	11	0	6	19	10	0	29
	Row%	0.0%	6.9%	37.9%	0.0%	20.7%	65.5%	34.5%	0.0%	100.0%
	Column%	0.0%	15.4%	8.3%	0.0%	5.0%	6.6%	5.3%	0.0%	6.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q59K10 Barrier (Contract Too Large) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	7	2	7	17	9	2	28
	Row%	3.6%	0.0%	25.0%	7.1%	25.0%	60.7%	32.1%	7.1%	100.0%
	Column%	7.1%	0.0%	5.3%	22.2%	5.9%	5.9%	4.8%	15.4%	5.7%
No	Count	13	11	112	7	104	247	168	11	426
	Row%	3.1%	2.6%	26.3%	1.6%	24.4%	58.0%	39.4%	2.6%	100.0%
	Column%	92.9%	84.6%	84.8%	77.8%	87.4%	86.1%	89.8%	84.6%	87.5%
DK	Count	0	2	13	0	8	23	10	0	33
	Row%	0.0%	6.1%	39.4%	0.0%	24.2%	69.7%	30.3%	0.0%	100.0%
	Column%	0.0%	15.4%	9.8%	0.0%	6.7%	8.0%	5.3%	0.0%	6.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q59K11 Barrier (Contract Too Large) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	8	2	7	18	10	3	31
	Row%	3.2%	0.0%	25.8%	6.5%	22.6%	58.1%	32.3%	9.7%	100.0%
	Column%	7.1%	0.0%	6.1%	22.2%	5.9%	6.3%	5.3%	23.1%	6.4%
No	Count	13	11	111	7	104	246	167	10	423
	Row%	3.1%	2.6%	26.2%	1.7%	24.6%	58.2%	39.5%	2.4%	100.0%
	Column%	92.9%	84.6%	84.1%	77.8%	87.4%	85.7%	89.3%	76.9%	86.9%
DK	Count	0	2	13	0	8	23	10	0	33
	Row%	0.0%	6.1%	39.4%	0.0%	24.2%	69.7%	30.3%	0.0%	100.0%
	Column%	0.0%	15.4%	9.8%	0.0%	6.7%	8.0%	5.3%	0.0%	6.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q60L1 Barrier (Contract Too Expensive) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	2	15	24	8	2	34
	Row%	2.9%	0.0%	17.6%	5.9%	44.1%	70.6%	23.5%	5.9%	100.0%
	Column%	7.1%	0.0%	4.5%	22.2%	12.6%	8.4%	4.3%	15.4%	7.0%
No	Count	13	12	117	5	95	242	170	11	423
	Row%	3.1%	2.8%	27.7%	1.2%	22.5%	57.2%	40.2%	2.6%	100.0%
	Column%	92.9%	92.3%	88.6%	55.6%	79.8%	84.3%	90.9%	84.6%	86.9%
DK	Count	0	1	9	2	9	21	9	0	30
	Row%	0.0%	3.3%	30.0%	6.7%	30.0%	70.0%	30.0%	0.0%	100.0%
	Column%	0.0%	7.7%	6.8%	22.2%	7.6%	7.3%	4.8%	0.0%	6.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q60L2 Barrier (Contract Too Expensive) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	11	19	8	2	29
	Row%	3.4%	0.0%	20.7%	3.4%	37.9%	65.5%	27.6%	6.9%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	9.2%	6.6%	4.3%	15.4%	6.0%
No	Count	13	12	114	6	100	245	170	11	426
	Row%	3.1%	2.8%	26.8%	1.4%	23.5%	57.5%	39.9%	2.6%	100.0%
	Column%	92.9%	92.3%	86.4%	66.7%	84.0%	85.4%	90.9%	84.6%	87.5%
DK	Count	0	1	12	2	8	23	9	0	32
	Row%	0.0%	3.1%	37.5%	6.3%	25.0%	71.9%	28.1%	0.0%	100.0%
	Column%	0.0%	7.7%	9.1%	22.2%	6.7%	8.0%	4.8%	0.0%	6.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q60L3 Barrier (Contract Too Expensive) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	10	17	8	2	27
	Row%	3.7%	0.0%	18.5%	3.7%	37.0%	63.0%	29.6%	7.4%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	8.4%	5.9%	4.3%	15.4%	5.5%
No	Count	13	12	115	6	100	246	170	11	427
	Row%	3.0%	2.8%	26.9%	1.4%	23.4%	57.6%	39.8%	2.6%	100.0%
	Column%	92.9%	92.3%	87.1%	66.7%	84.0%	85.7%	90.9%	84.6%	87.7%
DK	Count	0	1	12	2	9	24	9	0	33
	Row%	0.0%	3.0%	36.4%	6.1%	27.3%	72.7%	27.3%	0.0%	100.0%
	Column%	0.0%	7.7%	9.1%	22.2%	7.6%	8.4%	4.8%	0.0%	6.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q60L4 Barrier (Contract Too Expensive) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	9	16	7	1	24
	Row%	4.2%	0.0%	20.8%	4.2%	37.5%	66.7%	29.2%	4.2%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	7.6%	5.6%	3.7%	7.7%	4.9%
No	Count	13	12	113	6	100	244	170	12	426
	Row%	3.1%	2.8%	26.5%	1.4%	23.5%	57.3%	39.9%	2.8%	100.0%
	Column%	92.9%	92.3%	85.6%	66.7%	84.0%	85.0%	90.9%	92.3%	87.5%
DK	Count	0	1	14	2	10	27	10	0	37
	Row%	0.0%	2.7%	37.8%	5.4%	27.0%	73.0%	27.0%	0.0%	100.0%
	Column%	0.0%	7.7%	10.6%	22.2%	8.4%	9.4%	5.3%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q60L5 Barrier (Contract Too Expensive) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	10	17	7	1	25
	Row%	4.0%	0.0%	20.0%	4.0%	40.0%	68.0%	28.0%	4.0%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	8.4%	5.9%	3.7%	7.7%	5.1%
No	Count	13	12	113	6	99	243	170	12	425
	Row%	3.1%	2.8%	26.6%	1.4%	23.3%	57.2%	40.0%	2.8%	100.0%
	Column%	92.9%	92.3%	85.6%	66.7%	83.2%	84.7%	90.9%	92.3%	87.3%
DK	Count	0	1	14	2	10	27	10	0	37
	Row%	0.0%	2.7%	37.8%	5.4%	27.0%	73.0%	27.0%	0.0%	100.0%
	Column%	0.0%	7.7%	10.6%	22.2%	8.4%	9.4%	5.3%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q60L6 Barrier (Contract Too Expensive) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	9	16	7	1	24
	Row%	4.2%	0.0%	20.8%	4.2%	37.5%	66.7%	29.2%	4.2%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	7.6%	5.6%	3.7%	7.7%	4.9%
No	Count	13	12	114	6	102	247	170	12	429
	Row%	3.0%	2.8%	26.6%	1.4%	23.8%	57.6%	39.6%	2.8%	100.0%
	Column%	92.9%	92.3%	86.4%	66.7%	85.7%	86.1%	90.9%	92.3%	88.1%
DK	Count	0	1	13	2	8	24	10	0	34
	Row%	0.0%	2.9%	38.2%	5.9%	23.5%	70.6%	29.4%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	22.2%	6.7%	8.4%	5.3%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q60L7 Barrier (Contract Too Expensive) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	2	9	17	7	1	25
	Row%	4.0%	0.0%	20.0%	8.0%	36.0%	68.0%	28.0%	4.0%	100.0%
	Column%	7.1%	0.0%	3.8%	22.2%	7.6%	5.9%	3.7%	7.7%	5.1%
No	Count	13	12	114	5	100	244	171	12	427
	Row%	3.0%	2.8%	26.7%	1.2%	23.4%	57.1%	40.0%	2.8%	100.0%
	Column%	92.9%	92.3%	86.4%	55.6%	84.0%	85.0%	91.4%	92.3%	87.7%
DK	Count	0	1	13	2	10	26	9	0	35
	Row%	0.0%	2.9%	37.1%	5.7%	28.6%	74.3%	25.7%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	22.2%	8.4%	9.1%	4.8%	0.0%	7.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q60L8 Barrier (Contract Too Expensive) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	9	16	8	1	25
	Row%	4.0%	0.0%	20.0%	4.0%	36.0%	64.0%	32.0%	4.0%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	7.6%	5.6%	4.3%	7.7%	5.1%
No	Count	13	12	115	6	101	247	169	12	428
	Row%	3.0%	2.8%	26.9%	1.4%	23.6%	57.7%	39.5%	2.8%	100.0%
	Column%	92.9%	92.3%	87.1%	66.7%	84.9%	86.1%	90.4%	92.3%	87.9%
DK	Count	0	1	12	2	9	24	10	0	34
	Row%	0.0%	2.9%	35.3%	5.9%	26.5%	70.6%	29.4%	0.0%	100.0%
	Column%	0.0%	7.7%	9.1%	22.2%	7.6%	8.4%	5.3%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q60L9 Barrier (Contract Too Expensive) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	11	18	7	1	26
	Row%	3.8%	0.0%	19.2%	3.8%	42.3%	69.2%	26.9%	3.8%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	9.2%	6.3%	3.7%	7.7%	5.3%
No	Count	13	12	115	6	101	247	170	12	429
	Row%	3.0%	2.8%	26.8%	1.4%	23.5%	57.6%	39.6%	2.8%	100.0%
	Column%	92.9%	92.3%	87.1%	66.7%	84.9%	86.1%	90.9%	92.3%	88.1%
DK	Count	0	1	12	2	7	22	10	0	32
	Row%	0.0%	3.1%	37.5%	6.3%	21.9%	68.8%	31.3%	0.0%	100.0%
	Column%	0.0%	7.7%	9.1%	22.2%	5.9%	7.7%	5.3%	0.0%	6.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q60L10 Barrier (Contract Too Expensive) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	9	16	8	1	25
	Row%	4.0%	0.0%	20.0%	4.0%	36.0%	64.0%	32.0%	4.0%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	7.6%	5.6%	4.3%	7.7%	5.1%
No	Count	13	12	114	6	102	247	169	12	428
	Row%	3.0%	2.8%	26.6%	1.4%	23.8%	57.7%	39.5%	2.8%	100.0%
	Column%	92.9%	92.3%	86.4%	66.7%	85.7%	86.1%	90.4%	92.3%	87.9%
DK	Count	0	1	13	2	8	24	10	0	34
	Row%	0.0%	2.9%	38.2%	5.9%	23.5%	70.6%	29.4%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	22.2%	6.7%	8.4%	5.3%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q60L11 Barrier (Contract Too Expensive) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	5	1	9	16	8	2	26
	Row%	3.8%	0.0%	19.2%	3.8%	34.6%	61.5%	30.8%	7.7%	100.0%
	Column%	7.1%	0.0%	3.8%	11.1%	7.6%	5.6%	4.3%	15.4%	5.3%
No	Count	13	12	113	6	100	244	169	11	424
	Row%	3.1%	2.8%	26.7%	1.4%	23.6%	57.5%	39.9%	2.6%	100.0%
	Column%	92.9%	92.3%	85.6%	66.7%	84.0%	85.0%	90.4%	84.6%	87.1%
DK	Count	0	1	14	2	10	27	10	0	37
	Row%	0.0%	2.7%	37.8%	5.4%	27.0%	73.0%	27.0%	0.0%	100.0%
	Column%	0.0%	7.7%	10.6%	22.2%	8.4%	9.4%	5.3%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q61M1 Barrier (Good Old Boy Informal Network) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	2	14	2	19	39	23	4	66
	Row%	3.0%	3.0%	21.2%	3.0%	28.8%	59.1%	34.8%	6.1%	100.0%
	Column%	14.3%	15.4%	10.6%	22.2%	16.0%	13.6%	12.3%	30.8%	13.6%
No	Count	12	9	108	7	89	225	150	9	384
	Row%	3.1%	2.3%	28.1%	1.8%	23.2%	58.6%	39.1%	2.3%	100.0%
	Column%	85.7%	69.2%	81.8%	77.8%	74.8%	78.4%	80.2%	69.2%	78.9%
DK	Count	0	2	10	0	11	23	14	0	37
	Row%	0.0%	5.4%	27.0%	0.0%	29.7%	62.2%	37.8%	0.0%	100.0%
	Column%	0.0%	15.4%	7.6%	0.0%	9.2%	8.0%	7.5%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q61M2 Barrier (Good Old Boy Informal Network) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	1	14	3	16	36	19	3	58
	Row%	3.4%	1.7%	24.1%	5.2%	27.6%	62.1%	32.8%	5.2%	100.0%
	Column%	14.3%	7.7%	10.6%	33.3%	13.4%	12.5%	10.2%	23.1%	11.9%
No	Count	12	10	105	6	93	226	154	10	390
	Row%	3.1%	2.6%	26.9%	1.5%	23.8%	57.9%	39.5%	2.6%	100.0%
	Column%	85.7%	76.9%	79.5%	66.7%	78.2%	78.7%	82.4%	76.9%	80.1%
DK	Count	0	2	13	0	10	25	14	0	39
	Row%	0.0%	5.1%	33.3%	0.0%	25.6%	64.1%	35.9%	0.0%	100.0%
	Column%	0.0%	15.4%	9.8%	0.0%	8.4%	8.7%	7.5%	0.0%	8.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q61M3 Barrier (Good Old Boy Informal Network) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	1	12	2	17	34	15	4	53
	Row%	3.8%	1.9%	22.6%	3.8%	32.1%	64.2%	28.3%	7.5%	100.0%
	Column%	14.3%	7.7%	9.1%	22.2%	14.3%	11.8%	8.0%	30.8%	10.9%
No	Count	12	10	107	7	91	227	157	9	393
	Row%	3.1%	2.5%	27.2%	1.8%	23.2%	57.8%	39.9%	2.3%	100.0%
	Column%	85.7%	76.9%	81.1%	77.8%	76.5%	79.1%	84.0%	69.2%	80.7%
DK	Count	0	2	13	0	11	26	15	0	41
	Row%	0.0%	4.9%	31.7%	0.0%	26.8%	63.4%	36.6%	0.0%	100.0%
	Column%	0.0%	15.4%	9.8%	0.0%	9.2%	9.1%	8.0%	0.0%	8.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q61M4 Barrier (Good Old Boy Informal Network) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	10	2	16	29	12	2	43
	Row%	2.3%	0.0%	23.3%	4.7%	37.2%	67.4%	27.9%	4.7%	100.0%
	Column%	7.1%	0.0%	7.6%	22.2%	13.4%	10.1%	6.4%	15.4%	8.8%
No	Count	13	11	105	7	91	227	159	10	396
	Row%	3.3%	2.8%	26.5%	1.8%	23.0%	57.3%	40.2%	2.5%	100.0%
	Column%	92.9%	84.6%	79.5%	77.8%	76.5%	79.1%	85.0%	76.9%	81.3%
DK	Count	0	2	17	0	12	31	16	1	48
	Row%	0.0%	4.2%	35.4%	0.0%	25.0%	64.6%	33.3%	2.1%	100.0%
	Column%	0.0%	15.4%	12.9%	0.0%	10.1%	10.8%	8.6%	7.7%	9.9%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q61M5 Barrier (Good Old Boy Informal Network) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	12	2	17	32	15	3	50
	Row%	2.0%	0.0%	24.0%	4.0%	34.0%	64.0%	30.0%	6.0%	100.0%
	Column%	7.1%	0.0%	9.1%	22.2%	14.3%	11.1%	8.0%	23.1%	10.3%
No	Count	13	11	103	7	91	225	156	10	391
	Row%	3.3%	2.8%	26.3%	1.8%	23.3%	57.5%	39.9%	2.6%	100.0%
	Column%	92.9%	84.6%	78.0%	77.8%	76.5%	78.4%	83.4%	76.9%	80.3%
DK	Count	0	2	17	0	11	30	16	0	46
	Row%	0.0%	4.3%	37.0%	0.0%	23.9%	65.2%	34.8%	0.0%	100.0%
	Column%	0.0%	15.4%	12.9%	0.0%	9.2%	10.5%	8.6%	0.0%	9.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q61M6 Barrier (Good Old Boy Informal Network) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	10	2	15	27	13	2	42
	Row%	0.0%	0.0%	23.8%	4.8%	35.7%	64.3%	31.0%	4.8%	100.0%
	Column%	0.0%	0.0%	7.6%	22.2%	12.6%	9.4%	7.0%	15.4%	8.6%
No	Count	14	11	106	7	93	231	158	10	399
	Row%	3.5%	2.8%	26.6%	1.8%	23.3%	57.9%	39.6%	2.5%	100.0%
	Column%	100.0%	84.6%	80.3%	77.8%	78.2%	80.5%	84.5%	76.9%	81.9%
DK	Count	0	2	16	0	11	29	16	1	46
	Row%	0.0%	4.3%	34.8%	0.0%	23.9%	63.0%	34.8%	2.2%	100.0%
	Column%	0.0%	15.4%	12.1%	0.0%	9.2%	10.1%	8.6%	7.7%	9.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q61M7 Barrier (Good Old Boy Informal Network) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	12	2	16	31	14	2	47
	Row%	2.1%	0.0%	25.5%	4.3%	34.0%	66.0%	29.8%	4.3%	100.0%
	Column%	7.1%	0.0%	9.1%	22.2%	13.4%	10.8%	7.5%	15.4%	9.7%
No	Count	13	11	105	7	91	227	158	10	395
	Row%	3.3%	2.8%	26.6%	1.8%	23.0%	57.5%	40.0%	2.5%	100.0%
	Column%	92.9%	84.6%	79.5%	77.8%	76.5%	79.1%	84.5%	76.9%	81.1%
DK	Count	0	2	15	0	12	29	15	1	45
	Row%	0.0%	4.4%	33.3%	0.0%	26.7%	64.4%	33.3%	2.2%	100.0%
	Column%	0.0%	15.4%	11.4%	0.0%	10.1%	10.1%	8.0%	7.7%	9.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q61M8 Barrier (Good Old Boy Informal Network) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	1	14	2	16	34	14	3	51
	Row%	2.0%	2.0%	27.5%	3.9%	31.4%	66.7%	27.5%	5.9%	100.0%
	Column%	7.1%	7.7%	10.6%	22.2%	13.4%	11.8%	7.5%	23.1%	10.5%
No	Count	13	10	105	7	91	226	157	9	392
	Row%	3.3%	2.6%	26.8%	1.8%	23.2%	57.7%	40.1%	2.3%	100.0%
	Column%	92.9%	76.9%	79.5%	77.8%	76.5%	78.7%	84.0%	69.2%	80.5%
DK	Count	0	2	13	0	12	27	16	1	44
	Row%	0.0%	4.5%	29.5%	0.0%	27.3%	61.4%	36.4%	2.3%	100.0%
	Column%	0.0%	15.4%	9.8%	0.0%	10.1%	9.4%	8.6%	7.7%	9.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q61M9 Barrier (Good Old Boy Informal Network) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	12	2	17	31	14	2	47
	Row%	0.0%	0.0%	25.5%	4.3%	36.2%	66.0%	29.8%	4.3%	100.0%
	Column%	0.0%	0.0%	9.1%	22.2%	14.3%	10.8%	7.5%	15.4%	9.7%
No	Count	14	11	106	7	94	232	157	10	399
	Row%	3.5%	2.8%	26.6%	1.8%	23.6%	58.1%	39.3%	2.5%	100.0%
	Column%	100.0%	84.6%	80.3%	77.8%	79.0%	80.8%	84.0%	76.9%	81.9%
DK	Count	0	2	14	0	8	24	16	1	41
	Row%	0.0%	4.9%	34.1%	0.0%	19.5%	58.5%	39.0%	2.4%	100.0%
	Column%	0.0%	15.4%	10.6%	0.0%	6.7%	8.4%	8.6%	7.7%	8.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q61M10 Barrier (Good Old Boy Informal Network) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	10	2	17	31	12	2	45
	Row%	4.4%	0.0%	22.2%	4.4%	37.8%	68.9%	26.7%	4.4%	100.0%
	Column%	14.3%	0.0%	7.6%	22.2%	14.3%	10.8%	6.4%	15.4%	9.2%
No	Count	12	11	106	7	91	227	159	10	396
	Row%	3.0%	2.8%	26.8%	1.8%	23.0%	57.3%	40.2%	2.5%	100.0%
	Column%	85.7%	84.6%	80.3%	77.8%	76.5%	79.1%	85.0%	76.9%	81.3%
DK	Count	0	2	16	0	11	29	16	1	46
	Row%	0.0%	4.3%	34.8%	0.0%	23.9%	63.0%	34.8%	2.2%	100.0%
	Column%	0.0%	15.4%	12.1%	0.0%	9.2%	10.1%	8.6%	7.7%	9.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q61M11 Barrier (Good Old Boy Informal Network) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	11	2	16	30	12	2	44
	Row%	2.3%	0.0%	25.0%	4.5%	36.4%	68.2%	27.3%	4.5%	100.0%
	Column%	7.1%	0.0%	8.3%	22.2%	13.4%	10.5%	6.4%	15.4%	9.0%
No	Count	13	11	105	7	93	229	159	10	398
	Row%	3.3%	2.8%	26.4%	1.8%	23.4%	57.5%	39.9%	2.5%	100.0%
	Column%	92.9%	84.6%	79.5%	77.8%	78.2%	79.8%	85.0%	76.9%	81.7%
DK	Count	0	2	16	0	10	28	16	1	45
	Row%	0.0%	4.4%	35.6%	0.0%	22.2%	62.2%	35.6%	2.2%	100.0%
	Column%	0.0%	15.4%	12.1%	0.0%	8.4%	9.8%	8.6%	7.7%	9.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q62N1 Barrier (Selection Process) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	1	10	2	12	26	13	2	41
	Row%	2.4%	2.4%	24.4%	4.9%	29.3%	63.4%	31.7%	4.9%	100.0%
	Column%	7.1%	7.7%	7.6%	22.2%	10.1%	9.1%	7.0%	15.4%	8.4%
No	Count	13	10	110	6	95	234	159	8	401
	Row%	3.2%	2.5%	27.4%	1.5%	23.7%	58.4%	39.7%	2.0%	100.0%
	Column%	92.9%	76.9%	83.3%	66.7%	79.8%	81.5%	85.0%	61.5%	82.3%
DK	Count	0	2	12	1	12	27	15	3	45
	Row%	0.0%	4.4%	26.7%	2.2%	26.7%	60.0%	33.3%	6.7%	100.0%
	Column%	0.0%	15.4%	9.1%	11.1%	10.1%	9.4%	8.0%	23.1%	9.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q62N2 Barrier (Selection Process) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	6	1	10	19	13	2	34
	Row%	5.9%	0.0%	17.6%	2.9%	29.4%	55.9%	38.2%	5.9%	100.0%
	Column%	14.3%	0.0%	4.5%	11.1%	8.4%	6.6%	7.0%	15.4%	7.0%
No	Count	12	11	111	7	96	237	157	8	402
	Row%	3.0%	2.7%	27.6%	1.7%	23.9%	59.0%	39.1%	2.0%	100.0%
	Column%	85.7%	84.6%	84.1%	77.8%	80.7%	82.6%	84.0%	61.5%	82.5%
DK	Count	0	2	15	1	13	31	17	3	51
	Row%	0.0%	3.9%	29.4%	2.0%	25.5%	60.8%	33.3%	5.9%	100.0%
	Column%	0.0%	15.4%	11.4%	11.1%	10.9%	10.8%	9.1%	23.1%	10.5%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q62N3 Barrier (Selection Process) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	1	6	1	9	19	10	2	31
	Row%	6.5%	3.2%	19.4%	3.2%	29.0%	61.3%	32.3%	6.5%	100.0%
	Column%	14.3%	7.7%	4.5%	11.1%	7.6%	6.6%	5.3%	15.4%	6.4%
No	Count	12	10	111	7	97	237	161	8	406
	Row%	3.0%	2.5%	27.3%	1.7%	23.9%	58.4%	39.7%	2.0%	100.0%
	Column%	85.7%	76.9%	84.1%	77.8%	81.5%	82.6%	86.1%	61.5%	83.4%
DK	Count	0	2	15	1	13	31	16	3	50
	Row%	0.0%	4.0%	30.0%	2.0%	26.0%	62.0%	32.0%	6.0%	100.0%
	Column%	0.0%	15.4%	11.4%	11.1%	10.9%	10.8%	8.6%	23.1%	10.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q62N4 Barrier (Selection Process) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	5	1	10	18	8	2	28
	Row%	7.1%	0.0%	17.9%	3.6%	35.7%	64.3%	28.6%	7.1%	100.0%
	Column%	14.3%	0.0%	3.8%	11.1%	8.4%	6.3%	4.3%	15.4%	5.7%
No	Count	12	11	108	7	95	233	160	10	403
	Row%	3.0%	2.7%	26.8%	1.7%	23.6%	57.8%	39.7%	2.5%	100.0%
	Column%	85.7%	84.6%	81.8%	77.8%	79.8%	81.2%	85.6%	76.9%	82.8%
DK	Count	0	2	19	1	14	36	19	1	56
	Row%	0.0%	3.6%	33.9%	1.8%	25.0%	64.3%	33.9%	1.8%	100.0%
	Column%	0.0%	15.4%	14.4%	11.1%	11.8%	12.5%	10.2%	7.7%	11.5%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q62N5 Barrier (Selection Process) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	7	1	9	19	9	2	30
	Row%	6.7%	0.0%	23.3%	3.3%	30.0%	63.3%	30.0%	6.7%	100.0%
	Column%	14.3%	0.0%	5.3%	11.1%	7.6%	6.6%	4.8%	15.4%	6.2%
No	Count	12	11	107	7	96	233	160	10	403
	Row%	3.0%	2.7%	26.6%	1.7%	23.8%	57.8%	39.7%	2.5%	100.0%
	Column%	85.7%	84.6%	81.1%	77.8%	80.7%	81.2%	85.6%	76.9%	82.8%
DK	Count	0	2	18	1	14	35	18	1	54
	Row%	0.0%	3.7%	33.3%	1.9%	25.9%	64.8%	33.3%	1.9%	100.0%
	Column%	0.0%	15.4%	13.6%	11.1%	11.8%	12.2%	9.6%	7.7%	11.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q62N6 Barrier (Selection Process) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	11	19	8	2	29
	Row%	3.4%	0.0%	20.7%	3.4%	37.9%	65.5%	27.6%	6.9%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	9.2%	6.6%	4.3%	15.4%	6.0%
No	Count	13	11	108	7	95	234	160	10	404
	Row%	3.2%	2.7%	26.7%	1.7%	23.5%	57.9%	39.6%	2.5%	100.0%
	Column%	92.9%	84.6%	81.8%	77.8%	79.8%	81.5%	85.6%	76.9%	83.0%
DK	Count	0	2	18	1	13	34	19	1	54
	Row%	0.0%	3.7%	33.3%	1.9%	24.1%	63.0%	35.2%	1.9%	100.0%
	Column%	0.0%	15.4%	13.6%	11.1%	10.9%	11.8%	10.2%	7.7%	11.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q62N7 Barrier (Selection Process) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	1	6	2	9	20	11	2	33
	Row%	6.1%	3.0%	18.2%	6.1%	27.3%	60.6%	33.3%	6.1%	100.0%
	Column%	14.3%	7.7%	4.5%	22.2%	7.6%	7.0%	5.9%	15.4%	6.8%
No	Count	12	10	109	6	95	232	159	10	401
	Row%	3.0%	2.5%	27.2%	1.5%	23.7%	57.9%	39.7%	2.5%	100.0%
	Column%	85.7%	76.9%	82.6%	66.7%	79.8%	80.8%	85.0%	76.9%	82.3%
DK	Count	0	2	17	1	15	35	17	1	53
	Row%	0.0%	3.8%	32.1%	1.9%	28.3%	66.0%	32.1%	1.9%	100.0%
	Column%	0.0%	15.4%	12.9%	11.1%	12.6%	12.2%	9.1%	7.7%	10.9%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q62N8 Barrier (Selection Process) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	1	7	1	11	22	9	2	33
	Row%	6.1%	3.0%	21.2%	3.0%	33.3%	66.7%	27.3%	6.1%	100.0%
	Column%	14.3%	7.7%	5.3%	11.1%	9.2%	7.7%	4.8%	15.4%	6.8%
No	Count	12	10	110	7	95	234	161	10	405
	Row%	3.0%	2.5%	27.2%	1.7%	23.5%	57.8%	39.8%	2.5%	100.0%
	Column%	85.7%	76.9%	83.3%	77.8%	79.8%	81.5%	86.1%	76.9%	83.2%
DK	Count	0	2	15	1	13	31	17	1	49
	Row%	0.0%	4.1%	30.6%	2.0%	26.5%	63.3%	34.7%	2.0%	100.0%
	Column%	0.0%	15.4%	11.4%	11.1%	10.9%	10.8%	9.1%	7.7%	10.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q62N9 Barrier (Selection Process) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	6	1	9	17	9	2	28
	Row%	3.6%	0.0%	21.4%	3.6%	32.1%	60.7%	32.1%	7.1%	100.0%
	Column%	7.1%	0.0%	4.5%	11.1%	7.6%	5.9%	4.8%	15.4%	5.7%
No	Count	13	11	111	7	98	240	160	10	410
	Row%	3.2%	2.7%	27.1%	1.7%	23.9%	58.5%	39.0%	2.4%	100.0%
	Column%	92.9%	84.6%	84.1%	77.8%	82.4%	83.6%	85.6%	76.9%	84.2%
DK	Count	0	2	15	1	12	30	18	1	49
	Row%	0.0%	4.1%	30.6%	2.0%	24.5%	61.2%	36.7%	2.0%	100.0%
	Column%	0.0%	15.4%	11.4%	11.1%	10.1%	10.5%	9.6%	7.7%	10.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q62N10 Barrier (Selection Process) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	5	1	10	18	9	2	29
	Row%	6.9%	0.0%	17.2%	3.4%	34.5%	62.1%	31.0%	6.9%	100.0%
	Column%	14.3%	0.0%	3.8%	11.1%	8.4%	6.3%	4.8%	15.4%	6.0%
No	Count	12	11	110	7	95	235	160	10	405
	Row%	3.0%	2.7%	27.2%	1.7%	23.5%	58.0%	39.5%	2.5%	100.0%
	Column%	85.7%	84.6%	83.3%	77.8%	79.8%	81.9%	85.6%	76.9%	83.2%
DK	Count	0	2	17	1	14	34	18	1	53
	Row%	0.0%	3.8%	32.1%	1.9%	26.4%	64.2%	34.0%	1.9%	100.0%
	Column%	0.0%	15.4%	12.9%	11.1%	11.8%	11.8%	9.6%	7.7%	10.9%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q62N11 Barrier (Selection Process) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	7	1	9	19	9	2	30
	Row%	6.7%	0.0%	23.3%	3.3%	30.0%	63.3%	30.0%	6.7%	100.0%
	Column%	14.3%	0.0%	5.3%	11.1%	7.6%	6.6%	4.8%	15.4%	6.2%
No	Count	12	11	107	7	97	234	160	9	403
	Row%	3.0%	2.7%	26.6%	1.7%	24.1%	58.1%	39.7%	2.2%	100.0%
	Column%	85.7%	84.6%	81.1%	77.8%	81.5%	81.5%	85.6%	69.2%	82.8%
DK	Count	0	2	18	1	13	34	18	2	54
	Row%	0.0%	3.7%	33.3%	1.9%	24.1%	63.0%	33.3%	3.7%	100.0%
	Column%	0.0%	15.4%	13.6%	11.1%	10.9%	11.8%	9.6%	15.4%	11.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q63O1 Barrier (Competing With Large Companies) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	1	16	3	21	43	19	5	67
	Row%	3.0%	1.5%	23.9%	4.5%	31.3%	64.2%	28.4%	7.5%	100.0%
	Column%	14.3%	7.7%	12.1%	33.3%	17.6%	15.0%	10.2%	38.5%	13.8%
No	Count	12	11	108	6	89	226	158	8	392
	Row%	3.1%	2.8%	27.6%	1.5%	22.7%	57.7%	40.3%	2.0%	100.0%
	Column%	85.7%	84.6%	81.8%	66.7%	74.8%	78.7%	84.5%	61.5%	80.5%
DK	Count	0	1	8	0	9	18	10	0	28
	Row%	0.0%	3.6%	28.6%	0.0%	32.1%	64.3%	35.7%	0.0%	100.0%
	Column%	0.0%	7.7%	6.1%	0.0%	7.6%	6.3%	5.3%	0.0%	5.7%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q63O2 Barrier (Competing With Large Companies) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	15	2	21	40	18	4	62
	Row%	3.2%	0.0%	24.2%	3.2%	33.9%	64.5%	29.0%	6.5%	100.0%
	Column%	14.3%	0.0%	11.4%	22.2%	17.6%	13.9%	9.6%	30.8%	12.7%
No	Count	12	12	107	7	90	228	158	9	395
	Row%	3.0%	3.0%	27.1%	1.8%	22.8%	57.7%	40.0%	2.3%	100.0%
	Column%	85.7%	92.3%	81.1%	77.8%	75.6%	79.4%	84.5%	69.2%	81.1%
DK	Count	0	1	10	0	8	19	11	0	30
	Row%	0.0%	3.3%	33.3%	0.0%	26.7%	63.3%	36.7%	0.0%	100.0%
	Column%	0.0%	7.7%	7.6%	0.0%	6.7%	6.6%	5.9%	0.0%	6.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q63O3 Barrier (Competing With Large Companies) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	1	16	2	19	40	19	4	63
	Row%	3.2%	1.6%	25.4%	3.2%	30.2%	63.5%	30.2%	6.3%	100.0%
	Column%	14.3%	7.7%	12.1%	22.2%	16.0%	13.9%	10.2%	30.8%	12.9%
No	Count	12	11	106	7	92	228	158	9	395
	Row%	3.0%	2.8%	26.8%	1.8%	23.3%	57.7%	40.0%	2.3%	100.0%
	Column%	85.7%	84.6%	80.3%	77.8%	77.3%	79.4%	84.5%	69.2%	81.1%
DK	Count	0	1	10	0	8	19	10	0	29
	Row%	0.0%	3.4%	34.5%	0.0%	27.6%	65.5%	34.5%	0.0%	100.0%
	Column%	0.0%	7.7%	7.6%	0.0%	6.7%	6.6%	5.3%	0.0%	6.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q63O4 Barrier (Competing With Large Companies) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	14	2	18	36	17	3	56
	Row%	3.6%	0.0%	25.0%	3.6%	32.1%	64.3%	30.4%	5.4%	100.0%
	Column%	14.3%	0.0%	10.6%	22.2%	15.1%	12.5%	9.1%	23.1%	11.5%
No	Count	12	12	104	7	91	226	158	10	394
	Row%	3.0%	3.0%	26.4%	1.8%	23.1%	57.4%	40.1%	2.5%	100.0%
	Column%	85.7%	92.3%	78.8%	77.8%	76.5%	78.7%	84.5%	76.9%	80.9%
DK	Count	0	1	14	0	10	25	12	0	37
	Row%	0.0%	2.7%	37.8%	0.0%	27.0%	67.6%	32.4%	0.0%	100.0%
	Column%	0.0%	7.7%	10.6%	0.0%	8.4%	8.7%	6.4%	0.0%	7.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q63O5 Barrier (Competing With Large Companies) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	16	2	19	39	20	3	62
	Row%	3.2%	0.0%	25.8%	3.2%	30.6%	62.9%	32.3%	4.8%	100.0%
	Column%	14.3%	0.0%	12.1%	22.2%	16.0%	13.6%	10.7%	23.1%	12.7%
No	Count	12	12	102	7	91	224	155	10	389
	Row%	3.1%	3.1%	26.2%	1.8%	23.4%	57.6%	39.8%	2.6%	100.0%
	Column%	85.7%	92.3%	77.3%	77.8%	76.5%	78.0%	82.9%	76.9%	79.9%
DK	Count	0	1	14	0	9	24	12	0	36
	Row%	0.0%	2.8%	38.9%	0.0%	25.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	7.7%	10.6%	0.0%	7.6%	8.4%	6.4%	0.0%	7.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q63O6 Barrier (Competing With Large Companies) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	15	2	17	36	18	3	57
	Row%	3.5%	0.0%	26.3%	3.5%	29.8%	63.2%	31.6%	5.3%	100.0%
	Column%	14.3%	0.0%	11.4%	22.2%	14.3%	12.5%	9.6%	23.1%	11.7%
No	Count	12	12	104	7	93	228	157	10	395
	Row%	3.0%	3.0%	26.3%	1.8%	23.5%	57.7%	39.7%	2.5%	100.0%
	Column%	85.7%	92.3%	78.8%	77.8%	78.2%	79.4%	84.0%	76.9%	81.1%
DK	Count	0	1	13	0	9	23	12	0	35
	Row%	0.0%	2.9%	37.1%	0.0%	25.7%	65.7%	34.3%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	0.0%	7.6%	8.0%	6.4%	0.0%	7.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q63O7 Barrier (Competing With Large Companies) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	15	3	17	37	19	3	59
	Row%	3.4%	0.0%	25.4%	5.1%	28.8%	62.7%	32.2%	5.1%	100.0%
	Column%	14.3%	0.0%	11.4%	33.3%	14.3%	12.9%	10.2%	23.1%	12.1%
No	Count	12	12	104	6	92	226	157	10	393
	Row%	3.1%	3.1%	26.5%	1.5%	23.4%	57.5%	39.9%	2.5%	100.0%
	Column%	85.7%	92.3%	78.8%	66.7%	77.3%	78.7%	84.0%	76.9%	80.7%
DK	Count	0	1	13	0	10	24	11	0	35
	Row%	0.0%	2.9%	37.1%	0.0%	28.6%	68.6%	31.4%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	0.0%	8.4%	8.4%	5.9%	0.0%	7.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q63O8 Barrier (Competing With Large Companies) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**2**	**1**	**16**	**2**	**18**	**39**	**20**	**3**	**62**
	Row%	3.2%	1.6%	25.8%	3.2%	29.0%	62.9%	32.3%	4.8%	100.0%
	Column%	14.3%	7.7%	12.1%	22.2%	15.1%	13.6%	10.7%	23.1%	12.7%
No	**Count**	**12**	**11**	**106**	**7**	**92**	**228**	**156**	**10**	**394**
	Row%	3.0%	2.8%	26.9%	1.8%	23.4%	57.9%	39.6%	2.5%	100.0%
	Column%	85.7%	84.6%	80.3%	77.8%	77.3%	79.4%	83.4%	76.9%	80.9%
DK	**Count**	**0**	**1**	**10**	**0**	**9**	**20**	**11**	**0**	**31**
	Row%	0.0%	3.2%	32.3%	0.0%	29.0%	64.5%	35.5%	0.0%	100.0%
	Column%	0.0%	7.7%	7.6%	0.0%	7.6%	7.0%	5.9%	0.0%	6.4%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q63O9 Barrier (Competing With Large Companies) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**2**	**0**	**14**	**2**	**18**	**36**	**20**	**4**	**60**
	Row%	3.3%	0.0%	23.3%	3.3%	30.0%	60.0%	33.3%	6.7%	100.0%
	Column%	14.3%	0.0%	10.6%	22.2%	15.1%	12.5%	10.7%	30.8%	12.3%
No	**Count**	**12**	**12**	**107**	**7**	**94**	**232**	**155**	**9**	**396**
	Row%	3.0%	3.0%	27.0%	1.8%	23.7%	58.6%	39.1%	2.3%	100.0%
	Column%	85.7%	92.3%	81.1%	77.8%	79.0%	80.8%	82.9%	69.2%	81.3%
DK	**Count**	**0**	**1**	**11**	**0**	**7**	**19**	**12**	**0**	**31**
	Row%	0.0%	3.2%	35.5%	0.0%	22.6%	61.3%	38.7%	0.0%	100.0%
	Column%	0.0%	7.7%	8.3%	0.0%	5.9%	6.6%	6.4%	0.0%	6.4%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q63O10 Barrier (Competing With Large Companies) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	14	2	17	35	17	3	55
	Row%	3.6%	0.0%	25.5%	3.6%	30.9%	63.6%	30.9%	5.5%	100.0%
	Column%	14.3%	0.0%	10.6%	22.2%	14.3%	12.2%	9.1%	23.1%	11.3%
No	Count	12	12	105	7	93	229	158	10	397
	Row%	3.0%	3.0%	26.4%	1.8%	23.4%	57.7%	39.8%	2.5%	100.0%
	Column%	85.7%	92.3%	79.5%	77.8%	78.2%	79.8%	84.5%	76.9%	81.5%
DK	Count	0	1	13	0	9	23	12	0	35
	Row%	0.0%	2.9%	37.1%	0.0%	25.7%	65.7%	34.3%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	0.0%	7.6%	8.0%	6.4%	0.0%	7.2%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q63O11 Barrier (Competing With Large Companies) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	15	2	17	36	18	3	57
	Row%	3.5%	0.0%	26.3%	3.5%	29.8%	63.2%	31.6%	5.3%	100.0%
	Column%	14.3%	0.0%	11.4%	22.2%	14.3%	12.5%	9.6%	23.1%	11.7%
No	Count	12	12	104	7	94	229	157	10	396
	Row%	3.0%	3.0%	26.3%	1.8%	23.7%	57.8%	39.6%	2.5%	100.0%
	Column%	85.7%	92.3%	78.8%	77.8%	79.0%	79.8%	84.0%	76.9%	81.3%
DK	Count	0	1	13	0	8	22	12	0	34
	Row%	0.0%	2.9%	38.2%	0.0%	23.5%	64.7%	35.3%	0.0%	100.0%
	Column%	0.0%	7.7%	9.8%	0.0%	6.7%	7.7%	6.4%	0.0%	7.0%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q64A Experience Discriminatory Behavior Last Five Years - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	2.5%	2.8%	2.7%	0.0%	2.7%
No	Count	8	8	104	7	92	219	149	12	380
	Row%	2.1%	2.1%	27.4%	1.8%	24.2%	57.6%	39.2%	3.2%	100.0%
	Column%	57.1%	61.5%	78.8%	77.8%	77.3%	76.3%	79.7%	92.3%	78.0%
DK	Count	0	2	3	1	4	10	11	1	22
	Row%	0.0%	9.1%	13.6%	4.5%	18.2%	45.5%	50.0%	4.5%	100.0%
	Column%	0.0%	15.4%	2.3%	11.1%	3.4%	3.5%	5.9%	7.7%	4.5%
NA-Did Not Bid	Count	6	3	20	1	20	50	22	0	72
	Row%	8.3%	4.2%	27.8%	1.4%	27.8%	69.4%	30.6%	0.0%	100.0%
	Column%	42.9%	23.1%	15.2%	11.1%	16.8%	17.4%	11.8%	0.0%	14.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q64B Experience Discriminatory Behavior Last Five Years - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**0**	**0**	**5**	**0**	**2**	**7**	**1**	**0**	**8**
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	1.7%	2.4%	0.5%	0.0%	1.6%
No	**Count**	**9**	**8**	**100**	**7**	**90**	**214**	**149**	**11**	**374**
	Row%	2.4%	2.1%	26.7%	1.9%	24.1%	57.2%	39.8%	2.9%	100.0%
	Column%	64.3%	61.5%	75.8%	77.8%	75.6%	74.6%	79.7%	84.6%	76.8%
DK	**Count**	**0**	**1**	**3**	**1**	**3**	**8**	**11**	**1**	**20**
	Row%	0.0%	5.0%	15.0%	5.0%	15.0%	40.0%	55.0%	5.0%	100.0%
	Column%	0.0%	7.7%	2.3%	11.1%	2.5%	2.8%	5.9%	7.7%	4.1%
NA-Did Not Bid	**Count**	**5**	**4**	**24**	**1**	**24**	**58**	**26**	**1**	**85**
	Row%	5.9%	4.7%	28.2%	1.2%	28.2%	68.2%	30.6%	1.2%	100.0%
	Column%	35.7%	30.8%	18.2%	11.1%	20.2%	20.2%	13.9%	7.7%	17.5%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q64C Experience Discriminatory Behavior Last Five Years - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**0**	**0**	**6**	**0**	**2**	**8**	**0**	**0**	**8**
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	1.7%	2.8%	0.0%	0.0%	1.6%
No	**Count**	**8**	**7**	**100**	**7**	**88**	**210**	**150**	**11**	**371**
	Row%	2.2%	1.9%	27.0%	1.9%	23.7%	56.6%	40.4%	3.0%	100.0%
	Column%	57.1%	53.8%	75.8%	77.8%	73.9%	73.2%	80.2%	84.6%	76.2%
DK	**Count**	**0**	**1**	**3**	**1**	**3**	**8**	**10**	**1**	**19**
	Row%	0.0%	5.3%	15.8%	5.3%	15.8%	42.1%	52.6%	5.3%	100.0%
	Column%	0.0%	7.7%	2.3%	11.1%	2.5%	2.8%	5.3%	7.7%	3.9%
NA-Did Not Bid	**Count**	**6**	**5**	**23**	**1**	**26**	**61**	**27**	**1**	**89**
	Row%	6.7%	5.6%	25.8%	1.1%	29.2%	68.5%	30.3%	1.1%	100.0%
	Column%	42.9%	38.5%	17.4%	11.1%	21.8%	21.3%	14.4%	7.7%	18.3%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q64D Experience Discriminatory Behavior Last Five Years - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**0**	**0**	**4**	**0**	**1**	**5**	**0**	**0**	**5**
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	0.8%	1.7%	0.0%	0.0%	1.0%
No	**Count**	**8**	**7**	**92**	**6**	**84**	**197**	**147**	**9**	**353**
	Row%	2.3%	2.0%	26.1%	1.7%	23.8%	55.8%	41.6%	2.5%	100.0%
	Column%	57.1%	53.8%	69.7%	66.7%	70.6%	68.6%	78.6%	69.2%	72.5%
DK	**Count**	**0**	**1**	**3**	**1**	**4**	**9**	**10**	**2**	**21**
	Row%	0.0%	4.8%	14.3%	4.8%	19.0%	42.9%	47.6%	9.5%	100.0%
	Column%	0.0%	7.7%	2.3%	11.1%	3.4%	3.1%	5.3%	15.4%	4.3%
NA-Did Not Bid	**Count**	**6**	**5**	**33**	**2**	**30**	**76**	**30**	**2**	**108**
	Row%	5.6%	4.6%	30.6%	1.9%	27.8%	70.4%	27.8%	1.9%	100.0%
	Column%	42.9%	38.5%	25.0%	22.2%	25.2%	26.5%	16.0%	15.4%	22.2%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q64E Experience Discriminatory Behavior Last Five Years - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**0**	**0**	**4**	**0**	**1**	**5**	**2**	**0**	**7**
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	0.8%	1.7%	1.1%	0.0%	1.4%
No	**Count**	**8**	**7**	**96**	**7**	**88**	**206**	**142**	**9**	**357**
	Row%	2.2%	2.0%	26.9%	2.0%	24.6%	57.7%	39.8%	2.5%	100.0%
	Column%	57.1%	53.8%	72.7%	77.8%	73.9%	71.8%	75.9%	69.2%	73.3%
DK	**Count**	**0**	**1**	**3**	**1**	**3**	**8**	**12**	**2**	**22**
	Row%	0.0%	4.5%	13.6%	4.5%	13.6%	36.4%	54.5%	9.1%	100.0%
	Column%	0.0%	7.7%	2.3%	11.1%	2.5%	2.8%	6.4%	15.4%	4.5%
NA-Did Not Bid	**Count**	**6**	**5**	**29**	**1**	**27**	**68**	**31**	**2**	**101**
	Row%	5.9%	5.0%	28.7%	1.0%	26.7%	67.3%	30.7%	2.0%	100.0%
	Column%	42.9%	38.5%	22.0%	11.1%	22.7%	23.7%	16.6%	15.4%	20.7%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q64F Experience Discriminatory Behavior Last Five Years - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	0.8%	2.1%	0.0%	0.0%	1.2%
No	Count	9	8	95	7	88	207	145	9	361
	Row%	2.5%	2.2%	26.3%	1.9%	24.4%	57.3%	40.2%	2.5%	100.0%
	Column%	64.3%	61.5%	72.0%	77.8%	73.9%	72.1%	77.5%	69.2%	74.1%
DK	Count	0	1	3	0	4	8	11	2	21
	Row%	0.0%	4.8%	14.3%	0.0%	19.0%	38.1%	52.4%	9.5%	100.0%
	Column%	0.0%	7.7%	2.3%	0.0%	3.4%	2.8%	5.9%	15.4%	4.3%
NA-Did Not Bid	Count	5	4	29	2	26	66	31	2	99
	Row%	5.1%	4.0%	29.3%	2.0%	26.3%	66.7%	31.3%	2.0%	100.0%
	Column%	35.7%	30.8%	22.0%	22.2%	21.8%	23.0%	16.6%	15.4%	20.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q64G Experience Discriminatory Behavior Last Five Years - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	0.8%	1.7%	1.1%	0.0%	1.4%
No	Count	8	7	99	7	85	206	145	10	361
	Row%	2.2%	1.9%	27.4%	1.9%	23.5%	57.1%	40.2%	2.8%	100.0%
	Column%	57.1%	53.8%	75.0%	77.8%	71.4%	71.8%	77.5%	76.9%	74.1%
DK	Count	0	1	3	0	4	8	10	2	20
	Row%	0.0%	5.0%	15.0%	0.0%	20.0%	40.0%	50.0%	10.0%	100.0%
	Column%	0.0%	7.7%	2.3%	0.0%	3.4%	2.8%	5.3%	15.4%	4.1%
NA-Did Not Bid	Count	6	5	26	2	29	68	30	1	99
	Row%	6.1%	5.1%	26.3%	2.0%	29.3%	68.7%	30.3%	1.0%	100.0%
	Column%	42.9%	38.5%	19.7%	22.2%	24.4%	23.7%	16.0%	7.7%	20.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q64H Experience Discriminatory Behavior Last Five Years - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	7.1%	0.0%	3.0%	0.0%	2.5%	2.8%	0.5%	0.0%	1.8%
No	Count	8	7	100	7	85	207	144	9	360
	Row%	2.2%	1.9%	27.8%	1.9%	23.6%	57.5%	40.0%	2.5%	100.0%
	Column%	57.1%	53.8%	75.8%	77.8%	71.4%	72.1%	77.0%	69.2%	73.9%
DK	Count	0	1	3	0	4	8	11	2	21
	Row%	0.0%	4.8%	14.3%	0.0%	19.0%	38.1%	52.4%	9.5%	100.0%
	Column%	0.0%	7.7%	2.3%	0.0%	3.4%	2.8%	5.9%	15.4%	4.3%
NA-Did Not Bid	Count	5	5	25	2	27	64	31	2	97
	Row%	5.2%	5.2%	25.8%	2.1%	27.8%	66.0%	32.0%	2.1%	100.0%
	Column%	35.7%	38.5%	18.9%	22.2%	22.7%	22.3%	16.6%	15.4%	19.9%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q64I Experience Discriminatory Behavior Last Five Years - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	2.5%	2.4%	0.0%	0.0%	1.4%
No	Count	9	7	97	7	92	212	144	9	365
	Row%	2.5%	1.9%	26.6%	1.9%	25.2%	58.1%	39.5%	2.5%	100.0%
	Column%	64.3%	53.8%	73.5%	77.8%	77.3%	73.9%	77.0%	69.2%	74.9%
DK	Count	0	1	3	1	3	8	11	2	21
	Count	0.0%	4.8%	14.3%	4.8%	14.3%	38.1%	52.4%	9.5%	100.0%
	Row%	0.0%	7.7%	2.3%	11.1%	2.5%	2.8%	5.9%	15.4%	4.3%
NA-Did Not Bid	Count	5	5	28	1	21	60	32	2	94
	Row%	5.3%	5.3%	29.8%	1.1%	22.3%	63.8%	34.0%	2.1%	100.0%
	Column%	35.7%	38.5%	21.2%	11.1%	17.6%	20.9%	17.1%	15.4%	19.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q64J Experience Discriminatory Behavior Last Five Years - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	1.7%	2.1%	0.0%	0.0%	1.2%
No	Count	8	7	97	7	85	204	144	9	357
	Row%	2.2%	2.0%	27.2%	2.0%	23.8%	57.1%	40.3%	2.5%	100.0%
	Column%	57.1%	53.8%	73.5%	77.8%	71.4%	71.1%	77.0%	69.2%	73.3%
DK	Count	0	1	3	1	4	9	9	2	20
	Row%	0.0%	5.0%	15.0%	5.0%	20.0%	45.0%	45.0%	10.0%	100.0%
	Column%	0.0%	7.7%	2.3%	11.1%	3.4%	3.1%	4.8%	15.4%	4.1%
NA-Did Not Bid	Count	6	5	28	1	28	68	34	2	104
	Row%	5.8%	4.8%	26.9%	1.0%	26.9%	65.4%	32.7%	1.9%	100.0%
	Column%	42.9%	38.5%	21.2%	11.1%	23.5%	23.7%	18.2%	15.4%	21.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q64K Experience Discriminatory Behavior Last Five Years - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	2.5%	2.4%	0.0%	0.0%	1.4%
No	Count	8	7	99	7	85	206	145	11	362
	Row%	2.2%	1.9%	27.3%	1.9%	23.5%	56.9%	40.1%	3.0%	100.0%
	Column%	57.1%	53.8%	75.0%	77.8%	71.4%	71.8%	77.5%	84.6%	74.3%
DK	Count	0	1	3	1	3	8	10	1	19
	Row%	0.0%	5.3%	15.8%	5.3%	15.8%	42.1%	52.6%	5.3%	100.0%
	Column%	0.0%	7.7%	2.3%	11.1%	2.5%	2.8%	5.3%	7.7%	3.9%
NA-Did Not Bid	Count	6	5	26	1	28	66	32	1	99
	Row%	6.1%	5.1%	26.3%	1.0%	28.3%	66.7%	32.3%	1.0%	100.0%
	Column%	42.9%	38.5%	19.7%	11.1%	23.5%	23.0%	17.1%	7.7%	20.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q65A Became Aware of Discrimination - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Verbal Comment	**Count**	**0**	**0**	**2**	**0**	**1**	**3**	**0**	**0**	**3**
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	33.3%	37.5%	0.0%	0.0%	23.1%
Written Statement	**Count**	**0**	**0**	**2**	**0**	**1**	**3**	**3**	**0**	**6**
	Row%	0.0%	0.0%	33.3%	0.0%	16.7%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	33.3%	37.5%	60.0%	0.0%	46.2%
Action Taken Against Company	**Count**	**0**	**0**	**1**	**0**	**1**	**2**	**0**	**0**	**2**
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	33.3%	25.0%	0.0%	0.0%	15.4%
DK	**Count**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**0**	**2**
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	40.0%	0.0%	15.4%
Total	**Count**	**0**	**0**	**5**	**0**	**3**	**8**	**5**	**0**	**13**
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q65B Became Aware of Discrimination - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Verbal Comment	**Count**	**0**	**0**	**2**	**0**	**1**	**3**	**0**	**0**	**3**
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	50.0%	42.9%	0.0%	0.0%	37.5%
Written Statement	**Count**	**0**	**0**	**2**	**0**	**0**	**2**	**0**	**0**	**2**
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	0.0%	28.6%	0.0%	0.0%	25.0%
Action Taken Against Company	**Count**	**0**	**0**	**1**	**0**	**1**	**2**	**0**	**0**	**2**
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	50.0%	28.6%	0.0%	0.0%	25.0%
DK	**Count**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**1**
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	12.5%
Total	**Count**	**0**	**0**	**5**	**0**	**2**	**7**	**1**	**0**	**8**
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q65C Became Aware of Discrimination - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Verbal Comment	Count	0	0	3	0	2	5	0	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	40.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	62.5%	0.0%	0.0%	62.5%
Written Statement	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%
Action Taken Against Company	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	0.0%	12.5%	0.0%	0.0%	12.5%
Total	Count	0	0	6	0	2	8	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q65D Became Aware of Discrimination - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Verbal Comment	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	0.0%	0.0%	60.0%
Written Statement	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%
Action Taken Against Company	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q65E Became Aware of Discrimination - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Verbal Comment	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	0.0%	0.0%	42.9%
Written Statement	Count	0	0	1	0	0	1	2	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	100.0%	0.0%	42.9%
Action Taken Against Company	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q65F Became Aware of Discrimination - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Verbal Comment	Count	0	0	3	0	1	0	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	0.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	100.0%	0.0%	0.0%	0.0%	66.7%
Written Statement	Count	0	0	1	0	0	0	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%
Action Taken Against Company	Count	0	0	1	0	0	0	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%
Total	Count	0	0	5	0	1	0	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	0.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%

Q65G Became Aware of Discrimination - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Verbal Comment	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	100.0%	40.0%	0.0%	0.0%	28.6%
Written Statement	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	0.0%	0.0%	28.6%
Action Taken Against Company	Count	0	0	1	0	0	1	1	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	50.0%	0.0%	28.6%
DK	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	14.3%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q65H Became Aware of Discrimination - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Verbal Comment	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	66.7%	37.5%	0.0%	0.0%	33.3%
Written Statement	Count	0	0	2	0	1	3	1	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	25.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	33.3%	37.5%	100.0%	0.0%	44.4%
Action Taken Against Company	Count	1	0	1	0	0	2	0	0	2
	Row%	50.0%	0.0%	50.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	25.0%	0.0%	0.0%	25.0%	0.0%	0.0%	22.2%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q65I Became Aware of Discrimination - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Verbal Comment	**Count**	**0**	**0**	**1**	**0**	**3**	**4**	**0**	**0**	**4**
	Row%	0.0%	0.0%	25.0%	0.0%	75.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	100.0%	57.1%	0.0%	0.0%	57.1%
Written Statement	**Count**	**0**	**0**	**2**	**0**	**0**	**2**	**0**	**0**	**2**
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	28.6%	0.0%	0.0%	28.6%
Action Taken Against Company	**Count**	**0**	**0**	**1**	**0**	**0**	**1**	**0**	**0**	**1**
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%	0.0%	0.0%	14.3%
Total	**Count**	**0**	**0**	**4**	**0**	**3**	**7**	**0**	**0**	**7**
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q65J Became Aware of Discrimination - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Verbal Comment	**Count**	**0**	**0**	**2**	**0**	**2**	**4**	**0**	**0**	**4**
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	66.7%	0.0%	0.0%	66.7%
Written Statement	**Count**	**0**	**0**	**1**	**0**	**0**	**1**	**0**	**0**	**1**
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
Action Taken Against Company	**Count**	**0**	**0**	**1**	**0**	**0**	**1**	**0**	**0**	**1**
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
Total	**Count**	**0**	**0**	**4**	**0**	**2**	**6**	**0**	**0**	**6**
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q65K Became Aware of Discrimination - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Verbal Comment	**Count**	**0**	**0**	**1**	**0**	**2**	**3**	**0**	**0**	**3**
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	66.7%	42.9%	0.0%	0.0%	42.9%
Written Statement	**Count**	**0**	**0**	**2**	**0**	**0**	**2**	**0**	**0**	**2**
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	28.6%	0.0%	0.0%	28.6%
Action Taken Against Company	**Count**	**0**	**0**	**1**	**0**	**1**	**2**	**0**	**0**	**2**
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	33.3%	28.6%	0.0%	0.0%	28.6%
Total	**Count**	**0**	**0**	**4**	**0**	**3**	**7**	**0**	**0**	**7**
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q66A Reasons For Discrimination - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	**Count**	**0**	**0**	**4**	**0**	**1**	**5**	**3**	**0**	**8**
	Row%	0.0%	0.0%	50.0%	0.0%	12.5%	62.5%	37.5%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	33.3%	62.5%	60.0%	0.0%	61.5%
Owner's Sex	**Count**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**1**
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	7.7%
Time in Business	**Count**	**0**	**0**	**0**	**0**	**1**	**1**	**0**	**0**	**1**
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	12.5%	0.0%	0.0%	7.7%
Company Size	**Count**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**1**
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	7.7%
Company Experience	**Count**	**0**	**0**	**1**	**0**	**0**	**1**	**0**	**0**	**1**
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	12.5%	0.0%	0.0%	7.7%
DK	**Count**	**0**	**0**	**0**	**0**	**1**	**1**	**0**	**0**	**1**
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	12.5%	0.0%	0.0%	7.7%
Total	**Count**	**0**	**0**	**5**	**0**	**3**	**8**	**5**	**0**	**13**
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q66B Reasons For Discrimination - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	**Count**	**0**	**0**	**4**	**0**	**0**	**4**	**1**	**0**	**5**
	Row%	0.0%	0.0%	80.0%	0.0%	0.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	0.0%	57.1%	100.0%	0.0%	62.5%
Time in Business	**Count**	**0**	**0**	**0**	**0**	**1**	**1**	**0**	**0**	**1**
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	50.0%	14.3%	0.0%	0.0%	12.5%
Company Experience	**Count**	**0**	**0**	**1**	**0**	**0**	**1**	**0**	**0**	**1**
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%	0.0%	0.0%	12.5%
DK	**Count**	**0**	**0**	**0**	**0**	**1**	**1**	**0**	**0**	**1**
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	50.0%	14.3%	0.0%	0.0%	12.5%
Total	**Count**	**0**	**0**	**5**	**0**	**2**	**7**	**1**	**0**	**8**
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q66C Reasons For Discrimination - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	66.7%	0.0%	50.0%	62.5%	0.0%	0.0%	62.5%
Company Experience	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	0.0%	12.5%	0.0%	0.0%	12.5%
DK	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	50.0%	25.0%	0.0%	0.0%	25.0%
Total	Count	0	0	6	0	2	8	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q66D Reasons For Discrimination - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	Count	0	0	3	0	0	3	0	0	3
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	0.0%	60.0%	0.0%	0.0%	60.0%
Company Experience	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%
DK	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	100.0%	20.0%	0.0%	0.0%	20.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q66E Reasons For Discrimination - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	Count	0	0	3	0	0	3	2	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	0.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	0.0%	60.0%	100.0%	0.0%	71.4%
Company Experience	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
DK	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	100.0%	20.0%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q66F Reasons For Discrimination - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	Count	0	0	3	0	0	3	0	0	3
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%
Company Size	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
Company Experience	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
DK	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	100.0%	16.7%	0.0%	0.0%	16.7%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q66G Reasons For Discrimination - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	Count	0	0	3	0	0	3	2	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	0.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	0.0%	60.0%	100.0%	0.0%	71.4%
Company Experience	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
DK	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	100.0%	20.0%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q66H Reasons For Discrimination - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	Count	0	0	3	0	1	4	1	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	33.3%	50.0%	100.0%	0.0%	55.6%
Owner's Sex	Count	1	0	0	0	0	1	0	0	1
	Row%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	11.1%
Company Size	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	12.5%	0.0%	0.0%	11.1%
Company Experience	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	11.1%
DK	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	12.5%	0.0%	0.0%	11.1%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q66I Reasons For Discrimination - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	33.3%	57.1%	0.0%	0.0%	57.1%
Company Size	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	14.3%	0.0%	0.0%	14.3%
Company Experience	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%	0.0%	0.0%	14.3%
DK	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	14.3%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q66J Reasons For Discrimination - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	Count	0	0	3	1	0	4	0	0	4
	Row%	0.0%	0.0%	75.0%	25.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	50.0%	0.0%	66.7%	0.0%	0.0%	66.7%
Company Experience	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
DK	Count	0	0	0	1	0	1	0	0	1
	Row%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	50.0%	0.0%	16.7%	0.0%	0.0%	16.7%
Total	Count	0	0	4	2	0	6	0	0	6
	Row%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	100.0%

Q66K Reasons For Discrimination - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Owner's Race or Ethnicity	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	33.3%	57.1%	0.0%	0.0%	57.1%
Company Experience	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%	0.0%	0.0%	14.3%
DK	Count	0	0	0	0	2	2	0	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	66.7%	28.6%	0.0%	0.0%	28.6%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q67A Experienced Harassment/Sabotage - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	33.3%	25.0%	0.0%	0.0%	15.4%
No	Count	0	0	4	0	2	6	5	0	11
	Row%	0.0%	0.0%	36.4%	0.0%	18.2%	54.5%	45.5%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	66.7%	75.0%	100.0%	0.0%	84.6%
Total	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q67B Experienced Harassment/Sabotage - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	50.0%	28.6%	0.0%	0.0%	25.0%
No	Count	0	0	4	0	1	5	1	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	16.7%	83.3%	16.7%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	50.0%	71.4%	100.0%	0.0%	75.0%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q67C Experienced Harassment/Sabotage - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	50.0%	25.0%	0.0%	0.0%	25.0%
No	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	83.3%	0.0%	50.0%	75.0%	0.0%	0.0%	75.0%
Total	Count	0	0	6	0	2	8	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q67D Experienced Harassment/Sabotage - Alamo Regional Mobility Authority * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	0.0%	0.0%	80.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q67E Experienced Harassment/Sabotage - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
No	Count	0	0	3	0	1	4	2	0	6
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	100.0%	0.0%	85.7%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q67F Experienced Harassment/Sabotage - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	100.0%	66.7%	0.0%	0.0%	66.7%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q67G Experienced Harassment/Sabotage - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
No	Count	0	0	3	0	0	3	2	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	0.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	0.0%	60.0%	100.0%	0.0%	71.4%
DK	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	100.0%	20.0%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q67H Experienced Harassment/Sabotage - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	33.3%	25.0%	0.0%	0.0%	22.2%
No	Count	1	0	3	0	2	6	1	0	7
	Row%	14.3%	0.0%	42.9%	0.0%	28.6%	85.7%	14.3%	0.0%	100.0%
	Column%	100.0%	0.0%	75.0%	0.0%	66.7%	75.0%	100.0%	0.0%	77.8%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q67I Experienced Harassment/Sabotage - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%
No	Count	0	0	3	0	0	3	2	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	0.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	0.0%	75.0%	66.7%	0.0%	71.4%
DK	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	14.3%
Total	Count	0	0	4	0	0	4	3	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	0.0%	57.1%	42.9%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%

Q67J Experienced Harassment/Sabotage - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	50.0%	66.7%	0.0%	0.0%	66.7%
DK	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	50.0%	16.7%	0.0%	0.0%	16.7%
Total	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q67K Experienced Harassment/Sabotage - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	33.3%	28.6%	0.0%	0.0%	28.6%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	33.3%	57.1%	0.0%	0.0%	57.1%
DK	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	14.3%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q68A Unequal or Unfair Treatment - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	1	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	50.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	66.7%	37.5%	20.0%	0.0%	30.8%
No	Count	0	0	4	0	1	5	3	0	8
	Row%	0.0%	0.0%	50.0%	0.0%	12.5%	62.5%	37.5%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	33.3%	62.5%	60.0%	0.0%	61.5%
DK	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	7.7%
Total	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q68B Unequal or Unfair Treatment - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	100.0%	57.1%	0.0%	0.0%	50.0%
No	Count	0	0	3	0	0	3	1	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	0.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	0.0%	42.9%	100.0%	0.0%	50.0%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q68C Unequal or Unfair Treatment - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	100.0%	57.1%	0.0%	0.0%	50.0%
No	Count	0	0	3	0	0	3	1	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	0.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	0.0%	42.9%	100.0%	0.0%	50.0%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q68D Unequal or Unfair Treatment - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	0.0%	0.0%	40.0%
No	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	0.0%	0.0%	60.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q68E Unequal or Unfair Treatment - Brooks Development Authority * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	1	3	1	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	25.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	50.0%	0.0%	57.1%
DK	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	14.3%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q68F Unequal or Unfair Treatment - Edwards Aquifer Authority * Race/Ethnicity/Gender Crosstabulation		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	0	3	0	0	3
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%
No	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	100.0%	50.0%	0.0%	0.0%	50.0%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q68G Unequal or Unfair Treatment - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	1	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	100.0%	50.0%	0.0%	42.9%
Yes	Count	0	0	2	0	0	2	1	0	3
	Row%	0.0%	0.0%	50.0%	0.0%	25.0%	66.7%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	100.0%	50.0%	0.0%	57.1%
Yes	Count	0	0	2	0	0	2	1	0	3
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	66.7%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q68H Unequal or Unfair Treatment - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	2	0	1	4	0	0	4
	Row%	25.0%	0.0%	50.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	50.0%	0.0%	33.3%	50.0%	0.0%	0.0%	44.4%
No	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	66.7%	50.0%	0.0%	0.0%	44.4%
DK	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	11.1%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q68I Unequal or Unfair Treatment - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	28.6%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	3	5	0	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	60.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	71.4%	0.0%	0.0%	71.4%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q68J Unequal or Unfair Treatment - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%
No	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	66.7%	0.0%	0.0%	66.7%
Total	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q68K Unequal or Unfair Treatment - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	33.3%	100.0%	0.0%	0.0%	42.9%
No	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	66.7%	100.0%	0.0%	0.0%	57.1%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q69A Bid Shopping or Manipulation - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%		0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	33.3%	100.0%	0.0%	0.0%	30.8%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	22.2%	0.0%	22.2%	100.0%	55.6%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	66.7%	100.0%	100.0%	0.0%	69.2%
Yes	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	100.0%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q69B Bid Shopping or Manipulation - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	50.0%	42.9%	0.0%	0.0%	37.5%
No	Count	0	0	3	0	1	4	1	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	50.0%	57.1%	100.0%	0.0%	62.5%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q69C Bid Shopping or Manipulation - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	50.0%	50.0%	0.0%	0.0%	50.0%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	50.0%	50.0%	0.0%	0.0%	50.0%
Total	Count	0	0	6	0	2	8	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q69D Bid Shopping or Manipulation - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	0.0%	0.0%	40.0%
No	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	0.0%	0.0%	60.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q69E Bid Shopping or Manipulation - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	1	3	2	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	20.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	100.0%	0.0%	71.4%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q69F Bid Shopping or Manipulation - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	0	3	0	0	3
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%
No	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	100.0%	50.0%	0.0%	0.0%	50.0%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q69G Bid Shopping or Manipulation - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	1	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	50.0%	0.0%	42.9%
No	Count	0	0	2	0	1	3	1	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	25.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	50.0%	0.0%	57.1%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q69H Bid Shopping or Manipulation - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	3	0	1	5	0	0	5
	Row%	20.0%	0.0%	60.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	75.0%	0.0%	33.3%	62.5%	0.0%	0.0%	55.6%
No	Count	0	0	1	0	2	3	1	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	50.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	66.7%	37.5%	100.0%	0.0%	44.4%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q69I Bid Shopping or Manipulation - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	28.6%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	3	5	0	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	60.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	71.4%	0.0%	0.0%	71.4%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q69J Bid Shopping or Manipulation - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%
No	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	66.7%	0.0%	0.0%	66.7%
Total	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q69K Bid Shopping or Manipulation - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	33.3%	57.1%	0.0%	0.0%	57.1%
No	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	66.7%	42.9%	0.0%	0.0%	42.9%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q70A Double Standards in Performance - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	1	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	50.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	66.7%	37.5%	20.0%	0.0%	30.8%
No	Count	0	0	3	0	1	4	3	0	7
	Row%	0.0%	0.0%	42.9%	0.0%	14.3%	57.1%	42.9%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	33.3%	50.0%	60.0%	0.0%	53.8%
DK	Count	0	0	1	0	0	1	1	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	12.5%	20.0%	0.0%	15.4%
Total	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q70B Double Standards in Performance - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	100.0%	42.9%	0.0%	0.0%	37.5%
No	Count	0	0	3	0	0	3	1	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	0.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	0.0%	42.9%	100.0%	0.0%	50.0%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%	0.0%	0.0%	12.5%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q70C Double Standards in Performance - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	50.0%	25.0%	0.0%	0.0%	25.0%
No	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	66.7%	0.0%	50.0%	62.5%	0.0%	0.0%	62.5%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	0.0%	12.5%	0.0%	0.0%	12.5%
Total	Count	0	0	6	0	2	8	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q70D Double Standards in Performance - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	0.0%	0.0%	80.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q70E Double Standards in Performance - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
No	Count	0	0	3	0	1	4	1	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	50.0%	0.0%	71.4%
DK	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	14.3%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q70F Double Standards in Performance - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
No	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	100.0%	83.3%	0.0%	0.0%	83.3%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q70G Double Standards in Performance - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
No	Count	0	0	2	0	1	3	2	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	20.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	100.0%	0.0%	71.4%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q70H Double Standards in Performance - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	1	0	1	3	0	0	3
	Row%	33.3%	0.0%	33.3%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	25.0%	0.0%	33.3%	37.5%	0.0%	0.0%	33.3%
No	Count	0	0	2	0	2	4	1	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	40.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	66.7%	50.0%	100.0%	0.0%	55.6%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	11.1%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q70I Double Standards in Performance - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	1	0	0	2	0	0	2
	Row%	33.3%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	25.0%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%
No	Count	0	0	2	0	3	5	0	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	60.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	62.5%	0.0%	0.0%	71.4%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	14.3%
Total	Count	1	0	4	0	3	8	0	0	8
	Row%	11.1%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q70J Double Standards in Performance - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	1	0	2	0	0	2
	Row%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	50.0%	0.0%	33.3%	0.0%	0.0%	33.3%
No	Count	0	0	3	1	0	4	0	0	4
	Row%	0.0%	0.0%	75.0%	25.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	50.0%	0.0%	66.7%	0.0%	0.0%	66.7%
Total	Count	0	0	4	2	0	6	0	0	6
	Row%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	100.0%

Q70K Double Standards in Performance - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	1	0	2	0	0	2
	Row%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	33.3%	0.0%	28.6%	0.0%	0.0%	28.6%
No	Count	0	0	2	2	0	4	0	0	4
	Row%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	66.7%	0.0%	57.1%	0.0%	0.0%	57.1%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%	0.0%	0.0%	14.3%
Total	Count	0	0	4	3	0	7	0	0	7
	Row%	0.0%	0.0%	57.1%	42.9%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	100.0%

Q71A Denial of Opportunity to Bid - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	2	4	2	0	6
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	66.7%	50.0%	40.0%	0.0%	46.2%
No	Count	0	0	3	0	1	4	3	0	7
	Row%	0.0%	0.0%	42.9%	0.0%	14.3%	57.1%	42.9%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	33.3%	50.0%	60.0%	0.0%	53.8%
Total	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q71B Denial of Opportunity to Bid - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	2	4	1	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	40.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	100.0%	57.1%	100.0%	0.0%	62.5%
No	Count	0	0	3	0	0	3	0	0	3
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	0.0%	42.9%	0.0%	0.0%	37.5%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q71C Denial of Opportunity to Bid - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	50.0%	37.5%	0.0%	0.0%	37.5%
No	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	66.7%	0.0%	50.0%	62.5%	0.0%	0.0%	62.5%
Total	Count	0	0	6	0	2	8	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q71D Denial of Opportunity to Bid - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	0.0%	0.0%	40.0%
No	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	0.0%	0.0%	60.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q71E Denial of Opportunity to Bid - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	1	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	50.0%	0.0%	42.9%
No	Count	0	0	2	0	1	3	1	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	25.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	50.0%	0.0%	57.1%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q71F Denial of Opportunity to Bid - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	100.0%	66.7%	0.0%	0.0%	66.7%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q71G Denial of Opportunity to Bid - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	1	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	50.0%	0.0%	42.9%
No	Count	0	0	2	0	1	3	1	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	25.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	50.0%	0.0%	57.1%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q71H Denial of Opportunity to Bid - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	2	0	1	4	1	0	5
	Row%	20.0%	0.0%	40.0%	0.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	100.0%	0.0%	50.0%	0.0%	33.3%	50.0%	100.0%	0.0%	55.6%
No	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	66.7%	50.0%	0.0%	0.0%	44.4%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q71I Denial of Opportunity to Bid - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	28.6%	0.0%	0.0%	28.6%
No	Count	0	0	2	3	0	5	0	0	5
	Row%	0.0%	0.0%	40.0%	60.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	100.0%	0.0%	71.4%	0.0%	0.0%	71.4%
Total	Count	0	0	4	3	0	7	0	0	7
	Row%	0.0%	0.0%	57.1%	42.9%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	100.0%

Q71J Denial of Opportunity to Bid - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	22.2%	0.0%	0.0%	33.3%
No	Count	0	0	2	3	2	7	0	0	4
	Row%	0.0%	0.0%	50.0%	60.0%	50.0%	175.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	100.0%	100.0%	77.8%	0.0%	0.0%	66.7%
Total	Count	0	0	4	3	2	9	0	0	6
	Row%	0.0%	0.0%	66.7%	42.9%	33.3%	150.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q71K Denial of Opportunity to Bid - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	33.3%	30.0%	0.0%	0.0%	42.9%
No	Count	0	0	2	3	2	7	0	0	4
	Row%	0.0%	0.0%	50.0%	60.0%	50.0%	175.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	100.0%	66.7%	70.0%	0.0%	0.0%	57.1%
Total	Count	0	0	4	3	3	10	0	0	7
	Row%	0.0%	0.0%	57.1%	42.9%	42.9%	142.9%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q72A Exclusion (Good Old Boy Network) - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	100.0%	87.5%	0.0%	0.0%	53.8%
No	Count	0	0	0	0	0	0	5	0	5
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	38.5%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	12.5%	0.0%	0.0%	7.7%
Total	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q72B Exclusion (Good Old Boy Network) - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	100.0%	85.7%	0.0%	0.0%	75.0%
No	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	12.5%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%	0.0%	0.0%	12.5%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q72C Exclusion (Good Old Boy Network) - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	83.3%	0.0%	50.0%	75.0%	0.0%	0.0%	75.0%
No	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	50.0%	12.5%	0.0%	0.0%	12.5%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	0.0%	12.5%	0.0%	0.0%	12.5%
Total	Count	0	0	6	0	2	8	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q72D Exclusion (Good Old Boy Network) - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	0	4	0	0	4
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	0.0%	80.0%	0.0%	0.0%	80.0%
No	Count	0	0	0	0	0	0	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%
Total	Count	0	0	4	1	0	5	0	0	5
	Row%	0.0%	0.0%	80.0%	20.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	100.0%

Q72E Exclusion (Good Old Boy Network) - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	0	4	0	0	4
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	0.0%	80.0%	0.0%	0.0%	57.1%
No	Count	0	0	0	0	1	1	2	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	100.0%	20.0%	100.0%	0.0%	42.9%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q72F Exclusion (Good Old Boy Network) - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	0	4	0	0	4
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	0.0%	57.1%	0.0%	0.0%	66.7%
No	Count	0	0	1	0	1	2	2	0	2
	Row%	0.0%	0.0%	50.0%	100.0%	50.0%	100.0%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	100.0%	100.0%	28.6%	100.0%	0.0%	33.3%
Total	Count	0	0	5	1	1	7	2	0	6
	Row%	0.0%	0.0%	83.3%	20.0%	16.7%	116.7%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q72G Exclusion (Good Old Boy Network) - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	0	3	0	0	3
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	0.0%	60.0%	0.0%	0.0%	42.9%
No	Count	0	0	0	0	1	1	2	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	100.0%	20.0%	100.0%	0.0%	42.9%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q72H Exclusion (Good Old Boy Network) - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	3	0	2	6	0	0	6
	Row%	16.7%	0.0%	50.0%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	75.0%	0.0%	66.7%	75.0%	0.0%	0.0%	66.7%
No	Count	0	0	0	0	1	1	1	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	12.5%	100.0%	0.0%	22.2%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	11.1%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q72I Exclusion (Good Old Boy Network) - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	3	0	2	6	0	0	6
	Row%	16.7%	0.0%	50.0%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	75.0%	0.0%	66.7%	75.0%	0.0%	0.0%	66.7%
No	Count	0	0	0	0	1	1	1	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	12.5%	100.0%	0.0%	22.2%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	11.1%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q72J Exclusion (Good Old Boy Network) - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	50.0%	83.3%	0.0%	0.0%	83.3%
No	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	50.0%	16.7%	0.0%	0.0%	16.7%
Total	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q72K Exclusion (Good Old Boy Network) - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	33.3%	57.1%	0.0%	0.0%	57.1%
No	Count	0	0	0	0	2	2	0	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	66.7%	28.6%	0.0%	0.0%	28.6%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q73A Unfair Denial of Contract Award - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	2	0	5
	Row%	0.0%	0.0%	20.0%	0.0%	40.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	66.7%	37.5%	40.0%	0.0%	38.5%
No	Count	0	0	3	0	1	4	3	0	7
	Row%	0.0%	0.0%	42.9%	0.0%	14.3%	57.1%	42.9%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	33.3%	50.0%	60.0%	0.0%	53.8%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	12.5%	0.0%	0.0%	7.7%
Total	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q73B Unfair Denial of Contract Award - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	1	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	50.0%	28.6%	100.0%	0.0%	37.5%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	50.0%	57.1%	0.0%	0.0%	50.0%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%	0.0%	0.0%	12.5%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q73C Unfair Denial of Contract Award - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	0	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	50.0%	0.0%	0.0%	0.0%	25.0%
No	Count	0	0	4	0	1	0	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	0.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	66.7%	0.0%	50.0%	0.0%	0.0%	0.0%	62.5%
DK	Count	0	0	1	0	0	0	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%
Total	Count	0	0	6	0	2	0	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	0.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%

Q73D Unfair Denial of Contract Award - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	0.0%	0.0%	80.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q73E Unfair Denial of Contract Award - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	1	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	50.0%	0.0%	28.6%
No	Count	0	0	3	0	1	4	1	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	50.0%	0.0%	71.4%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q73F Unfair Denial of Contract Award - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
No	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	100.0%	83.3%	0.0%	0.0%	83.3%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q73G Unfair Denial of Contract Award - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	2	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	100.0%	0.0%	42.9%
No	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	0.0%	0.0%	42.9%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q73H Unfair Denial of Contract Award - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	1	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	50.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	66.7%	37.5%	100.0%	0.0%	44.4%
No	Count	1	0	2	0	1	4	0	0	4
	Row%	25.0%	0.0%	50.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	50.0%	0.0%	33.3%	50.0%	0.0%	0.0%	44.4%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	11.1%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q73I Unfair Denial of Contract Award - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	33.3%	28.6%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	66.7%	57.1%	0.0%	0.0%	57.1%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q73J Unfair Denial of Contract Award - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	50.0%	33.3%	0.0%	0.0%	33.3%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	50.0%	66.7%	0.0%	0.0%	66.7%
Total	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q73K Unfair Denial of Contract Award - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	33.3%	28.6%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	66.7%	57.1%	0.0%	0.0%	57.1%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q74A Slow Payment or Nonpayment - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	1	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	50.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	66.7%	37.5%	20.0%	0.0%	30.8%
No	Count	0	0	4	0	1	5	4	0	9
	Row%	0.0%	0.0%	44.4%	0.0%	11.1%	55.6%	44.4%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	33.3%	62.5%	80.0%	0.0%	69.2%
Total	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q74B Slow Payment or Nonpayment - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	100.0%	42.9%	0.0%	0.0%	37.5%
No	Count	0	0	4	0	0	4	1	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	0.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	0.0%	57.1%	100.0%	0.0%	62.5%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q74C Slow Payment or Nonpayment - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	50.0%	25.0%	0.0%	0.0%	25.0%
No	Count	0	0	5	0	1	6	1	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	83.3%	0.0%	50.0%	75.0%	100.0%	0.0%	75.0%
Total	Count	0	0	6	0	2	8	1	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q74D Slow Payment or Nonpayment - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	0.0%	0.0%	80.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q74E Slow Payment or Nonpayment - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
No	Count	0	0	3	0	1	4	2	0	6
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	100.0%	0.0%	85.7%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q74F Slow Payment or Nonpayment - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
No	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	100.0%	83.3%	0.0%	0.0%	83.3%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q74G Slow Payment or Nonpayment - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	10.0%	0.0%	0.0%	28.6%
No	Count	0	0	3	0	1	4	0	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	20.0%	80.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	16.0%	0.0%	0.0%	71.4%
Total	Count	0	0	4	0	1	5	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	14.3%	0.0%	0.0%	100.0%

Q74H Slow Payment or Nonpayment - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	33.3%	25.0%	0.0%	0.0%	22.2%
No	Count	1	0	3	0	2	6	1	0	7
	Row%	14.3%	0.0%	42.9%	0.0%	28.6%	85.7%	14.3%	0.0%	100.0%
	Column%	100.0%	0.0%	75.0%	0.0%	66.7%	75.0%	100.0%	0.0%	77.8%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q74I Slow Payment or Nonpayment - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	14.3%
No	Count	1	0	3	0	3	7	0	0	6
	Row%	14.3%	0.0%	50.0%	0.0%	50.0%	116.7%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	75.0%	0.0%	100.0%	87.5%	0.0%	0.0%	85.7%
Total	Count	1	0	4	0	3	8	0	0	7
	Row%	11.1%	0.0%	57.1%	0.0%	42.9%	114.3%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q74J Slow Payment or Nonpayment - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
No	Count	0	0	3	0	2	5	0	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	40.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	83.3%	0.0%	0.0%	83.3%
Total	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q74K Slow Payment or Nonpayment - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	33.3%	28.6%	0.0%	0.0%	28.6%
No	Count	0	0	3	0	2	5	0	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	40.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	66.7%	71.4%	0.0%	0.0%	71.4%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q75A Unfair Termination - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	33.3%	37.5%	0.0%	0.0%	23.1%
No	Count	0	0	3	0	2	5	5	0	10
	Row%	0.0%	0.0%	30.0%	0.0%	20.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	66.7%	62.5%	100.0%	0.0%	76.9%
Total	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q75B Unfair Termination - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	50.0%	14.3%	0.0%	0.0%	37.5%
No	Count	0	0	3	0	1	4	1	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	50.0%	11.4%	100.0%	0.0%	62.5%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	12.5%	100.0%	0.0%	100.0%

Q75C Unfair Termination - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%
No	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	66.7%	0.0%	100.0%	75.0%	0.0%	0.0%	75.0%
Total	Count	0	0	6	0	2	8	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q75D Unfair Termination - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	0.0%	0.0%	40.0%
No	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	0.0%	0.0%	60.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q75E Unfair Termination - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	1	3	2	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	20.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	100.0%	0.0%	71.4%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q75F Unfair Termination - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	100.0%	66.7%	0.0%	0.0%	66.7%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q75G Unfair Termination - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	1	3	2	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	20.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	100.0%	0.0%	71.4%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q75H Unfair Termination - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	25.0%	0.0%	0.0%	22.2%
No	Count	1	0	2	0	3	6	1	0	7
	Row%	14.3%	0.0%	28.6%	0.0%	42.9%	85.7%	14.3%	0.0%	100.0%
	Column%	100.0%	0.0%	50.0%	0.0%	100.0%	75.0%	100.0%	0.0%	77.8%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q75I Unfair Termination - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	28.6%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	3	5	0	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	60.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	71.4%	0.0%	0.0%	71.4%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q75J Unfair Termination - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%
No	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	66.7%	0.0%	0.0%	66.7%
Total	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q75K Unfair Termination - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	33.3%	42.9%	0.0%	0.0%	42.9%
No	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	66.7%	57.1%	0.0%	0.0%	57.1%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q76A Unnecessary Restrictive Contract Specifications - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	100.0%	42.9%	0.0%	0.0%	37.5%
No	Count	0	0	4	0	0	4	1	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	0.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	0.0%	57.1%	100.0%	0.0%	62.5%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q76B Unnecessary Restrictive Contract Specifications - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	100.0%	42.9%	0.0%	0.0%	37.5%
No	Count	0	0	4	0	0	4	1	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	0.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	0.0%	57.1%	100.0%	0.0%	62.5%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q76C Unnecessary Restrictive Contract Specifications - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	50.0%	25.0%	0.0%	0.0%	25.0%
No	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	83.3%	0.0%	50.0%	75.0%	0.0%	0.0%	75.0%
Total	Count	0	0	6	0	2	8	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q76D Unnecessary Restrictive Contract Specifications - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	0.0%	0.0%	80.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q76E Unnecessary Restrictive Contract Specifications - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
No	Count	0	0	3	0	1	4	2	0	6
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	100.0%	0.0%	85.7%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q76F Unnecessary Restrictive Contract Specifications - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
No	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	100.0%	83.3%	0.0%	0.0%	83.3%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q76G Unnecessary Restrictive Contract Specifications - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
No	Count	0	0	3	0	1	4	2	0	6
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	100.0%	0.0%	85.7%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q76H Unnecessary Restrictive Contract Specifications - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	33.3%	25.0%	0.0%	0.0%	22.2%
No	Count	1	0	3	0	2	6	1	0	7
	Row%	14.3%	0.0%	42.9%	0.0%	28.6%	85.7%	14.3%	0.0%	100.0%
	Column%	100.0%	0.0%	75.0%	0.0%	66.7%	75.0%	100.0%	0.0%	77.8%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q76I Unnecessary Restrictive Contract Specifications - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	14.3%
No	Count	1	0	3	0	3	7	0	0	6
	Row%	14.3%	0.0%	50.0%	0.0%	50.0%	116.7%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	75.0%	0.0%	100.0%	87.5%	0.0%	0.0%	85.7%
Total	Count	1	0	4	0	3	8	0	0	7
	Row%	11.1%	0.0%	57.1%	0.0%	42.9%	114.3%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q76J Unnecessary Restrictive Contract Specifications - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%	0.0%	0.0%	16.7%
No	Count	1	0	3	0	2	6	0	0	5
	Row%	14.3%	0.0%	60.0%	0.0%	40.0%	120.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	75.0%	0.0%	100.0%	85.7%	0.0%	0.0%	83.3%
Total	Count	1	0	4	0	2	7	0	0	6
	Row%	11.1%	0.0%	66.7%	0.0%	33.3%	116.7%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q76K Unnecessary Restrictive Contract Specifications - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	14.3%
No	Count	1	0	3	0	3	7	0	0	6
	Row%	14.3%	0.0%	50.0%	0.0%	50.0%	116.7%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	75.0%	0.0%	100.0%	87.5%	0.0%	0.0%	85.7%
Total	Count	1	0	4	0	3	8	0	0	7
	Row%	11.1%	0.0%	57.1%	0.0%	42.9%	114.3%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q77A Collusion With Competitors - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	66.7%	37.5%	0.0%	0.0%	23.1%
No	Count	0	0	4	0	1	5	5	0	10
	Row%	0.0%	0.0%	40.0%	0.0%	10.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	33.3%	62.5%	100.0%	0.0%	76.9%
Total	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q77B Collusion With Competitors - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	100.0%	42.9%	0.0%	0.0%	37.5%
No	Count	0	0	4	0	0	4	1	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	0.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	0.0%	57.1%	100.0%	0.0%	62.5%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q77C Collusion With Competitors - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	50.0%	25.0%	0.0%	0.0%	25.0%
No	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	83.3%	0.0%	50.0%	75.0%	0.0%	0.0%	75.0%
Total	Count	0	0	6	0	2	8	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q77D Collusion With Competitors - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	0.0%	0.0%	80.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q77E Collusion With Competitors - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
No	Count	0	0	3	0	1	4	2	0	6
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	100.0%	0.0%	85.7%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q77F Collusion With Competitors - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	100.0%	66.7%	0.0%	0.0%	66.7%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q77G Collusion With Competitors - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
No	Count	0	0	3	0	1	4	2	0	6
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	100.0%	0.0%	85.7%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q77H Collusion With Competitors - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	1	0	1	3	0	0	3
	Row%	33.3%	0.0%	33.3%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	25.0%	0.0%	33.3%	37.5%	0.0%	0.0%	33.3%
No	Count	0	0	3	0	2	5	1	0	6
	Row%	0.0%	0.0%	50.0%	0.0%	33.3%	83.3%	16.7%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	66.7%	62.5%	100.0%	0.0%	66.7%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q77I Collusion With Competitors - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%	0.0%	0.0%	14.3%
No	Count	0	0	3	0	2	5	0	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	40.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	66.7%	71.4%	0.0%	0.0%	71.4%
DK	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	14.3%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q77J Collusion With Competitors - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	16.7%	0.0%	0.0%	16.7%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	50.0%	66.7%	0.0%	0.0%	66.7%
DK	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	50.0%	16.7%	0.0%	0.0%	16.7%
Total	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q77K Collusion With Competitors - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%	0.0%	0.0%	14.3%
No	Count	0	0	3	0	3	6	0	0	6
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	85.7%	0.0%	0.0%	85.7%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q78A Fraud/Fronting - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	0	0	2	2	0	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	66.7%	25.0%	0.0%	0.0%	15.4%
No	Count	0	0	4	0	1	5	5	0	10
	Row%	0.0%	0.0%	40.0%	0.0%	10.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	33.3%	62.5%	100.0%	0.0%	76.9%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	12.5%	0.0%	0.0%	7.7%
Total	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q78B Fraud/Fronting - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	0	0	2	2	0	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	100.0%	28.6%	0.0%	0.0%	25.0%
No	Count	0	0	4	0	0	4	1	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	0.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	0.0%	57.1%	100.0%	0.0%	62.5%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%	0.0%	0.0%	12.5%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q78C Fraud/Fronting - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	50.0%	12.5%	0.0%	0.0%	12.5%
No	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	83.3%	0.0%	50.0%	75.0%	0.0%	0.0%	75.0%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	0.0%	12.5%	0.0%	0.0%	12.5%
Total	Count	0	0	6	0	2	8	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q78D Fraud/Fronting - Alamo Regional Mobility Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
No	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q78E Fraud/Fronting - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
No	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q78F Fraud/Fronting - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
No	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q78G Fraud/Fronting - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
No	Count	0	0	3	0	1	4	2	0	6
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	100.0%	0.0%	85.7%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q78H Fraud/Fronting - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	12.5%	0.0%	0.0%	11.1%
No	Count	1	0	3	0	2	6	1	0	7
	Row%	14.3%	0.0%	42.9%	0.0%	28.6%	85.7%	14.3%	0.0%	100.0%
	Column%	100.0%	0.0%	75.0%	0.0%	66.7%	75.0%	100.0%	0.0%	77.8%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	12.5%	0.0%	0.0%	11.1%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q78I Fraud/Fronting - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
No	Count	0	0	3	0	3	6	0	0	6
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	85.7%	0.0%	0.0%	85.7%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	14.3%	0.0%	0.0%	14.3%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%

Q78J Fraud/Fronting - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
No	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
Total	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q78K Fraud/Fronting - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
No	Count	0	0	3	0	3	6	0	0	6
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	200.0%	0.0%	0.0%	85.7%
DK	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	33.3%	0.0%	0.0%	14.3%
Total	Count	0	0	0	0	3	3	0	0	7
	Row%	0.0%	0.0%	0.0%	0.0%	42.9%	42.9%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q79A Some Other Form of Discrimination - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	66.7%	50.0%	0.0%	0.0%	30.8%
No	Count	0	0	3	0	1	4	5	0	9
	Row%	0.0%	0.0%	33.3%	0.0%	11.1%	44.4%	55.6%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	33.3%	50.0%	100.0%	0.0%	69.2%
Total	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q79B Some Other Form of Discrimination - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	50.0%	42.9%	0.0%	0.0%	37.5%
No	Count	0	0	3	0	1	4	1	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	50.0%	57.1%	100.0%	0.0%	62.5%
Total	Count	0	0	5	0	2	7	1	0	8
	Row%	0.0%	0.0%	62.5%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q79C Some Other Form of Discrimination - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	3	0	0	3	0	0	3
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	37.5%	0.0%	0.0%	37.5%
No	Count	0	0	3	0	2	5	0	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	40.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	62.5%	0.0%	0.0%	62.5%
Total	Count	0	0	6	0	2	8	0	0	8
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q79D Some Other Form of Discrimination - Alamo Regional Mobility		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	0.0%	0.0%	40.0%
No	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	0.0%	0.0%	60.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q79E Some Other Form of Discrimination - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	1	3	2	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	20.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	100.0%	0.0%	71.4%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q79F Some Other Form of Discrimination - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%
No	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	100.0%	66.7%	0.0%	0.0%	66.7%
Total	Count	0	0	5	0	1	6	0	0	6
	Row%	0.0%	0.0%	83.3%	0.0%	16.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q79G Some Other Form of Discrimination - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	40.0%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	1	3	2	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	20.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	60.0%	100.0%	0.0%	71.4%
Total	Count	0	0	4	0	1	5	2	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q79H Some Other Form of Discrimination - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	33.3%	37.5%	0.0%	0.0%	33.3%
No	Count	1	0	2	0	2	5	1	0	6
	Row%	16.7%	0.0%	33.3%	0.0%	33.3%	83.3%	16.7%	0.0%	100.0%
	Column%	100.0%	0.0%	50.0%	0.0%	66.7%	62.5%	100.0%	0.0%	66.7%
Total	Count	1	0	4	0	3	8	1	0	9
	Row%	11.1%	0.0%	44.4%	0.0%	33.3%	88.9%	11.1%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q79I Some Other Form of Discrimination - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	28.6%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	3	5	0	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	60.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	71.4%	0.0%	0.0%	71.4%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q79J Some Other Form of Discrimination - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%
No	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	66.7%	0.0%	0.0%	66.7%
Total	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q79K Some Other Form of Discrimination - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	0.0%	28.6%	0.0%	0.0%	28.6%
No	Count	0	0	2	0	3	5	0	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	60.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	50.0%	0.0%	100.0%	71.4%	0.0%	0.0%	71.4%
Total	Count	0	0	4	0	3	7	0	0	7
	Row%	0.0%	0.0%	57.1%	0.0%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q80A Discrimination Occurred - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
During Bidding Process	Count	0	0	3	0	2	5	4	0	9
	Row%	0.0%	0.0%	33.3%	0.0%	22.2%	55.6%	44.4%	0.0%	100.0%
	Column%	0.0%	0.0%	60.0%	0.0%	100.0%	71.4%	80.0%	0.0%	75.0%
After Contract Award	Count	0	0	2	0	0	2	1	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	40.0%	0.0%	0.0%	28.6%	20.0%	0.0%	25.0%
Total	Count	0	0	5	0	2	7	5	0	12
	Row%	0.0%	0.0%	41.7%	0.0%	16.7%	58.3%	41.7%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q80B Discrimination Occurred - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
During Bidding Process	Count	0	0	3	0	1	4	1	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	100.0%	0.0%	83.3%
After Contract Award	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	16.7%
Total	Count	0	0	4	0	1	5	1	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	16.7%	83.3%	16.7%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q80C Discrimination Occurred - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
During Bidding Process	Count	0	0	5	0	0	5	0	0	5
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	83.3%	0.0%	0.0%	71.4%	0.0%	0.0%	71.4%
After Contract Award	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	100.0%	28.6%	0.0%	0.0%	28.6%
Total	Count	0	0	6	0	1	7	0	0	7
	Row%	0.0%	0.0%	85.7%	0.0%	14.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q80D Discrimination Occurred - Alamo Regional Mobility		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
During Bidding Process	Count	0	0	3	0	0	3	0	0	3
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	0.0%	75.0%	0.0%	0.0%	75.0%
After Contract Award	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%
Total	Count	0	0	4	0	0	4	0	0	4
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%

Q80E Discrimination Occurred - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
During Bidding Process	Count	0	0	3	0	0	3	0	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	0.0%	60.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	0.0%	75.0%	0.0%	0.0%	83.3%
After Contract Award	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%	0.0%	0.0%	16.7%
Total	Count	0	0	4	0	0	4	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	0.0%	66.7%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q80F Discrimination Occurred - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
During Bidding Process	Count	0	0	4	0	0	4	0	0	4
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	80.0%	0.0%	0.0%	80.0%	0.0%	0.0%	80.0%
After Contract Award	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%
Total	Count	0	0	5	0	0	5	0	0	5
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%

Q80G Discrimination Occurred - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
During Bidding Process	Count	0	0	2	0	0	2	2	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	66.7%	0.0%	0.0%	66.7%	100.0%	0.0%	80.0%
After Contract Award	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	20.0%
Total	Count	0	0	3	0	0	3	2	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	0.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%

Q80H Discrimination Occurred - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
During Bidding Process	Count	1	0	3	0	1	5	1	0	6
	Row%	16.7%	0.0%	50.0%	0.0%	16.7%	83.3%	16.7%	0.0%	100.0%
	Column%	100.0%	0.0%	75.0%	0.0%	50.0%	71.4%	100.0%	0.0%	75.0%
After Contract Award	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	50.0%	28.6%	0.0%	0.0%	25.0%
Total	Count	1	0	4	0	2	7	1	0	8
	Row%	12.5%	0.0%	50.0%	0.0%	25.0%	87.5%	12.5%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q80I Discrimination Occurred - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
During Bidding Process	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	66.7%	0.0%	50.0%	60.0%	0.0%	0.0%	60.0%
After Contract Award	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	50.0%	40.0%	0.0%	0.0%	40.0%
Total	Count	0	0	3	0	2	5	0	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	40.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q80J Discrimination Occurred - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
During Bidding Process	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	100.0%	80.0%	0.0%	0.0%	80.0%
After Contract Award	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	0.0%	20.0%	0.0%	0.0%	20.0%
Total	Count	0	0	4	0	1	5	0	0	5
	Row%	0.0%	0.0%	80.0%	0.0%	20.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

Q80K Discrimination Occurred - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
During Bidding Process	Count	0	0	3	0	1	4	0	0	4
	Row%	0.0%	0.0%	75.0%	0.0%	25.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	50.0%	66.7%	0.0%	0.0%	66.7%
After Contract Award	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	50.0%	33.3%	0.0%	0.0%	33.3%
Total	Count	0	0	4	0	2	6	0	0	6
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q81A Had Any Contracts As Prime Contractor Since 2002 - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	4	33	2	31	72	37	1	110
	Row%	1.8%	3.6%	30.0%	1.8%	28.2%	65.5%	33.6%	0.9%	100.0%
	Column%	14.3%	30.8%	25.0%	22.2%	26.1%	17,485.7%	19.8%	7.7%	22.6%
No	Count	12	9	94	7	86	208	140	12	360
	Row%	3.3%	2.5%	26.1%	1.9%	23.9%	57.8%	38.9%	3.3%	100.0%
	Column%	85.7%	69.2%	71.2%	77.8%	72.3%	50,514.3%	74.9%	92.3%	73.9%
DK	Count	0	0	5	0	2	7	10	0	17
	Row%	0.0%	0.0%	29.4%	0.0%	11.8%	41.2%	58.8%	0.0%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	1.7%	1,700.0%	5.3%	0.0%	3.5%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	69,700.0%	100.0%	100.0%	100.0%

Q81B Had Any Contracts As Prime Contractor Since 2002 - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	3	25	2	22	53	25	0	78
	Row%	1.3%	3.8%	32.1%	2.6%	28.2%	67.9%	32.1%	0.0%	100.0%
	Column%	7.1%	23.1%	18.9%	22.2%	18.5%	18.5%	13.4%	0.0%	16.0%
No	Count	13	10	103	7	94	227	154	13	394
	Row%	3.3%	2.5%	26.1%	1.8%	23.9%	57.6%	39.1%	3.3%	100.0%
	Column%	92.9%	76.9%	78.0%	77.8%	79.0%	79.1%	82.4%	100.0%	80.9%
DK	Count	0	0	4	0	3	7	8	0	15
	Row%	0.0%	0.0%	26.7%	0.0%	20.0%	46.7%	53.3%	0.0%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	2.5%	2.4%	4.3%	0.0%	3.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q81C Had Any Contracts As Prime Contractor Since 2002 - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	19	2	21	43	26	0	69
	Row%	1.4%	0.0%	27.5%	2.9%	30.4%	62.3%	37.7%	0.0%	100.0%
	Column%	7.1%	0.0%	14.4%	22.2%	17.6%	15.0%	13.9%	0.0%	14.2%
No	Count	13	13	108	7	95	236	152	13	401
	Row%	3.2%	3.2%	26.9%	1.7%	23.7%	58.9%	37.9%	3.2%	100.0%
	Column%	92.9%	100.0%	81.8%	77.8%	79.8%	82.2%	81.3%	100.0%	82.3%
DK	Count	0	0	5	0	3	8	9	0	17
	Row%	0.0%	0.0%	29.4%	0.0%	17.6%	47.1%	52.9%	0.0%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	2.5%	2.8%	4.8%	0.0%	3.5%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q81D Had Any Contracts As Prime Contractor Since 2002 - Alamo Regional Mobility		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	4	0	5	9	4	0	13
	Row%	0.0%	0.0%	30.8%	0.0%	38.5%	69.2%	30.8%	0.0%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	4.2%	3.1%	2.1%	0.0%	2.7%
No	Count	14	13	122	9	108	266	175	13	454
	Row%	3.1%	2.9%	26.9%	2.0%	23.8%	58.6%	38.5%	2.9%	100.0%
	Column%	100.0%	100.0%	92.4%	100.0%	90.8%	92.7%	93.6%	100.0%	93.2%
DK	Count	0	0	6	0	6	12	8	0	20
	Row%	0.0%	0.0%	30.0%	0.0%	30.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	5.0%	4.2%	4.3%	0.0%	4.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q81E Had Any Contracts As Prime Contractor Since 2002 - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	7	0	13	21	13	0	34
	Row%	2.9%	0.0%	20.6%	0.0%	38.2%	61.8%	38.2%	0.0%	100.0%
	Column%	7.1%	0.0%	5.3%	0.0%	10.9%	7.3%	7.0%	0.0%	7.0%
No	Count	13	13	119	9	102	256	166	13	435
	Row%	3.0%	3.0%	27.4%	2.1%	23.4%	58.9%	38.2%	3.0%	100.0%
	Column%	92.9%	100.0%	90.2%	100.0%	85.7%	89.2%	88.8%	100.0%	89.3%
DK	Count	0	0	6	0	4	10	8	0	18
	Row%	0.0%	0.0%	33.3%	0.0%	22.2%	55.6%	44.4%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	3.4%	3.5%	4.3%	0.0%	3.7%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q81F Had Any Contracts As Prime Contractor Since 2002 - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	5	3	15	1	17	41	18	1	60
	Row%	8.3%	5.0%	25.0%	1.7%	28.3%	68.3%	30.0%	1.7%	100.0%
	Column%	35.7%	23.1%	11.4%	11.1%	14.3%	14.3%	9.6%	7.7%	12.3%
No	Count	9	10	111	8	99	237	160	12	409
	Row%	2.2%	2.4%	27.1%	2.0%	24.2%	57.9%	39.1%	2.9%	100.0%
	Column%	64.3%	76.9%	84.1%	88.9%	83.2%	82.6%	85.6%	92.3%	84.0%
DK	Count	0	0	6	0	3	9	9	0	18
	Row%	0.0%	0.0%	33.3%	0.0%	16.7%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	2.5%	3.1%	4.8%	0.0%	3.7%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q81G Had Any Contracts As Prime Contractor Since 2002 - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	11	1	16	29	16	0	45
	Row%	2.2%	0.0%	24.4%	2.2%	35.6%	64.4%	35.6%	0.0%	100.0%
	Column%	7.1%	0.0%	8.3%	11.1%	13.4%	10.1%	8.6%	0.0%	9.2%
No	Count	13	13	114	8	98	246	161	13	420
	Row%	3.1%	3.1%	27.1%	1.9%	23.3%	58.6%	38.3%	3.1%	100.0%
	Column%	92.9%	100.0%	86.4%	88.9%	82.4%	85.7%	86.1%	100.0%	86.2%
DK	Count	0	0	7	0	5	12	10	0	22
	Row%	0.0%	0.0%	31.8%	0.0%	22.7%	54.5%	45.5%	0.0%	100.0%
	Column%	0.0%	0.0%	5.3%	0.0%	4.2%	4.2%	5.3%	0.0%	4.5%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q81H Had Any Contracts As Prime Contractor Since 2002 - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	M/WBE	Nonminority Women	Nonminority Male	Other	Total
Yes	Count	2	1	24	2	29	18	36	0	83
	Row%	2.4%	1.2%	28.9%	2.4%	34.9%	21.7%	43.4%	0.0%	100.0%
	Column%	14.3%	7.7%	18.2%	22.2%	17.3%	15.1%	19.3%	0.0%	17.0%
No	Count	12	11	103	7	133	98	142	13	386
	Row%	3.1%	2.8%	26.7%	1.8%	34.5%	25.4%	36.8%	3.4%	100.0%
	Column%	85.7%	84.6%	78.0%	77.8%	79.2%	82.4%	75.9%	100.0%	79.3%
DK	Count	0	1	5	0	6	3	9	0	18
	Row%	0.0%	5.6%	27.8%	0.0%	33.3%	16.7%	50.0%	0.0%	100.0%
	Column%	0.0%	7.7%	3.8%	0.0%	3.6%	2.5%	4.8%	0.0%	3.7%
Total	Count	14	13	132	9	168	119	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	34.5%	24.4%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q81I Had Any Contracts As Prime Contractor Since 2002 - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	M/WBE	Nonminority Women	Nonminority Male	Other	Total
Yes	Count	4	3	16	0	23	22	23	0	68
	Row%	5.9%	4.4%	23.5%	0.0%	33.8%	32.4%	33.8%	0.0%	100.0%
	Column%	28.6%	23.1%	12.1%	0.0%	13.7%	18.5%	12.3%	0.0%	14.0%
No	Count	10	10	109	9	138	93	156	13	400
	Row%	2.5%	2.5%	27.3%	2.3%	34.5%	23.3%	39.0%	3.3%	100.0%
	Column%	71.4%	76.9%	82.6%	100.0%	82.1%	78.2%	83.4%	100.0%	82.1%
DK	Count	0	0	7	0	7	4	8	0	19
	Row%	0.0%	0.0%	36.8%	0.0%	36.8%	21.1%	42.1%	0.0%	100.0%
	Column%	0.0%	0.0%	5.3%	0.0%	4.2%	3.4%	4.3%	0.0%	3.9%
Total	Count	14	13	132	9	168	119	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	34.5%	24.4%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q81J Had Any Contracts As Prime Contractor Since 2002 - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	14	1	16	32	14	0	46
	Row%	0.0%	2.2%	30.4%	2.2%	34.8%	69.6%	30.4%	0.0%	100.0%
	Column%	0.0%	7.7%	10.6%	11.1%	13.4%	11.1%	7.5%	0.0%	9.4%
No	Count	14	12	113	8	100	247	165	13	425
	Row%	3.3%	2.8%	26.6%	1.9%	23.5%	58.1%	38.8%	3.1%	100.0%
	Column%	100.0%	92.3%	85.6%	88.9%	84.0%	86.1%	88.2%	100.0%	87.3%
DK	Count	0	0	5	0	3	8	8	0	16
	Row%	0.0%	0.0%	31.3%	0.0%	18.8%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	2.5%	2.8%	4.3%	0.0%	3.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q81K Had Any Contracts As Prime Contractor Since 2002 - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	1	14	2	8	26	9	0	35
	Row%	2.9%	2.9%	40.0%	5.7%	22.9%	74.3%	25.7%	0.0%	100.0%
	Column%	7.1%	7.7%	10.6%	22.2%	6.7%	9.1%	4.8%	0.0%	7.2%
No	Count	13	12	113	7	106	251	168	13	432
	Row%	3.0%	2.8%	26.2%	1.6%	24.5%	58.1%	38.9%	3.0%	100.0%
	Column%	92.9%	92.3%	85.6%	77.8%	89.1%	87.5%	89.8%	100.0%	88.7%
DK	Count	0	0	5	0	5	10	10	0	20
	Row%	0.0%	0.0%	25.0%	0.0%	25.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	4.2%	3.5%	5.3%	0.0%	4.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q82A Prime Contractor - Average Time For Payment - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	1	3	0	8	12	1	0	13
	Row%	0.0%	7.7%	23.1%	0.0%	61.5%	92.3%	7.7%	0.0%	100.0%
	Column%	0.0%	25.0%	9.1%	0.0%	25.8%	16.7%	2.7%	0.0%	11.8%
30-60 Days	Count	2	3	23	2	20	50	22	0	72
	Row%	2.8%	4.2%	31.9%	2.8%	27.8%	69.4%	30.6%	0.0%	100.0%
	Column%	100.0%	75.0%	69.7%	100.0%	64.5%	69.4%	59.5%	0.0%	65.5%
60-90 Days	Count	0	0	4	0	1	5	8	0	13
	Row%	0.0%	0.0%	30.8%	0.0%	7.7%	38.5%	61.5%	0.0%	100.0%
	Column%	0.0%	0.0%	12.1%	0.0%	3.2%	6.9%	21.6%	0.0%	11.8%
90-120 Days	Count	0	0	2	0	0	2	4	0	6
	Row%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	6.1%	0.0%	0.0%	2.8%	10.8%	0.0%	5.5%
NA	Count	0	0	1	0	2	3	2	1	6
	Row%	0.0%	0.0%	16.7%	0.0%	33.3%	50.0%	33.3%	16.7%	100.0%
	Column%	`	0.0%	3.0%	0.0%	6.5%	4.2%	5.4%	100.0%	5.5%
Total	Count	2	4	33	2	31	72	37	1	110
	Row%	1.8%	3.6%	30.0%	1.8%	28.2%	65.5%	33.6%	0.9%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q82B Prime Contractor - Average Time For Payment - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	0	3	0	4	7	1	0	8
	Row%	0.0%	0.0%	37.5%	0.0%	50.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	12.0%	0.0%	18.2%	175.0%	4.0%	0.0%	10.3%
30-60 Days	Count	1	3	16	2	15	37	16	0	53
	Row%	1.9%	5.7%	30.2%	3.8%	28.3%	69.8%	30.2%	0.0%	100.0%
	Column%	100.0%	100.0%	64.0%	100.0%	68.2%	925.0%	64.0%	0.0%	67.9%
60-90 Days	Count	0	0	4	0	0	4	4	0	8
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.0%	0.0%	0.0%	100.0%	16.0%	0.0%	10.3%
90-120 Days	Count	0	0	0	0	0	0	3	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.0%	0.0%	3.8%
Over 120 Days	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.0%	0.0%	0.0%	25.0%	0.0%	0.0%	1.3%
NA	Count	0	0	1	0	3	4	1	0	5
	Row%	0.0%	0.0%	20.0%	0.0%	60.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.0%	0.0%	13.6%	100.0%	4.0%	0.0%	6.4%
Total	Count	1	3	25	2	22	53	25	0	78
	Row%	1.3%	3.8%	32.1%	2.6%	28.2%	67.9%	32.1%	0.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	1,325.0%	100.0%	0.0%	100.0%

Q82C Prime Contractor - Average Time For Payment - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	1	0	4	1	6	12	1	0	13
	Row%	7.7%	0.0%	30.8%	7.7%	46.2%	92.3%	7.7%	0.0%	100.0%
	Column%	100.0%	0.0%	21.1%	50.0%	28.6%	27.9%	3.8%	0.0%	18.8%
30-60 Days	Count	0	0	14	0	11	25	15	0	40
	Row%	0.0%	0.0%	35.0%	0.0%	27.5%	62.5%	37.5%	0.0%	100.0%
	Column%	0.0%	0.0%	73.7%	0.0%	52.4%	58.1%	57.7%	0.0%	58.0%
60-90 Days	Count	0	0	0	0	2	2	6	0	8
	Row%	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%	75.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	9.5%	4.7%	23.1%	0.0%	11.6%
90-120 Days	Count	0	0	0	0	0	0	2	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	2.9%
NA	Count	0	0	1	1	2	4	2	0	6
	Row%	0.0%	0.0%	16.7%	16.7%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	5.3%	50.0%	9.5%	9.3%	7.7%	0.0%	8.7%
Total	Count	1	0	19	2	21	43	26	0	69
	Row%	1.4%	0.0%	27.5%	2.9%	30.4%	62.3%	37.7%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q82D Prime Contractor - Average Time For Payment - Alamo Regional Mobility		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	40.0%	33.3%	0.0%	0.0%	23.1%
30-60 Days	Count	0	0	3	0	2	5	2	0	7
	Row%	0.0%	0.0%	42.9%	0.0%	28.6%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	75.0%	0.0%	40.0%	55.6%	50.0%	0.0%	53.8%
60-90 Days	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	7.7%
90-120 Days	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	7.7%
NA	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	20.0%	11.1%	0.0%	0.0%	7.7%
Total	Count	0	0	4	0	5	9	4	0	13
	Row%	0.0%	0.0%	30.8%	0.0%	38.5%	69.2%	30.8%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q82E Prime Contractor - Average Time For Payment - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	0	1	0	4	5	1	0	6
	Row%	0.0%	0.0%	16.7%	0.0%	66.7%	83.3%	16.7%	0.0%	100.0%
	Column%	0.0%	0.0%	14.3%	0.0%	30.8%	23.8%	7.7%	0.0%	17.6%
30-60 Days	Count	1	0	6	0	7	14	7	0	21
	Row%	4.8%	0.0%	28.6%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	100.0%	0.0%	85.7%	0.0%	53.8%	66.7%	53.8%	0.0%	61.8%
60-90 Days	Count	0	0	0	0	0	0	2	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.4%	0.0%	5.9%
90-120 Days	Count	0	0	0	0	0	0	2	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.4%	0.0%	5.9%
NA	Count	0	0	0	0	2	2	1	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	15.4%	9.5%	7.7%	0.0%	8.8%
Total	Count	1	0	7	0	13	21	13	0	34
	Row%	2.9%	0.0%	20.6%	0.0%	38.2%	61.8%	38.2%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q82F Prime Contractor - Average Time For Payment - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	2	3	4	0	6	15	5	0	20
	Row%	10.0%	15.0%	20.0%	0.0%	30.0%	75.0%	25.0%	0.0%	100.0%
	Column%	40.0%	100.0%	26.7%	0.0%	35.3%	36.6%	27.8%	0.0%	33.3%
30-60 Days	Count	3	0	9	0	7	19	11	1	31
	Row%	9.7%	0.0%	29.0%	0.0%	22.6%	61.3%	35.5%	3.2%	100.0%
	Column%	60.0%	0.0%	60.0%	0.0%	41.2%	46.3%	61.1%	100.0%	51.7%
60-90 Days	Count	0	0	1	0	2	3	1	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	50.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	6.7%	0.0%	11.8%	7.3%	5.6%	0.0%	6.7%
90-120 Days	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	1.7%
NA	Count	0	0	1	1	2	4	0	0	4
	Row%	0.0%	0.0%	25.0%	25.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	6.7%	100.0%	11.8%	9.8%	0.0%	0.0%	6.7%
Total	Count	5	3	15	1	17	41	18	1	60
	Row%	8.3%	5.0%	25.0%	1.7%	28.3%	68.3%	30.0%	1.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q82G Prime Contractor - Average Time For Payment - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	0	3	1	4	8	3	0	11
	Row%	0.0%	0.0%	27.3%	9.1%	36.4%	72.7%	27.3%	0.0%	100.0%
	Column%	0.0%	0.0%	27.3%	100.0%	25.0%	27.6%	18.8%	0.0%	24.4%
30-60 Days	Count	1	0	8	0	9	18	6	0	24
	Row%	4.2%	0.0%	33.3%	0.0%	37.5%	75.0%	25.0%	0.0%	100.0%
	Column%	100.0%	0.0%	72.7%	0.0%	56.3%	62.1%	37.5%	0.0%	53.3%
60-90 Days	Count	0	0	0	0	0	0	5	0	5
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	31.3%	0.0%	11.1%
90-120 Days	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	2.2%
NA	Count	0	0	0	0	3	3	1	0	4
	Row%	0.0%	0.0%	0.0%	0.0%	75.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	18.8%	10.3%	6.3%	0.0%	8.9%
Total	Count	1	0	11	1	16	29	16	0	45
	Row%	2.2%	0.0%	24.4%	2.2%	35.6%	64.4%	35.6%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q82H Prime Contractor - Average Time For Payment - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	0	2	0	5	7	3	0	10
	Row%	0.0%	0.0%	20.0%	0.0%	50.0%	70.0%	30.0%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	27.8%	14.9%	8.3%	0.0%	12.0%
30-60 Days	Count	2	1	17	2	10	32	19	0	51
	Row%	3.9%	2.0%	33.3%	3.9%	19.6%	62.7%	37.3%	0.0%	100.0%
	Column%	100.0%	100.0%	70.8%	100.0%	55.6%	68.1%	52.8%	0.0%	61.4%
60-90 Days	Count	0	0	4	0	0	4	6	0	10
	Row%	0.0%	0.0%	40.0%	0.0%	0.0%	40.0%	60.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	0.0%	8.5%	16.7%	0.0%	12.0%
90-120 Days	Count	0	0	1	0	1	2	2	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	25.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.2%	0.0%	5.6%	4.3%	5.6%	0.0%	4.8%
NA	Count	0	0	0	0	2	2	6	0	8
	Row%	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%	75.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	11.1%	4.3%	16.7%	0.0%	9.6%
Total	Count	2	1	24	2	18	47	36	0	83
	Row%	2.4%	1.2%	28.9%	2.4%	21.7%	56.6%	43.4%	0.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q82I Prime Contractor - Average Time For Payment - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	1	0	2	0	5	8	2	0	10
	Row%	10.0%	0.0%	20.0%	0.0%	50.0%	80.0%	20.0%	0.0%	100.0%
	Column%	25.0%	0.0%	12.5%	0.0%	22.7%	17.8%	8.7%	0.0%	14.7%
30-60 Days	Count	3	2	13	0	11	29	8	0	37
	Row%	8.1%	5.4%	35.1%	0.0%	29.7%	78.4%	21.6%	0.0%	100.0%
	Column%	75.0%	66.7%	81.3%	0.0%	50.0%	64.4%	34.8%	0.0%	54.4%
60-90 Days	Count	0	0	1	0	2	3	5	0	8
	Row%	0.0%	0.0%	12.5%	0.0%	25.0%	37.5%	62.5%	0.0%	100.0%
	Column%	0.0%	0.0%	6.3%	0.0%	9.1%	6.7%	21.7%	0.0%	11.8%
90-120 Days	Count	0	0	0	0	1	1	5	0	6
	Row%	0.0%	0.0%	0.0%	0.0%	16.7%	16.7%	83.3%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	4.5%	2.2%	21.7%	0.0%	8.8%
Over 120 Days	Count	0	1	0	0	0	1	1	0	2
	Row%	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	33.3%	0.0%	0.0%	0.0%	2.2%	4.3%	0.0%	2.9%
NA	Count	0	0	0	0	3	3	2	0	5
	Row%	0.0%	0.0%	0.0%	0.0%	60.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	13.6%	6.7%	8.7%	0.0%	7.4%
Total	Count	4	3	16	0	22	45	23	0	68
	Row%	5.9%	4.4%	23.5%	0.0%	32.4%	66.2%	33.8%	0.0%	100.0%
	Column%	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q82J Prime Contractor - Average Time For Payment - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	0	2	0	1	3	2	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	20.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	14.3%	0.0%	6.3%	9.4%	14.3%	0.0%	10.9%
30-60 Days	Count	0	1	10	1	11	23	7	0	30
	Row%	0.0%	3.3%	33.3%	3.3%	36.7%	76.7%	23.3%	0.0%	100.0%
	Column%	0.0%	100.0%	71.4%	100.0%	68.8%	71.9%	50.0%	0.0%	65.2%
60-90 Days	Count	0	0	2	0	2	4	4	0	8
	Row%	0.0%	0.0%	25.0%	0.0%	25.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	14.3%	0.0%	12.5%	12.5%	28.6%	0.0%	17.4%
90-120 Days	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	2.2%
NA	Count	0	0	0	0	2	2	0	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	12.5%	6.3%	0.0%	0.0%	4.3%
Total	Count	0	1	14	1	16	32	14	0	46
	Row%	0.0%	2.2%	30.4%	2.2%	34.8%	69.6%	30.4%	0.0%	100.0%
	Column%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q82K Prime Contractor - Average Time For Payment - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	1	2	1	3	7	0	0	7
	Row%	0.0%	14.3%	28.6%	14.3%	42.9%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	100.0%	14.3%	50.0%	37.5%	26.9%	0.0%	0.0%	20.0%
30-60 Days	Count	1	0	11	1	3	16	7	0	23
	Row%	4.3%	0.0%	47.8%	4.3%	13.0%	69.6%	30.4%	0.0%	100.0%
	Column%	100.0%	0.0%	78.6%	50.0%	37.5%	61.5%	77.8%	0.0%	65.7%
60-90 Days	Count	0	0	1	0	0	1	1	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	7.1%	0.0%	0.0%	3.8%	11.1%	0.0%	5.7%
NA	Count	0	0	0	0	2	2	1	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	25.0%	7.7%	11.1%	0.0%	8.6%
Total	Count	1	1	14	2	8	26	9	0	35
	Row%	2.9%	2.9%	40.0%	5.7%	22.9%	74.3%	25.7%	0.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q83A 2006 Revenues As Prime Contractor - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	0	0	0	1	1	2	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	3.7%	1.7%	6.3%	0.0%	3.3%
Up to $50,000	Count	1	3	5	0	5	14	5	0	19
	Row%	5.3%	15.8%	26.3%	0.0%	26.3%	73.7%	26.3%	0.0%	100.0%
	Column%	50.0%	75.0%	20.8%	0.0%	18.5%	23.7%	15.6%	0.0%	20.9%
$50,001 to $100,000	Count	1	0	6	0	8	15	5	0	20
	Row%	5.0%	0.0%	30.0%	0.0%	40.0%	75.0%	25.0%	0.0%	100.0%
	Column%	50.0%	0.0%	25.0%	0.0%	29.6%	25.4%	15.6%	0.0%	22.0%
$100,001 to $300,000	Count	0	0	5	0	3	8	8	0	16
	Row%	0.0%	0.0%	31.3%	0.0%	18.8%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.8%	0.0%	11.1%	13.6%	25.0%	0.0%	17.6%
$300,001 to $500,000	Count	0	0	2	0	3	5	5	0	10
	Row%	0.0%	0.0%	20.0%	0.0%	30.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	11.1%	8.5%	15.6%	0.0%	11.0%
$500,001 to $1,000,000	Count	0	0	2	0	6	8	4	0	12
	Row%	0.0%	0.0%	16.7%	0.0%	50.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	22.2%	13.6%	12.5%	0.0%	13.2%
$1,000,001 to $3,000,000	Count	0	0	1	2	1	4	1	0	5
	Row%	0.0%	0.0%	20.0%	40.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.2%	100.0%	3.7%	6.8%	3.1%	0.0%	5.5%
$3,000,001 to $5,000,000	Count	0	0	0	0	0	0	2	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	2.2%
$5,000,001 to $10,000,000	Count	0	1	1	0	0	2	0	0	2
	Row%	0.0%	50.0%	50.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	25.0%	4.2%	0.0%	0.0%	3.4%	0.0%	0.0%	2.2%
Over $10 Million	Count	0	0	2	0	0	2	0	0	2
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	0.0%	3.4%	0.0%	0.0%	2.2%
Total	Count	2	4	24	2	27	59	32	0	91
	Row%	2.2%	4.4%	26.4%	2.2%	29.7%	64.8%	35.2%	0.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q83B 2006 Revenues As Prime Contractor - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	0	0	0	2	2	2	0	4
	Row%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	9.5%	4.3%	9.5%	0.0%	6.0%
Up to $50,000	Count	0	2	4	0	6	12	5	0	17
	Row%	0.0%	11.8%	23.5%	0.0%	35.3%	70.6%	29.4%	0.0%	100.0%
	Column%	0.0%	66.7%	21.1%	0.0%	28.6%	26.1%	23.8%	0.0%	25.4%
$50,001 to $100,000	Count	1	0	4	0	2	7	5	0	12
	Row%	8.3%	0.0%	33.3%	0.0%	16.7%	58.3%	41.7%	0.0%	100.0%
	Column%	100.0%	0.0%	21.1%	0.0%	9.5%	15.2%	23.8%	0.0%	17.9%
$100,001 to $300,000	Count	0	0	3	0	4	7	3	0	10
	Row%	0.0%	0.0%	30.0%	0.0%	40.0%	70.0%	30.0%	0.0%	100.0%
	Column%	0.0%	0.0%	15.8%	0.0%	19.0%	15.2%	14.3%	0.0%	14.9%
$300,001 to $500,000	Count	0	0	3	0	0	3	2	0	5
	Row%	0.0%	0.0%	60.0%	0.0%	0.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	15.8%	0.0%	0.0%	6.5%	9.5%	0.0%	7.5%
$500,001 to $1,000,000	Count	0	0	2	1	5	8	3	0	11
	Row%	0.0%	0.0%	18.2%	9.1%	45.5%	72.7%	27.3%	0.0%	100.0%
	Column%	0.0%	0.0%	10.5%	50.0%	23.8%	17.4%	14.3%	0.0%	16.4%
$1,000,001 to $3,000,000	Count	0	1	2	1	2	6	1	0	7
	Row%	0.0%	14.3%	28.6%	14.3%	28.6%	85.7%	14.3%	0.0%	100.0%
	Column%	0.0%	33.3%	10.5%	50.0%	9.5%	13.0%	4.8%	0.0%	10.4%
Over $10 Million	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	5.3%	0.0%	0.0%	2.2%	0.0%	0.0%	1.5%
Total	Count	1	3	19	2	21	46	21	0	67
	Row%	1.5%	4.5%	28.4%	3.0%	31.3%	68.7%	31.3%	0.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q83C 2006 Revenues As Prime Contractor - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	0	0	0	3	3	5	0	8
	Row%	0.0%	0.0%	0.0%	0.0%	37.5%	37.5%	62.5%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	15.8%	8.8%	20.8%	0.0%	13.8%
Up to $50,000	Count	0	0	3	0	7	10	8	0	18
	Row%	0.0%	0.0%	16.7%	0.0%	38.9%	55.6%	44.4%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	36.8%	29.4%	33.3%	0.0%	31.0%
$50,001 to $100,000	Count	0	0	3	0	5	8	4	0	12
	Row%	0.0%	0.0%	25.0%	0.0%	41.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	26.3%	23.5%	16.7%	0.0%	20.7%
$100,001 to $300,000	Count	0	0	3	0	2	5	3	0	8
	Row%	0.0%	0.0%	37.5%	0.0%	25.0%	62.5%	37.5%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	10.5%	14.7%	12.5%	0.0%	13.8%
$300,001 to $500,000	Count	0	0	1	1	0	2	3	0	5
	Row%	0.0%	0.0%	20.0%	20.0%	0.0%	40.0%	60.0%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	50.0%	0.0%	5.9%	12.5%	0.0%	8.6%
$500,001 to $1,000,000	Count	0	0	2	0	1	3	0	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	5.3%	8.8%	0.0%	0.0%	5.2%
$1,000,001 to $3,000,000	Count	0	0	0	1	1	2	1	0	3
	Row%	0.0%	0.0%	0.0%	33.3%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	50.0%	5.3%	5.9%	4.2%	0.0%	5.2%
$3,000,001 to $5,000,000	Count	1	0	0	0	0	1	0	0	1
	Row%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	100.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%	0.0%	1.7%
Total	Count	1	0	12	2	19	34	24	0	58
	Row%	1.7%	0.0%	20.7%	3.4%	32.8%	58.6%	41.4%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q83D 2006 Revenues As Prime Contractor - Alamo Regional Mobility		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	0	0	0	1	1	1	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	20.0%	12.5%	33.3%	0.0%	18.2%
Up to $50,000	Count	0	0	0	0	2	2	0	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	40.0%	25.0%	0.0%	0.0%	18.2%
$50,001 to $100,000	Count	0	0	1	0	0	1	1	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	0.0%	12.5%	33.3%	0.0%	18.2%
$100,001 to $300,000	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	0.0%	12.5%	0.0%	0.0%	9.1%
$300,001 to $500,000	Count	0	0	1	0	0	1	1	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	0.0%	12.5%	33.3%	0.0%	18.2%
$500,001 to $1,000,000	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	20.0%	12.5%	0.0%	0.0%	9.1%
$1,000,001 to $3,000,000	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	20.0%	12.5%	0.0%	0.0%	9.1%
Total	Count	0	0	3	0	5	8	3	0	11
	Row%	0.0%	0.0%	27.3%	0.0%	45.5%	72.7%	27.3%	0.0%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q83E 2006 Revenues As Prime Contractor - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	0	0	0	2	2	3	0	5
	Row%	0.0%	0.0%	0.0%	0.0%	40.0%	40.0%	60.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	16.7%	12.5%	25.0%	0.0%	17.9%
Up to $50,000	Count	0	0	1	0	4	5	1	0	6
	Row%	0.0%	0.0%	16.7%	0.0%	66.7%	83.3%	16.7%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	33.3%	31.3%	8.3%	0.0%	21.4%
$50,001 to $100,000	Count	0	0	0	0	3	3	2	0	5
	Row%	0.0%	0.0%	0.0%	0.0%	60.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	25.0%	18.8%	16.7%	0.0%	17.9%
$100,001 to $300,000	Count	0	0	1	0	0	1	3	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%	75.0%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	0.0%	6.3%	25.0%	0.0%	14.3%
$300,001 to $500,000	Count	1	0	1	0	0	2	2	0	4
	Row%	25.0%	0.0%	25.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	100.0%	0.0%	33.3%	0.0%	0.0%	12.5%	16.7%	0.0%	14.3%
$500,001 to $1,000,000	Count	0	0	0	0	2	2	1	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	16.7%	12.5%	8.3%	0.0%	10.7%
$1,000,001 to $3,000,000	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	8.3%	6.3%	0.0%	0.0%	3.6%
Total	Count	1	0	3	0	12	16	12	0	28
	Row%	3.6%	0.0%	10.7%	0.0%	42.9%	57.1%	42.9%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q83F 2006 Revenues As Prime Contractor - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	0	0	0	1	1	1	1	3
	Row%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	33.3%	33.3%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	6.3%	2.9%	6.3%	100.0%	5.9%
Up to $50,000	Count	5	3	4	0	9	21	11	0	32
	Row%	15.6%	9.4%	12.5%	0.0%	28.1%	65.6%	34.4%	0.0%	100.0%
	Column%	100.0%	100.0%	44.4%	0.0%	56.3%	61.8%	68.8%	0.0%	62.7%
$50,001 to $100,000	Count	0	0	1	0	3	4	2	0	6
	Row%	0.0%	0.0%	16.7%	0.0%	50.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	11.1%	0.0%	18.8%	11.8%	12.5%	0.0%	11.8%
$100,001 to $300,000	Count	0	0	2	0	1	3	1	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	25.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	22.2%	0.0%	6.3%	8.8%	6.3%	0.0%	7.8%
$300,001 to $500,000	Count	0	0	1	1	0	2	0	0	2
	Row%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	11.1%	100.0%	0.0%	5.9%	0.0%	0.0%	3.9%
$500,001 to $1,000,000	Count	0	0	1	0	1	2	1	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	11.1%	0.0%	6.3%	5.9%	6.3%	0.0%	5.9%
$1,000,001 to $3,000,000	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	6.3%	2.9%	0.0%	0.0%	2.0%
Total	Count	5	3	9	1	16	34	16	1	51
	Row%	9.8%	5.9%	17.6%	2.0%	31.4%	66.7%	31.4%	2.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q83G 2006 Revenues As Prime Contractor - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	0	0	0	2	2	0	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	13.3%	8.3%	0.0%	0.0%	5.1%
Up to $50,000	Count	0	0	3	0	5	8	8	0	16
	Row%	0.0%	0.0%	18.8%	0.0%	31.3%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	42.9%	0.0%	33.3%	33.3%	53.3%	0.0%	41.0%
$50,001 to $100,000	Count	0	0	0	0	5	5	4	0	9
	Row%	0.0%	0.0%	0.0%	0.0%	55.6%	55.6%	44.4%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	33.3%	20.8%	26.7%	0.0%	23.1%
$100,001 to $300,000	Count	0	0	2	1	0	3	0	0	3
	Row%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	28.6%	100.0%	0.0%	12.5%	0.0%	0.0%	7.7%
$300,001 to $500,000	Count	1	0	2	0	0	3	1	0	4
	Row%	25.0%	0.0%	50.0%	0.0%	0.0%	75.0%	25.0%	0.0%	100.0%
	Column%	100.0%	0.0%	28.6%	0.0%	0.0%	12.5%	6.7%	0.0%	10.3%
$500,001 to $1,000,000	Count	0	0	0	0	1	1	2	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	6.7%	4.2%	13.3%	0.0%	7.7%
$1,000,001 to $3,000,000	Count	0	0	0	0	2	2	0	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	13.3%	8.3%	0.0%	0.0%	5.1%
Total	Count	1	0	7	1	15	24	15	0	39
	Row%	2.6%	0.0%	17.9%	2.6%	38.5%	61.5%	38.5%	0.0%	100.0%
	Column%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q83H 2006 Revenues As Prime Contractor - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	0	2	0	1	3	2	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	20.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	11.1%	0.0%	6.3%	7.7%	6.7%	0.0%	7.2%
Up to $50,000	Count	1	1	3	0	6	11	9	0	20
	Row%	5.0%	5.0%	15.0%	0.0%	30.0%	55.0%	45.0%	0.0%	100.0%
	Column%	50.0%	100.0%	16.7%	0.0%	37.5%	28.2%	30.0%	0.0%	29.0%
$50,001 to $100,000	Count	0	0	3	0	3	6	5	0	11
	Row%	0.0%	0.0%	27.3%	0.0%	27.3%	54.5%	45.5%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	18.8%	15.4%	16.7%	0.0%	15.9%
$100,001 to $300,000	Count	0	0	4	0	3	7	2	0	9
	Row%	0.0%	0.0%	44.4%	0.0%	33.3%	77.8%	22.2%	0.0%	100.0%
	Column%	0.0%	0.0%	22.2%	0.0%	18.8%	17.9%	6.7%	0.0%	13.0%
$300,001 to $500,000	Count	0	0	3	0	1	4	2	0	6
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	6.3%	10.3%	6.7%	0.0%	8.7%
$500,001 to $1,000,000	Count	0	0	2	1	1	4	6	0	10
	Row%	0.0%	0.0%	20.0%	10.0%	10.0%	40.0%	60.0%	0.0%	100.0%
	Column%	0.0%	0.0%	11.1%	50.0%	6.3%	10.3%	20.0%	0.0%	14.5%
$1,000,001 to $3,000,000	Count	1	0	0	1	1	3	0	0	3
	Row%	33.3%	0.0%	0.0%	33.3%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	50.0%	0.0%	0.0%	50.0%	6.3%	7.7%	0.0%	0.0%	4.3%
$3,000,001 to $5,000,000	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.3%	0.0%	1.4%
$5,000,001 to $10,000,000	Count	0	0	1	0	0	1	1	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	5.6%	0.0%	0.0%	2.6%	3.3%	0.0%	2.9%
Over $10 Million	Count	0	0	0	0	0	0	2	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%	2.9%
Total	Count	2	1	18	2	16	39	30	0	69
	Row%	2.9%	1.4%	26.1%	2.9%	23.2%	56.5%	43.5%	0.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

Q83I 2006 Revenues As Prime Contractor - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	0	1	0	1	2	1	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	7.7%	0.0%	5.3%	5.3%	4.8%	0.0%	5.1%
Up to $50,000	Count	2	0	4	0	10	16	6	0	22
	Row%	9.1%	0.0%	18.2%	0.0%	45.5%	72.7%	27.3%	0.0%	100.0%
	Column%	50.0%	0.0%	30.8%	0.0%	52.6%	42.1%	28.6%	0.0%	37.3%
$50,001 to $100,000	Count	1	1	4	0	3	9	5	0	14
	Row%	7.1%	7.1%	28.6%	0.0%	21.4%	64.3%	35.7%	0.0%	100.0%
	Column%	25.0%	50.0%	30.8%	0.0%	15.8%	23.7%	23.8%	0.0%	23.7%
$100,001 to $300,000	Count	0	0	3	0	2	5	4	0	9
	Row%	0.0%	0.0%	33.3%	0.0%	22.2%	55.6%	44.4%	0.0%	100.0%
	Column%	0.0%	0.0%	23.1%	0.0%	10.5%	13.2%	19.0%	0.0%	15.3%
$300,001 to $500,000	Count	1	0	1	0	1	3	3	0	6
	Row%	16.7%	0.0%	16.7%	0.0%	16.7%	50.0%	50.0%	0.0%	100.0%
	Column%	25.0%	0.0%	7.7%	0.0%	5.3%	7.9%	14.3%	0.0%	10.2%
$500,001 to $1,000,000	Count	0	0	0	0	1	1	2	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	5.3%	2.6%	9.5%	0.0%	5.1%
$1,000,001 to $3,000,000	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	5.3%	2.6%	0.0%	0.0%	1.7%
$5,000,001 to $10,000,000	Count	0	1	0	0	0	1	0	0	1
	Row%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	50.0%	0.0%	0.0%	0.0%	2.6%	0.0%	0.0%	1.7%
Total	Count	4	2	13	0	19	38	21	0	59
	Row%	6.8%	3.4%	22.0%	0.0%	32.2%	64.4%	35.6%	0.0%	100.0%
	Column%	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
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Q83J 2006 Revenues As Prime Contractor - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	0	0	0	2	2	0	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	14.3%	7.7%	0.0%	0.0%	5.3%
Up to $50,000	Count	0	0	3	0	5	8	4	0	12
	Row%	0.0%	0.0%	25.0%	0.0%	41.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	30.0%	0.0%	35.7%	30.8%	33.3%	0.0%	31.6%
$50,001 to $100,000	Count	0	1	3	0	1	5	4	0	9
	Row%	0.0%	11.1%	33.3%	0.0%	11.1%	55.6%	44.4%	0.0%	100.0%
	Column%	0.0%	100.0%	30.0%	0.0%	7.1%	19.2%	33.3%	0.0%	23.7%
$100,001 to $300,000	Count	0	0	1	0	3	4	2	0	6
	Row%	0.0%	0.0%	16.7%	0.0%	50.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	10.0%	0.0%	21.4%	15.4%	16.7%	0.0%	15.8%
$300,001 to $500,000	Count	0	0	2	1	1	4	1	0	5
	Row%	0.0%	0.0%	40.0%	20.0%	20.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	20.0%	100.0%	7.1%	15.4%	8.3%	0.0%	13.2%
$500,001 to $1,000,000	Count	0	0	1	0	1	2	1	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	10.0%	0.0%	7.1%	7.7%	8.3%	0.0%	7.9%
$1,000,001 to $3,000,000	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	7.1%	3.8%	0.0%	0.0%	2.6%
Total	Count	0	1	10	1	14	26	12	0	38
	Row%	0.0%	2.6%	26.3%	2.6%	36.8%	68.4%	31.6%	0.0%	100.0%
	Column%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q83K 2006 Revenues As Prime Contractor - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	0	0	0	1	1	2	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	14.3%	5.0%	22.2%	0.0%	10.3%
Up to $50,000	Count	1	0	5	0	3	9	3	0	12
	Row%	8.3%	0.0%	41.7%	0.0%	25.0%	75.0%	25.0%	0.0%	100.0%
	Column%	100.0%	0.0%	55.6%	0.0%	42.9%	45.0%	33.3%	0.0%	41.4%
$50,001 to $100,000	Count	0	0	1	0	1	2	2	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	25.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	11.1%	0.0%	14.3%	10.0%	22.2%	0.0%	13.8%
$100,001 to $300,000	Count	0	0	2	1	0	3	0	0	3
	Row%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	22.2%	50.0%	0.0%	15.0%	0.0%	0.0%	10.3%
$300,001 to $500,000	Count	0	0	1	0	0	1	1	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	11.1%	0.0%	0.0%	5.0%	11.1%	0.0%	6.9%
$500,001 to $1,000,000	Count	0	1	0	0	1	2	0	0	2
	Row%	0.0%	50.0%	0.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	100.0%	0.0%	0.0%	14.3%	10.0%	0.0%	0.0%	6.9%
$1,000,001 to $3,000,000	Count	0	0	0	1	1	2	0	0	2
	Row%	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	50.0%	14.3%	10.0%	0.0%	0.0%	6.9%
$3,000,001 to $5,000,000	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	3.4%
Total	Count	1	1	9	2	7	20	9	0	29
	Row%	3.4%	3.4%	31.0%	6.9%	24.1%	69.0%	31.0%	0.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q84A Submitted Bid/Proposal As Subcontractor - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None	Count	7	13	80	4	64	168	113	8	289
	Row%	2.4%	4.5%	27.7%	1.4%	22.1%	58.1%	39.1%	2.8%	100.0%
	Column%	50.0%	100.0%	60.6%	44.4%	53.8%	58.5%	60.4%	61.5%	59.3%
1-10 Times	Count	6	0	44	3	44	97	57	3	157
	Row%	3.8%	0.0%	28.0%	1.9%	28.0%	61.8%	36.3%	1.9%	100.0%
	Column%	42.9%	0.0%	33.3%	33.3%	37.0%	33.8%	30.5%	23.1%	32.2%
11-25 Times	Count	0	0	4	1	5	10	11	0	21
	Row%	0.0%	0.0%	19.0%	4.8%	23.8%	47.6%	52.4%	0.0%	100.0%
	Column%	0.0%	0.0%	3.0%	11.1%	4.2%	3.5%	5.9%	0.0%	4.3%
26-50 Times	Count	1	0	2	1	1	5	5	1	11
	Row%	9.1%	0.0%	18.2%	9.1%	9.1%	45.5%	45.5%	9.1%	100.0%
	Column%	7.1%	0.0%	1.5%	11.1%	0.8%	1.7%	2.7%	7.7%	2.3%
51-100 Times	Count	0	0	1	0	3	4	1	1	6
	Row%	0.0%	0.0%	16.7%	0.0%	50.0%	66.7%	16.7%	16.7%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	2.5%	1.4%	0.5%	7.7%	1.2%
Over 100 Times	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	1.7%	1.0%	0.0%	0.0%	0.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q84B Submitted Bid/Proposal As Subcontractor - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None	Count	8	13	87	6	77	191	130	9	330
	Row%	2.4%	3.9%	26.4%	1.8%	23.3%	57.9%	39.4%	2.7%	100.0%
	Column%	57.1%	100.0%	65.9%	66.7%	64.7%	66.6%	69.5%	69.2%	67.8%
1-10 Times	Count	5	0	39	2	32	78	43	2	123
	Row%	4.1%	0.0%	31.7%	1.6%	26.0%	63.4%	35.0%	1.6%	100.0%
	Column%	35.7%	0.0%	29.5%	22.2%	26.9%	27.2%	23.0%	15.4%	25.3%
11-25 Times	Count	0	0	2	1	5	8	8	0	16
	Row%	0.0%	0.0%	12.5%	6.3%	31.3%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	11.1%	4.2%	2.8%	4.3%	0.0%	3.3%
26-50 Times	Count	1	0	2	0	2	5	5	1	11
	Row%	9.1%	0.0%	18.2%	0.0%	18.2%	45.5%	45.5%	9.1%	100.0%
	Column%	7.1%	0.0%	1.5%	0.0%	1.7%	1.7%	2.7%	7.7%	2.3%
51-100 Times	Count	0	0	1	0	2	3	1	1	5
	Row%	0.0%	0.0%	20.0%	0.0%	40.0%	60.0%	20.0%	20.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	1.7%	1.0%	0.5%	7.7%	1.0%
Over 100 Times	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	0.8%	0.7%	0.0%	0.0%	0.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q84C Submitted Bid/Proposal As Subcontractor - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None	Count	8	13	89	6	86	202	140	9	351
	Row%	2.3%	3.7%	25.4%	1.7%	24.5%	57.5%	39.9%	2.6%	100.0%
	Column%	57.1%	100.0%	67.4%	66.7%	72.3%	70.4%	74.9%	69.2%	72.1%
1-10 Times	Count	5	0	35	2	25	67	38	2	107
	Row%	4.7%	0.0%	32.7%	1.9%	23.4%	62.6%	35.5%	1.9%	100.0%
	Column%	35.7%	0.0%	26.5%	22.2%	21.0%	23.3%	20.3%	15.4%	22.0%
11-25 Times	Count	0	0	4	1	4	9	6	1	16
	Row%	0.0%	0.0%	25.0%	6.3%	25.0%	56.3%	37.5%	6.3%	100.0%
	Column%	0.0%	0.0%	3.0%	11.1%	3.4%	3.1%	3.2%	7.7%	3.3%
26-50 Times	Count	1	0	2	0	1	4	2	0	6
	Row%	16.7%	0.0%	33.3%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	7.1%	0.0%	1.5%	0.0%	0.8%	1.4%	1.1%	0.0%	1.2%
51-100 Times	Count	0	0	1	0	2	3	1	1	5
	Row%	0.0%	0.0%	20.0%	0.0%	40.0%	60.0%	20.0%	20.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	1.7%	1.0%	0.5%	7.7%	1.0%
Over 100 Times	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	0.8%	0.7%	0.0%	0.0%	0.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q84D Submitted Bid/Proposal As Subcontractor - Alamo Regional Mobility		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None	Count	9	13	97	8	88	215	150	10	375
	Row%	2.4%	3.5%	25.9%	2.1%	23.5%	57.3%	40.0%	2.7%	100.0%
	Column%	64.3%	100.0%	73.5%	88.9%	73.9%	74.9%	80.2%	76.9%	77.0%
1-10 Times	Count	4	0	29	1	24	58	30	2	90
	Row%	4.4%	0.0%	32.2%	1.1%	26.7%	64.4%	33.3%	2.2%	100.0%
	Column%	28.6%	0.0%	22.0%	11.1%	20.2%	20.2%	16.0%	15.4%	18.5%
11-25 Times	Count	0	0	3	0	3	6	4	0	10
	Row%	0.0%	0.0%	30.0%	0.0%	30.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	2.3%	0.0%	2.5%	2.1%	2.1%	0.0%	2.1%
26-50 Times	Count	1	0	2	0	1	4	2	0	6
	Row%	16.7%	0.0%	33.3%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	7.1%	0.0%	1.5%	0.0%	0.8%	1.4%	1.1%	0.0%	1.2%
51-100 Times	Count	0	0	0	0	2	2	1	1	4
	Row%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	25.0%	25.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	1.7%	0.7%	0.5%	7.7%	0.8%
Over 100 Times	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	0.8%	0.7%	0.0%	0.0%	0.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q84E Submitted Bid/Proposal As Subcontractor - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None	Count	8	13	93	5	87	206	141	9	356
	Row%	2.2%	3.7%	26.1%	1.4%	24.4%	57.9%	39.6%	2.5%	100.0%
	Column%	57.1%	100.0%	70.5%	55.6%	73.1%	71.8%	75.4%	69.2%	73.1%
1-10 Times	Count	5	0	32	4	24	65	39	2	106
	Row%	4.7%	0.0%	30.2%	3.8%	22.6%	61.3%	36.8%	1.9%	100.0%
	Column%	35.7%	0.0%	24.2%	44.4%	20.2%	22.6%	20.9%	15.4%	21.8%
11-25 Times	Count	0	0	4	0	4	8	4	1	13
	Row%	0.0%	0.0%	30.8%	0.0%	30.8%	61.5%	30.8%	7.7%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	3.4%	2.8%	2.1%	7.7%	2.7%
26-50 Times	Count	1	0	2	0	1	4	2	0	6
	Row%	16.7%	0.0%	33.3%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	7.1%	0.0%	1.5%	0.0%	0.8%	1.4%	1.1%	0.0%	1.2%
51-100 Times	Count	0	0	0	0	2	2	1	1	4
	Row%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	25.0%	25.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	1.7%	0.7%	0.5%	7.7%	0.8%
Over 100 Times	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	0.8%	0.7%	0.0%	0.0%	0.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q84F Submitted Bid/Proposal As Subcontractor - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None	Count	7	12	93	6	85	203	143	11	357
	Row%	2.0%	3.4%	26.1%	1.7%	23.8%	56.9%	40.1%	3.1%	100.0%
	Column%	50.0%	92.3%	70.5%	66.7%	71.4%	70.7%	76.5%	84.6%	73.3%
1-10 Times	Count	6	1	32	3	25	67	38	0	105
	Row%	5.7%	1.0%	30.5%	2.9%	23.8%	63.8%	36.2%	0.0%	100.0%
	Column%	42.9%	7.7%	24.2%	33.3%	21.0%	23.3%	20.3%	0.0%	21.6%
11-25 Times	Count	0	0	3	0	5	8	3	1	12
	Row%	0.0%	0.0%	25.0%	0.0%	41.7%	66.7%	25.0%	8.3%	100.0%
	Column%	0.0%	0.0%	2.3%	0.0%	4.2%	2.8%	1.6%	7.7%	2.5%
26-50 Times	Count	1	0	2	0	1	4	2	0	6
	Row%	16.7%	0.0%	33.3%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	7.1%	0.0%	1.5%	0.0%	0.8%	1.4%	1.1%	0.0%	1.2%
51-100 Times	Count	0	0	1	0	2	3	1	1	5
	Row%	0.0%	0.0%	20.0%	0.0%	40.0%	60.0%	20.0%	20.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	1.7%	1.0%	0.5%	7.7%	1.0%
Over 100 Times	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	0.8%	0.7%	0.0%	0.0%	0.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q84G Submitted Bid/Proposal As Subcontractor - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None	**Count**	**8**	**13**	**91**	**6**	**85**	**203**	**143**	**8**	**354**
	Row%	2.3%	3.7%	25.7%	1.7%	24.0%	57.3%	40.4%	2.3%	100.0%
	Column%	57.1%	100.0%	68.9%	66.7%	71.4%	70.7%	76.5%	61.5%	72.7%
1-10 Times	**Count**	**5**	**0**	**32**	**3**	**22**	**62**	**36**	**3**	**101**
	Row%	5.0%	0.0%	31.7%	3.0%	21.8%	61.4%	35.6%	3.0%	100.0%
	Column%	35.7%	0.0%	24.2%	33.3%	18.5%	21.6%	19.3%	23.1%	20.7%
11-25 Times	**Count**	**0**	**0**	**5**	**0**	**6**	**11**	**4**	**0**	**15**
	Row%	0.0%	0.0%	33.3%	0.0%	40.0%	73.3%	26.7%	0.0%	100.0%
	Column%	0.0%	0.0%	3.8%	0.0%	5.0%	3.8%	2.1%	0.0%	3.1%
26-50 Times	**Count**	**1**	**0**	**2**	**0**	**3**	**6**	**3**	**1**	**10**
	Row%	10.0%	0.0%	20.0%	0.0%	30.0%	60.0%	30.0%	10.0%	100.0%
	Column%	7.1%	0.0%	1.5%	0.0%	2.5%	2.1%	1.6%	7.7%	2.1%
51-100 Times	**Count**	**0**	**0**	**1**	**0**	**2**	**3**	**1**	**1**	**5**
	Row%	0.0%	0.0%	20.0%	0.0%	40.0%	60.0%	20.0%	20.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	1.7%	1.0%	0.5%	7.7%	1.0%
Over 100 Times	**Count**	**0**	**0**	**1**	**0**	**1**	**2**	**0**	**0**	**2**
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	0.8%	0.7%	0.0%	0.0%	0.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q84H Submitted Bid/Proposal As Subcontractor - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None	**Count**	**8**	**13**	**89**	**6**	**82**	**198**	**133**	**9**	**340**
	Row%	2.4%	3.8%	26.2%	1.8%	24.1%	58.2%	39.1%	2.6%	100.0%
	Column%	57.1%	100.0%	67.4%	66.7%	68.9%	69.0%	71.1%	69.2%	69.8%
1-10 Times	**Count**	**5**	**0**	**33**	**2**	**27**	**67**	**42**	**1**	**110**
	Row%	4.5%	0.0%	30.0%	1.8%	24.5%	60.9%	38.2%	0.9%	100.0%
	Column%	35.7%	0.0%	25.0%	22.2%	22.7%	23.3%	22.5%	7.7%	22.6%
11-25 Times	**Count**	**0**	**0**	**5**	**1**	**4**	**10**	**7**	**2**	**19**
	Row%	0.0%	0.0%	26.3%	5.3%	21.1%	52.6%	36.8%	10.5%	100.0%
	Column%	0.0%	0.0%	3.8%	11.1%	3.4%	3.5%	3.7%	15.4%	3.9%
26-50 Times	**Count**	**1**	**0**	**3**	**0**	**1**	**5**	**4**	**0**	**9**
	Row%	11.1%	0.0%	33.3%	0.0%	11.1%	55.6%	44.4%	0.0%	100.0%
	Column%	7.1%	0.0%	2.3%	0.0%	0.8%	1.7%	2.1%	0.0%	1.8%
51-100 Times	**Count**	**0**	**0**	**1**	**0**	**4**	**5**	**1**	**1**	**7**
	Row%	0.0%	0.0%	14.3%	0.0%	57.1%	71.4%	14.3%	14.3%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	3.4%	1.7%	0.5%	7.7%	1.4%
Over 100 Times	**Count**	**0**	**0**	**1**	**0**	**1**	**2**	**0**	**0**	**2**
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	0.8%	0.7%	0.0%	0.0%	0.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q84I Submitted Bid/Proposal As Subcontractor - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None	Count	8	13	90	7	84	202	135	10	347
	Row%	2.3%	3.7%	25.9%	2.0%	24.2%	58.2%	38.9%	2.9%	100.0%
	Column%	57.1%	100.0%	68.2%	77.8%	70.6%	70.4%	72.2%	76.9%	71.3%
1-10 Times	Count	5	0	32	2	27	66	42	1	109
	Row%	4.6%	0.0%	29.4%	1.8%	24.8%	60.6%	38.5%	0.9%	100.0%
	Column%	35.7%	0.0%	24.2%	22.2%	22.7%	23.0%	22.5%	7.7%	22.4%
11-25 Times	Count	0	0	6	0	3	9	6	0	15
	Row%	0.0%	0.0%	40.0%	0.0%	20.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	2.5%	3.1%	3.2%	0.0%	3.1%
26-50 Times	Count	1	0	3	0	2	6	2	0	8
	Row%	12.5%	0.0%	37.5%	0.0%	25.0%	75.0%	25.0%	0.0%	100.0%
	Column%	7.1%	0.0%	2.3%	0.0%	1.7%	2.1%	1.1%	0.0%	1.6%
51-100 Times	Count	0	0	0	0	2	2	2	2	6
	Row%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	33.3%	33.3%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	1.7%	0.7%	1.1%	15.4%	1.2%
Over 100 Times	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	0.8%	0.7%	0.0%	0.0%	0.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q84J Submitted Bid/Proposal As Subcontractor - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None	Count	8	13	95	7	86	209	144	11	364
	Row%	2.2%	3.6%	26.1%	1.9%	23.6%	57.4%	39.6%	3.0%	100.0%
	Column%	57.1%	100.0%	72.0%	77.8%	72.3%	72.8%	77.0%	84.6%	74.7%
1-10 Times	Count	5	0	30	2	23	60	34	1	95
	Row%	5.3%	0.0%	31.6%	2.1%	24.2%	63.2%	35.8%	1.1%	100.0%
	Column%	35.7%	0.0%	22.7%	22.2%	19.3%	20.9%	18.2%	7.7%	19.5%
11-25 Times	Count	0	0	4	0	5	9	6	1	16
	Row%	0.0%	0.0%	25.0%	0.0%	31.3%	56.3%	37.5%	6.3%	100.0%
	Column%	0.0%	0.0%	3.0%	0.0%	4.2%	3.1%	3.2%	7.7%	3.3%
26-50 Times	Count	1	0	2	0	1	4	2	0	6
	Row%	16.7%	0.0%	33.3%	0.0%	16.7%	66.7%	33.3%	0.0%	100.0%
	Column%	7.1%	0.0%	1.5%	0.0%	0.8%	1.4%	1.1%	0.0%	1.2%
51-100 Times	Count	0	0	0	0	2	2	1	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	1.7%	0.7%	0.5%	0.0%	0.6%
Over 100 Times	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	1.7%	1.0%	0.0%	0.0%	0.6%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q84K Submitted Bid/Proposal As Subcontractor - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None	Count	7	13	97	6	88	211	142	9	362
	Row%	1.9%	3.6%	26.8%	1.7%	24.3%	58.3%	39.2%	2.5%	100.0%
	Column%	50.0%	100.0%	73.5%	66.7%	73.9%	73.5%	75.9%	69.2%	74.3%
1-10 Times	Count	6	0	27	2	23	58	35	3	96
	Row%	6.3%	0.0%	28.1%	2.1%	24.0%	60.4%	36.5%	3.1%	100.0%
	Column%	42.9%	0.0%	20.5%	22.2%	19.3%	20.2%	18.7%	23.1%	19.7%
11-25 Times	Count	0	0	4	1	4	9	6	0	15
	Row%	0.0%	0.0%	26.7%	6.7%	26.7%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	3.0%	11.1%	3.4%	3.1%	3.2%	0.0%	3.1%
26-50 Times	Count	1	0	2	0	1	4	3	0	7
	Row%	14.3%	0.0%	28.6%	0.0%	14.3%	57.1%	42.9%	0.0%	100.0%
	Column%	7.1%	0.0%	1.5%	0.0%	0.8%	1.4%	1.6%	0.0%	1.4%
51-100 Times	Count	0	0	1	0	2	3	1	1	5
	Row%	0.0%	0.0%	20.0%	0.0%	40.0%	60.0%	20.0%	20.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	1.7%	1.0%	0.5%	7.7%	1.0%
Over 100 Times	Count	0	0	1	0	1	2	0	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	0.8%	0.7%	0.0%	0.0%	0.4%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q85A Worked As Subcontractor With - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	19	2	20	43	26	4	73
	Row%	2.7%	0.0%	26.0%	2.7%	27.4%	58.9%	35.6%	5.5%	100.0%
	Column%	14.3%	0.0%	14.4%	22.2%	16.8%	15.0%	13.9%	30.8%	15.0%
No	Count	12	12	110	7	98	239	153	8	400
	Row%	3.0%	3.0%	27.5%	1.8%	24.5%	59.8%	38.3%	2.0%	100.0%
	Column%	85.7%	92.3%	83.3%	77.8%	82.4%	83.3%	81.8%	61.5%	82.1%
DK	Count	0	1	3	0	1	5	8	1	14
	Row%	0.0%	7.1%	21.4%	0.0%	7.1%	35.7%	57.1%	7.1%	100.0%
	Column%	0.0%	7.7%	2.3%	0.0%	0.8%	1.7%	4.3%	7.7%	2.9%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q85B Worked As Subcontractor With - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	19	2	18	40	13	3	56
	Row%	1.8%	0.0%	33.9%	3.6%	32.1%	71.4%	23.2%	5.4%	100.0%
	Column%	7.1%	0.0%	14.4%	22.2%	15.1%	13.9%	7.0%	23.1%	11.5%
No	Count	13	12	112	7	100	244	167	10	421
	Row%	3.1%	2.9%	26.6%	1.7%	23.8%	58.0%	39.7%	2.4%	100.0%
	Column%	92.9%	92.3%	84.8%	77.8%	84.0%	85.0%	89.3%	76.9%	86.4%
DK	Count	0	1	1	0	1	3	7	0	10
	Row%	0.0%	10.0%	10.0%	0.0%	10.0%	30.0%	70.0%	0.0%	100.0%
	Column%	0.0%	7.7%	0.8%	0.0%	0.8%	1.0%	3.7%	0.0%	2.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q85C Worked As Subcontractor With - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	15	1	12	29	11	1	41
	Row%	2.4%	0.0%	36.6%	2.4%	29.3%	70.7%	26.8%	2.4%	100.0%
	Column%	7.1%	0.0%	11.4%	11.1%	10.1%	10.1%	5.9%	7.7%	8.4%
No	Count	13	13	116	8	106	256	169	12	437
	Row%	3.0%	3.0%	26.5%	1.8%	24.3%	58.6%	38.7%	2.7%	100.0%
	Column%	92.9%	100.0%	87.9%	88.9%	89.1%	89.2%	90.4%	92.3%	89.7%
DK	Count	0	0	1	0	1	2	7	0	9
	Row%	0.0%	0.0%	11.1%	0.0%	11.1%	22.2%	77.8%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	0.8%	0.7%	3.7%	0.0%	1.8%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q85D Worked As Subcontractor With - Alamo Regional Mobility		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	8	1	6	16	3	1	20
	Row%	5.0%	0.0%	40.0%	5.0%	30.0%	80.0%	15.0%	5.0%	100.0%
	Column%	7.1%	0.0%	6.1%	11.1%	5.0%	4,000.0%	1.6%	7.7%	4.1%
No	Count	13	13	122	8	111	267	177	12	456
	Row%	2.9%	2.9%	26.8%	1.8%	24.3%	58.6%	38.8%	2.6%	100.0%
	Column%	92.9%	100.0%	92.4%	88.9%	93.3%	66,750.0%	94.7%	92.3%	93.6%
DK	Count	0	0	2	0	2	4	7	0	11
	Row%	0.0%	0.0%	18.2%	0.0%	18.2%	36.4%	63.6%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	1,000.0%	3.7%	0.0%	2.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	71,750.0%	100.0%	100.0%	100.0%

Q85E Worked As Subcontractor With - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	11	0	9	21	11	1	33
	Row%	3.0%	0.0%	33.3%	0.0%	27.3%	63.6%	33.3%	3.0%	100.0%
	Column%	7.1%	0.0%	8.3%	0.0%	7.6%	2,100.0%	5.9%	7.7%	6.8%
No	Count	13	13	119	9	108	262	169	12	443
	Row%	2.9%	2.9%	26.9%	2.0%	24.4%	59.1%	38.1%	2.7%	100.0%
	Column%	92.9%	100.0%	90.2%	100.0%	90.8%	26,200.0%	90.4%	92.3%	91.0%
DK	Count	0	0	2	0	2	4	7	0	11
	Row%	0.0%	0.0%	18.2%	0.0%	18.2%	36.4%	63.6%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	400.0%	3.7%	0.0%	2.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	28,700.0%	100.0%	100.0%	100.0%

Q85F Worked As Subcontractor With - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	1	9	0	9	19	12	1	32
	Row%	0.0%	3.1%	28.1%	0.0%	28.1%	59.4%	37.5%	3.1%	100.0%
	Column%	0.0%	7.7%	6.8%	0.0%	7.6%	1,900.0%	6.4%	7.7%	6.6%
No	Count	14	12	121	9	108	264	168	12	444
	Row%	3.2%	2.7%	27.3%	2.0%	24.3%	59.5%	37.8%	2.7%	100.0%
	Column%	100.0%	92.3%	91.7%	100.0%	90.8%	26,400.0%	89.8%	92.3%	91.2%
DK	Count	0	0	2	0	2	4	7	0	11
	Row%	0.0%	0.0%	18.2%	0.0%	18.2%	36.4%	63.6%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	400.0%	3.7%	0.0%	2.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	28,700.0%	100.0%	100.0%	100.0%

Q85G Worked As Subcontractor With - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	12	1	11	25	12	4	41
	Row%	2.4%	0.0%	29.3%	2.4%	26.8%	61.0%	29.3%	9.8%	100.0%
	Column%	7.1%	0.0%	9.1%	11.1%	9.2%	2,500.0%	6.4%	30.8%	8.4%
No	Count	13	13	118	8	106	258	168	9	435
	Row%	3.0%	3.0%	27.1%	1.8%	24.4%	59.3%	38.6%	2.1%	100.0%
	Column%	92.9%	100.0%	89.4%	88.9%	89.1%	25,800.0%	89.8%	69.2%	89.3%
DK	Count	0	0	2	0	2	4	7	0	11
	Row%	0.0%	0.0%	18.2%	0.0%	18.2%	36.4%	63.6%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	400.0%	3.7%	0.0%	2.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	28,700.0%	100.0%	100.0%	100.0%

Q85H Worked As Subcontractor With - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	2	0	19	1	11	33	12	2	47
	Row%	4.3%	0.0%	40.4%	2.1%	23.4%	70.2%	25.5%	4.3%	100.0%
	Column%	14.3%	0.0%	14.4%	11.1%	9.2%	15,419.0%	6.4%	15.4%	9.7%
No	Count	12	13	112	8	106	251	168	11	430
	Row%	2.8%	3.0%	26.0%	1.9%	24.7%	58.4%	39.1%	2.6%	100.0%
	Column%	85.7%	100.0%	84.8%	88.9%	89.1%	117,277.6%	89.8%	84.6%	88.3%
DK	Count	0	0	1	0	2	3	7	0	10
	Row%	0.0%	0.0%	10.0%	0.0%	20.0%	30.0%	70.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.8%	0.0%	1.7%	1,401.7%	3.7%	0.0%	2.1%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	134,098.3%	100.0%	100.0%	100.0%

Q85I Worked As Subcontractor With - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	12	1	10	24	15	2	41
	Row%	2.4%	0.0%	29.3%	2.4%	24.4%	58.5%	36.6%	4.9%	100.0%
	Column%	7.1%	0.0%	9.1%	11.1%	8.4%	21,371.4%	8.0%	15.4%	8.4%
No	Count	13	13	118	8	106	258	165	11	434
	Row%	3.0%	3.0%	27.2%	1.8%	24.4%	59.4%	38.0%	2.5%	100.0%
	Column%	92.9%	100.0%	89.4%	88.9%	89.1%	229,742.9%	88.2%	84.6%	89.1%
DK	Count	0	0	2	0	3	5	7	0	12
	Row%	0.0%	0.0%	16.7%	0.0%	25.0%	41.7%	58.3%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	2.5%	4,452.4%	3.7%	0.0%	2.5%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	255,566.7%	100.0%	100.0%	100.0%

Q85J Worked As Subcontractor With - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	11	0	8	19	9	1	29
	Row%	0.0%	0.0%	37.9%	0.0%	27.6%	65.5%	31.0%	3.4%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	6.7%	6.6%	4.8%	7.7%	6.0%
No	Count	14	13	119	9	109	264	171	12	447
	Row%	3.1%	2.9%	26.6%	2.0%	24.4%	59.1%	38.3%	2.7%	100.0%
	Column%	100.0%	100.0%	90.2%	100.0%	91.6%	92.0%	91.4%	92.3%	91.8%
DK	Count	0	0	2	0	2	4	7	0	11
	Row%	0.0%	0.0%	18.2%	0.0%	18.2%	36.4%	63.6%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	1.4%	3.7%	0.0%	2.3%
Total	Count	14	13	132	9	119	287	187	13	487
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q85K Worked As Subcontractor With - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	**Count**	**2**	**0**	**8**	**2**	**14**	**26**	**12**	**2**	**40**
	Row%	5.0%	0.0%	20.0%	5.0%	35.0%	65.0%	30.0%	5.0%	100.0%
	Column%	14.3%	0.0%	6.1%	22.2%	11.8%	9,776.0%	6.4%	15.4%	8.2%
No	**Count**	**12**	**13**	**122**	**7**	**103**	**257**	**168**	**11**	**436**
	Row%	2.8%	3.0%	28.0%	1.6%	23.6%	58.9%	38.5%	2.5%	100.0%
	Column%	85.7%	100.0%	92.4%	77.8%	86.6%	96,632.0%	89.8%	84.6%	89.5%
DK	**Count**	**0**	**0**	**2**	**0**	**2**	**4**	**7**	**0**	**11**
	Row%	0.0%	0.0%	18.2%	0.0%	18.2%	36.4%	63.6%	0.0%	100.0%
	Column%	0.0%	0.0%	1.5%	0.0%	1.7%	1,504.0%	3.7%	0.0%	2.3%
Total	**Count**	**14**	**13**	**132**	**9**	**119**	**287**	**187**	**13**	**487**
	Row%	2.9%	2.7%	27.1%	1.8%	24.4%	58.9%	38.4%	2.7%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	107,912.0%	100.0%	100.0%	100.0%

Q86A Subcontractor - Average Time For Payment - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	**Count**	**0**	**0**	**2**	**1**	**4**	**7**	**1**	**0**	**8**
	Row%	0.0%	0.0%	25.0%	12.5%	50.0%	87.5%	12.5%	0.0%	100.0%
	Column%	0.0%	0.0%	10.5%	50.0%	20.0%	3,156.5%	3.6%	0.0%	10.7%
30-60 Days	**Count**	**2**	**0**	**9**	**1**	**6**	**18**	**13**	**2**	**33**
	Row%	6.1%	0.0%	27.3%	3.0%	18.2%	54.5%	39.4%	6.1%	100.0%
	Column%	100.0%	0.0%	47.4%	50.0%	30.0%	8,116.7%	46.4%	50.0%	44.0%
60-90 Days	**Count**	0	**0**	3	0	6	9	6	1	16
	Row%	0.0%	0.0%	18.8%	0.0%	37.5%	56.3%	37.5%	6.3%	100.0%
	Column%	0.0%	0.0%	15.8%	0.0%	30.0%	4,058.3%	21.4%	25.0%	21.3%
90-120 Days	**Count**	**0**	**0**	**0**	**0**	**2**	**2**	**4**	**0**	**6**
	Row%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	10.0%	901.9%	14.3%	0.0%	8.0%
Over 120 Days	**Count**	**0**	**0**	**1**	**0**	**1**	**2**	**1**	**0**	**3**
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	5.3%	0.0%	5.0%	901.9%	3.6%	0.0%	4.0%
NA	**Count**	**0**	**0**	**4**	**0**	**1**	**5**	**3**	**1**	**9**
	Row%	0.0%	0.0%	44.4%	0.0%	11.1%	55.6%	33.3%	11.1%	100.0%
	Column%	0.0%	0.0%	21.1%	0.0%	5.0%	2,254.6%	10.7%	25.0%	12.0%
Total	**Count**	**2**	**0**	**19**	**2**	**20**	**43**	**28**	**4**	**75**
	Row%	2.7%	0.0%	25.3%	2.7%	26.7%	57.3%	37.3%	5.3%	100.0%
	Column%	100.0%	0.0%	100.0%	100.0%	100.0%	19,389.8%	100.0%	100.0%	100.0%

Q86B Subcontractor - Average Time For Payment - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	0	2	0	4	6	1	0	7
	Row%	0.0%	0.0%	28.6%	0.0%	57.1%	85.7%	14.3%	0.0%	100.0%
	Column%	0.0%	0.0%	10.5%	0.0%	22.2%	15.0%	7.7%	0.0%	12.5%
30-60 Days	Count	1	0	10	2	8	21	7	1	29
	Row%	3.4%	0.0%	34.5%	6.9%	27.6%	72.4%	24.1%	3.4%	100.0%
	Column%	100.0%	0.0%	52.6%	100.0%	44.4%	52.5%	53.8%	33.3%	51.8%
60-90 Days	Count	0	0	3	0	4	7	3	1	11
	Row%	0.0%	0.0%	27.3%	0.0%	36.4%	63.6%	27.3%	9.1%	100.0%
	Column%	0.0%	0.0%	15.8%	0.0%	22.2%	17.5%	23.1%	33.3%	19.6%
90-120 Days	Count	0	0	0	0	1	1	1	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	5.6%	2.5%	7.7%	0.0%	3.6%
NA	Count	0	0	4	0	1	5	1	1	7
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	14.3%	14.3%	100.0%
	Column%	0.0%	0.0%	21.1%	0.0%	5.6%	12.5%	7.7%	33.3%	12.5%
Total	Count	1	0	19	2	18	40	13	3	56
	Row%	1.8%	0.0%	33.9%	3.6%	32.1%	71.4%	23.2%	5.4%	100.0%
	Column%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q86C Subcontractor - Average Time For Payment - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	1	0	2	0	5	8	2	0	10
	Row%	10.0%	0.0%	20.0%	0.0%	50.0%	80.0%	20.0%	0.0%	100.0%
	Column%	100.0%	0.0%	13.3%	0.0%	41.7%	27.6%	18.2%	0.0%	24.4%
30-60 Days	Count	0	0	7	1	4	12	6	0	18
	Row%	0.0%	0.0%	38.9%	5.6%	22.2%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	46.7%	100.0%	33.3%	41.4%	54.5%	0.0%	43.9%
60-90 Days	Count	0	0	2	0	2	4	2	0	6
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	13.3%	0.0%	16.7%	13.8%	18.2%	0.0%	14.6%
90-120 Days	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	8.3%	3.4%	0.0%	0.0%	2.4%
Over 120 Days	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	6.7%	0.0%	0.0%	3.4%	0.0%	0.0%	2.4%
NA	Count	0	0	3	0	0	3	1	1	5
	Row%	0.0%	0.0%	60.0%	0.0%	0.0%	60.0%	20.0%	20.0%	100.0%
	Column%	0.0%	0.0%	20.0%	0.0%	0.0%	10.3%	9.1%	100.0%	12.2%
Total	Count	1	0	15	1	12	29	11	1	41
	Row%	2.4%	0.0%	36.6%	2.4%	29.3%	70.7%	26.8%	2.4%	100.0%
	Column%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q86D Subcontractor - Average Time For Payment - Alamo Regional Mobility		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	0	2	0	2	4	1	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	40.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	33.3%	25.0%	33.3%	0.0%	25.0%
30-60 Days	Count	0	0	1	0	3	4	1	0	5
	Row%	0.0%	0.0%	20.0%	0.0%	60.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	12.5%	0.0%	50.0%	25.0%	33.3%	0.0%	25.0%
60-90 Days	Count	0	0	1	1	1	3	0	0	3
	Row%	0.0%	0.0%	33.3%	33.3%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	12.5%	100.0%	16.7%	18.8%	0.0%	0.0%	15.0%
NA	Count	1	0	4	0	0	5	1	1	7
	Row%	14.3%	0.0%	57.1%	0.0%	0.0%	71.4%	14.3%	14.3%	100.0%
	Column%	100.0%	0.0%	50.0%	0.0%	0.0%	31.3%	33.3%	100.0%	35.0%
Total	Count	1	0	8	1	6	16	3	1	20
	Row%	5.0%	0.0%	40.0%	5.0%	30.0%	80.0%	15.0%	5.0%	100.0%
	Column%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q86E Subcontractor - Average Time For Payment - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	0	2	0	2	4	1	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	40.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	33.3%	25.0%	33.3%	0.0%	25.0%
30-60 Days	Count	0	0	1	0	3	4	1	0	5
	Row%	0.0%	0.0%	20.0%	0.0%	60.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	12.5%	0.0%	50.0%	25.0%	33.3%	0.0%	25.0%
60-90 Days	Count	0	0	1	1	1	3	0	0	3
	Row%	0.0%	0.0%	33.3%	33.3%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	12.5%	100.0%	16.7%	18.8%	0.0%	0.0%	15.0%
90-120 Days	Count	1	0	4	0	0	5	1	1	7
	Row%	14.3%	0.0%	57.1%	0.0%	0.0%	71.4%	14.3%	14.3%	100.0%
	Column%	100.0%	0.0%	50.0%	0.0%	0.0%	31.3%	33.3%	100.0%	35.0%
Over 120 Days	Count	1	0	8	1	6	16	3	1	20
	Row%	5.0%	0.0%	40.0%	5.0%	30.0%	80.0%	15.0%	5.0%	100.0%
	Column%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
NA	Count	0	0	3	0	0	3	2	1	6
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	33.3%	16.7%	100.0%
	Column%	0.0%	0.0%	27.3%	0.0%	0.0%	14.3%	18.2%	100.0%	18.2%
Total	Count	1	0	11	0	9	21	11	1	33
	Row%	3.0%	0.0%	33.3%	0.0%	27.3%	63.6%	33.3%	3.0%	100.0%
	Column%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q86F Subcontractor - Average Time For Payment - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	1	2	0	2	5	3	0	8
	Row%	0.0%	12.5%	25.0%	0.0%	25.0%	62.5%	37.5%	0.0%	100.0%
	Column%	0.0%	100.0%	22.2%	0.0%	22.2%	26.3%	25.0%	0.0%	25.0%
30-60 Days	Count	0	0	3	0	5	8	6	0	14
	Row%	0.0%	0.0%	21.4%	0.0%	35.7%	57.1%	42.9%	0.0%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	55.6%	42.1%	50.0%	0.0%	43.8%
60-90 Days	Count	0	0	1	0	1	2	2	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	25.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	11.1%	0.0%	11.1%	10.5%	16.7%	0.0%	12.5%
NA	Count	0	0	3	0	1	4	1	1	6
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	16.7%	16.7%	100.0%
	Column%	0.0%	0.0%	33.3%	0.0%	11.1%	21.1%	8.3%	100.0%	18.8%
Total	Count	0	1	9	0	9	19	12	1	32
	Row%	0.0%	3.1%	28.1%	0.0%	28.1%	59.4%	37.5%	3.1%	100.0%
	Column%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q86G Subcontractor - Average Time For Payment - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	0	2	0	5	7	2	1	10
	Row%	0.0%	0.0%	20.0%	0.0%	50.0%	70.0%	20.0%	10.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	45.5%	28.0%	16.7%	25.0%	24.4%
30-60 Days	Count	1	0	4	1	3	9	7	1	17
	Row%	5.9%	0.0%	23.5%	5.9%	17.6%	52.9%	41.2%	5.9%	100.0%
	Column%	100.0%	0.0%	33.3%	100.0%	27.3%	36.0%	58.3%	25.0%	41.5%
60-90 Days	Count	0	0	2	0	2	4	1	1	6
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	16.7%	16.7%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	18.2%	16.0%	8.3%	25.0%	14.6%
Over 120 Days	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	0.0%	4.0%	0.0%	0.0%	2.4%
NA	Count	0	0	3	0	1	4	2	1	7
	Row%	0.0%	0.0%	42.9%	0.0%	14.3%	57.1%	28.6%	14.3%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	9.1%	16.0%	16.7%	25.0%	17.1%
Total	Count	1	0	12	1	11	25	12	4	41
	Row%	2.4%	0.0%	29.3%	2.4%	26.8%	61.0%	29.3%	9.8%	100.0%
	Column%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q86H Subcontractor - Average Time For Payment - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	**Count**	**1**	**0**	**3**	**0**	**4**	**8**	**1**	**0**	**9**
	Row%	11.1%	0.0%	33.3%	0.0%	44.4%	88.9%	11.1%	0.0%	100.0%
	Column%	50.0%	0.0%	15.8%	0.0%	36.4%	24.2%	8.3%	0.0%	19.1%
30-60 Days	**Count**	**1**	**0**	**8**	**1**	**4**	**14**	**6**	**0**	**20**
	Row%	5.0%	0.0%	40.0%	5.0%	20.0%	70.0%	30.0%	0.0%	100.0%
	Column%	50.0%	0.0%	42.1%	100.0%	36.4%	42.4%	50.0%	0.0%	42.6%
60-90 Days	**Count**	**0**	**0**	**4**	**0**	**2**	**6**	**2**	**1**	**9**
	Row%	0.0%	0.0%	44.4%	0.0%	22.2%	66.7%	22.2%	11.1%	100.0%
	Column%	0.0%	0.0%	21.1%	0.0%	18.2%	18.2%	16.7%	50.0%	19.1%
90-120 Days	**Count**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**0**	**2**
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	4.3%
NA	**Count**	**0**	**0**	**4**	**0**	**1**	**5**	**1**	**1**	**7**
	Row%	0.0%	0.0%	57.1%	0.0%	14.3%	71.4%	14.3%	14.3%	100.0%
	Column%	0.0%	0.0%	21.1%	0.0%	9.1%	15.2%	8.3%	50.0%	14.9%
Total	**Count**	**2**	**0**	**19**	**1**	**11**	**33**	**12**	**2**	**47**
	Row%	4.3%	0.0%	40.4%	2.1%	23.4%	70.2%	25.5%	4.3%	100.0%
	Column%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q86I Subcontractor - Average Time For Payment - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	**Count**	**0**	**0**	**1**	**0**	**3**	**4**	**2**	**0**	**6**
	Row%	0.0%	0.0%	16.7%	0.0%	50.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	30.0%	200.0%	13.3%	0.0%	14.6%
30-60 Days	**Count**	**1**	**0**	**2**	**1**	**3**	**7**	**8**	**1**	**16**
	Row%	6.3%	0.0%	12.5%	6.3%	18.8%	43.8%	50.0%	6.3%	100.0%
	Column%	100.0%	0.0%	16.7%	100.0%	30.0%	350.0%	53.3%	50.0%	39.0%
60-90 Days	**Count**	**0**	**0**	**3**	**0**	**2**	**5**	**3**	**0**	**8**
	Row%	0.0%	0.0%	37.5%	0.0%	25.0%	62.5%	37.5%	0.0%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	20.0%	250.0%	20.0%	0.0%	19.5%
90-120 Days	**Count**	**0**	**0**	**1**	**0**	**0**	**1**	**1**	**0**	**2**
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	0.0%	50.0%	6.7%	0.0%	4.9%
Over 120 Days	**Count**	**0**	**0**	**2**	**0**	**1**	**3**	**0**	**0**	**3**
	Row%	0.0%	0.0%	66.7%	0.0%	33.3%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	16.7%	0.0%	10.0%	150.0%	0.0%	0.0%	7.3%
NA	**Count**	**0**	**0**	**3**	**0**	**1**	**4**	**1**	**1**	**6**
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	16.7%	16.7%	100.0%
	Column%	0.0%	0.0%	25.0%	0.0%	10.0%	200.0%	6.7%	50.0%	14.6%
Total	**Count**	**1**	**0**	**12**	**1**	**10**	**24**	**15**	**2**	**41**
	Row%	2.4%	0.0%	29.3%	2.4%	24.4%	58.5%	36.6%	4.9%	100.0%
	Column%	100.0%	0.0%	100.0%	100.0%	100.0%	1,200.0%	100.0%	100.0%	100.0%

Q86J Subcontractor - Average Time For Payment - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	0	1	0	2	3	2	0	5
	Row%	0.0%	0.0%	20.0%	0.0%	40.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	9.1%	0.0%	25.0%	2.2%	22.2%	0.0%	17.2%
30-60 Days	Count	0	0	5	0	3	8	5	0	13
	Row%	0.0%	0.0%	38.5%	0.0%	23.1%	61.5%	38.5%	0.0%	100.0%
	Column%	0.0%	0.0%	45.5%	0.0%	37.5%	6.0%	55.6%	0.0%	44.8%
60-90 Days	Count	0	0	2	0	2	4	1	0	5
	Row%	0.0%	0.0%	40.0%	0.0%	40.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	18.2%	0.0%	25.0%	3.0%	11.1%	0.0%	17.2%
NA	Count	0	0	3	0	1	4	1	1	6
	Row%	0.0%	0.0%	50.0%	0.0%	16.7%	66.7%	16.7%	16.7%	100.0%
	Column%	0.0%	0.0%	27.3%	0.0%	12.5%	3.0%	11.1%	100.0%	20.7%
Total	Count	0	0	11	0	8	19	9	1	29
	Row%	0.0%	0.0%	37.9%	0.0%	27.6%	65.5%	31.0%	3.4%	100.0%
	Column%	0.0%	0.0%	100.0%	0.0%	100.0%	14.2%	100.0%	100.0%	100.0%

Q86K Subcontractor - Average Time For Payment - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Hispanic American	Native American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Less Than 30 Days	Count	0	1	0	0	4	5	1	0	6
	Row%	0.0%	16.7%	0.0%	0.0%	66.7%	83.3%	16.7%	0.0%	100.0%
	Column%	0.0%	12.5%	0.0%	0.0%	28.6%	19.2%	8.3%	0.0%	15.0%
30-60 Days	Count	2	2	2	0	5	11	6	0	17
	Row%	11.8%	11.8%	11.8%	0.0%	29.4%	64.7%	35.3%	0.0%	100.0%
	Column%	100.0%	25.0%	100.0%	0.0%	35.7%	42.3%	50.0%	0.0%	42.5%
60-90 Days	Count	0	2	0	0	3	5	2	0	7
	Row%	0.0%	28.6%	0.0%	0.0%	42.9%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	25.0%	0.0%	0.0%	21.4%	19.2%	16.7%	0.0%	17.5%
90-120 Days	Count	0	0	0	0	1	1	1	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	7.1%	3.8%	8.3%	0.0%	5.0%
NA	Count	0	3	0	0	1	4	2	2	8
	Row%	0.0%	37.5%	0.0%	0.0%	12.5%	50.0%	25.0%	25.0%	100.0%
	Column%	0.0%	37.5%	0.0%	0.0%	7.1%	15.4%	16.7%	100.0%	20.0%
Total	Count	2	8	2	0	14	26	12	2	40
	Row%	5.0%	20.0%	5.0%	0.0%	35.0%	65.0%	30.0%	5.0%	100.0%
	Column%	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q87 Subcontractor - Frequency of Prime Contractors Delaying Payment		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Very Often	**Count**	**0**	**0**	**6**	**0**	**4**	**10**	**4**	**1**	**15**
	Row%	0.0%	0.0%	40.0%	0.0%	26.7%	66.7%	26.7%	6.7%	100.0%
	Column%	0.0%	0.0%	19.4%	0.0%	12.1%	14.1%	8.7%	20.0%	12.3%
Often	**Count**	**0**	**0**	**8**	**0**	**7**	**15**	**7**	**1**	**23**
	Row%	0.0%	0.0%	34.8%	0.0%	30.4%	65.2%	30.4%	4.3%	100.0%
	Column%	0.0%	0.0%	25.8%	0.0%	21.2%	21.1%	15.2%	20.0%	18.9%
Sometimes	**Count**	**2**	**0**	**5**	**1**	**8**	**16**	**9**	**2**	**27**
	Row%	7.4%	0.0%	18.5%	3.7%	29.6%	59.3%	33.3%	7.4%	100.0%
	Column%	100.0%	0.0%	16.1%	25.0%	24.2%	22.5%	19.6%	40.0%	22.1%
Seldom	**Count**	**0**	**0**	**6**	**2**	**5**	**13**	**14**	**1**	**28**
	Row%	0.0%	0.0%	21.4%	7.1%	17.9%	46.4%	50.0%	3.6%	100.0%
	Column%	0.0%	0.0%	19.4%	50.0%	15.2%	18.3%	30.4%	20.0%	23.0%
Never	**Count**	**0**	**1**	**3**	**1**	**5**	**10**	**7**	**0**	**17**
	Row%	0.0%	5.9%	17.6%	5.9%	29.4%	58.8%	41.2%	0.0%	100.0%
	Column%	0.0%	100.0%	9.7%	25.0%	15.2%	14.1%	15.2%	0.0%	13.9%
No Response (DK)/NA	**Count**	**0**	**0**	**3**	**0**	**4**	**7**	**5**	**0**	**12**
	Row%	0.0%	0.0%	25.0%	0.0%	33.3%	58.3%	41.7%	0.0%	100.0%
	Column%	0.0%	0.0%	9.7%	0.0%	12.1%	9.9%	10.9%	0.0%	9.8%
Total	**Count**	**2**	**1**	**31**	**4**	**33**	**71**	**46**	**5**	**122**
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q88 Subcontractor - Working Experience with Prime Contractors		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Excellent	**Count**	**1**	**1**	**4**	**0**	**5**	**11**	**7**	**1**	**19**
	Row%	5.3%	5.3%	21.1%	0.0%	26.3%	57.9%	36.8%	5.3%	100.0%
	Column%	50.0%	100.0%	12.9%	0.0%	15.2%	15.5%	15.2%	20.0%	15.6%
Good	**Count**	**1**	**0**	**20**	**4**	**18**	**43**	**24**	**4**	**71**
	Row%	1.4%	0.0%	28.2%	5.6%	25.4%	60.6%	33.8%	5.6%	100.0%
	Column%	50.0%	0.0%	64.5%	100.0%	54.5%	60.6%	52.2%	80.0%	58.2%
Fair	**Count**	**0**	**0**	**4**	**0**	**4**	**8**	**4**	**0**	**12**
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	12.9%	0.0%	12.1%	11.3%	8.7%	0.0%	9.8%
Poor	**Count**	**0**	**0**	**1**	**0**	**1**	**2**	**0**	**0**	**2**
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	3.2%	0.0%	3.0%	2.8%	0.0%	0.0%	1.6%
No Response (DK)/NA	**Count**	**0**	**0**	**2**	**0**	**5**	**7**	**11**	**0**	**18**
	Row%	0.0%	0.0%	11.1%	0.0%	27.8%	38.9%	61.1%	0.0%	100.0%
	Column%	0.0%	0.0%	6.5%	0.0%	15.2%	9.9%	23.9%	0.0%	14.8%
Total	**Count**	**2**	**1**	**31**	**4**	**33**	**71**	**46**	**5**	**122**
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q89A Subcontractor - Submitted Bid Did Not Do The Work - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	2	1	4	7	6	1	14
	Row%	0.0%	0.0%	14.3%	7.1%	28.6%	50.0%	42.9%	7.1%	100.0%
	Column%	0.0%	0.0%	6.5%	25.0%	12.1%	9.9%	13.0%	20.0%	11.5%
No	Count	2	1	27	2	27	59	37	4	100
	Row%	2.0%	1.0%	27.0%	2.0%	27.0%	59.0%	37.0%	4.0%	100.0%
	Column%	100.0%	100.0%	87.1%	50.0%	81.8%	83.1%	80.4%	80.0%	82.0%
DK	Count	0	0	2	1	2	5	3	0	8
	Row%	0.0%	0.0%	25.0%	12.5%	25.0%	62.5%	37.5%	0.0%	100.0%
	Column%	0.0%	0.0%	6.5%	25.0%	6.1%	7.0%	6.5%	0.0%	6.6%
Total	Count	2	1	31	4	33	71	46	5	122
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q89B Subcontractor - Submitted Bid Did Not Do The Work - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	3	4	1	1	6
	Row%	0.0%	0.0%	16.7%	0.0%	50.0%	66.7%	16.7%	16.7%	100.0%
	Column%	0.0%	0.0%	3.2%	0.0%	9.1%	5.6%	2.2%	20.0%	4.9%
No	Count	2	1	28	3	28	62	43	4	109
	Row%	1.8%	0.9%	25.7%	2.8%	25.7%	56.9%	39.4%	3.7%	100.0%
	Column%	100.0%	100.0%	90.3%	75.0%	84.8%	87.3%	93.5%	80.0%	89.3%
DK	Count	0	0	2	1	2	5	2	0	7
	Row%	0.0%	0.0%	28.6%	14.3%	28.6%	71.4%	28.6%	0.0%	100.0%
	Column%	0.0%	0.0%	6.5%	25.0%	6.1%	7.0%	4.3%	0.0%	5.7%
Total	Count	2	1	31	4	33	71	46	5	122
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q89C Subcontractor - Submitted Bid Did Not Do The Work - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	1	0	1	0	3	5	1	1	7
	Row%	14.3%	0.0%	14.3%	0.0%	42.9%	71.4%	14.3%	14.3%	100.0%
	Column%	50.0%	0.0%	3.2%	0.0%	9.1%	7.0%	2.2%	20.0%	5.7%
No	Count	1	1	28	3	28	61	42	4	107
	Row%	0.9%	0.9%	26.2%	2.8%	26.2%	57.0%	39.3%	3.7%	100.0%
	Column%	50.0%	100.0%	90.3%	75.0%	84.8%	85.9%	91.3%	80.0%	87.7%
DK	Count	0	0	2	1	2	5	3	0	8
	Row%	0.0%	0.0%	25.0%	12.5%	25.0%	62.5%	37.5%	0.0%	100.0%
	Column%	0.0%	0.0%	6.5%	25.0%	6.1%	7.0%	6.5%	0.0%	6.6%
Total	Count	2	1	31	4	33	71	46	5	122
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q89D Subcontractor - Submitted Bid Did Not Do The Work - Alamo Regional Mobility		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	0	0	2	2	1	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	6.1%	2.8%	2.2%	0.0%	2.5%
No	Count	2	1	28	3	28	62	42	5	109
	Row%	1.8%	0.9%	25.7%	2.8%	25.7%	56.9%	38.5%	4.6%	100.0%
	Column%	100.0%	100.0%	90.3%	75.0%	84.8%	87.3%	91.3%	100.0%	89.3%
DK	Count	0	0	3	1	3	7	3	0	10
	Row%	0.0%	0.0%	30.0%	10.0%	30.0%	70.0%	30.0%	0.0%	100.0%
	Column%	0.0%	0.0%	9.7%	25.0%	9.1%	9.9%	6.5%	0.0%	8.2%
Total	Count	2	1	31	4	33	71	46	5	122
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q89E Subcontractor - Submitted Bid Did Not Do The Work - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	0	0	2	2	1	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	6.1%	2.8%	2.2%	0.0%	2.5%
No	Count	2	1	28	3	29	63	42	5	110
	Row%	1.8%	0.9%	25.5%	2.7%	26.4%	57.3%	38.2%	4.5%	100.0%
	Column%	100.0%	100.0%	90.3%	75.0%	87.9%	88.7%	91.3%	100.0%	90.2%
DK	Count	0	0	3	1	2	6	3	0	9
	Row%	0.0%	0.0%	33.3%	11.1%	22.2%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	9.7%	25.0%	6.1%	8.5%	6.5%	0.0%	7.4%
Total	Count	2	1	31	4	33	71	46	5	122
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q89F Subcontractor - Submitted Bid Did Not Do The Work - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	0	0	2	2	1	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	6.1%	2.8%	2.2%	0.0%	2.5%
No	Count	2	1	29	3	28	63	43	5	111
	Row%	1.8%	0.9%	26.1%	2.7%	25.2%	56.8%	38.7%	4.5%	100.0%
	Column%	100.0%	100.0%	93.5%	75.0%	84.8%	88.7%	93.5%	100.0%	91.0%
DK	Count	0	0	2	1	3	6	2	0	8
	Row%	0.0%	0.0%	25.0%	12.5%	37.5%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	6.5%	25.0%	9.1%	8.5%	4.3%	0.0%	6.6%
Total	Count	2	1	31	4	33	71	46	5	122
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q89G Subcontractor - Submitted Bid Did Not Do The Work - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	0	0	2	2	3	0	5
	Row%	0.0%	0.0%	0.0%	0.0%	40.0%	40.0%	60.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	6.1%	2.8%	6.5%	0.0%	4.1%
No	Count	2	1	29	3	28	63	41	5	109
	Row%	1.8%	0.9%	26.6%	2.8%	25.7%	57.8%	37.6%	4.6%	100.0%
	Column%	100.0%	100.0%	93.5%	75.0%	84.8%	88.7%	89.1%	100.0%	89.3%
DK	Count	0	0	2	1	3	6	2	0	8
	Row%	0.0%	0.0%	25.0%	12.5%	37.5%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	6.5%	25.0%	9.1%	8.5%	4.3%	0.0%	6.6%
Total	Count	2	1	31	4	33	71	46	5	122
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q89H Subcontractor - Submitted Bid Did Not Do The Work - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	2	0	5
	Row%	0.0%	0.0%	20.0%	0.0%	40.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	3.2%	0.0%	6.1%	4.2%	4.3%	0.0%	4.1%
No	Count	2	1	28	3	28	62	41	5	108
	Row%	1.9%	0.9%	25.9%	2.8%	25.9%	57.4%	38.0%	4.6%	100.0%
	Column%	100.0%	100.0%	90.3%	75.0%	84.8%	87.3%	89.1%	100.0%	88.5%
DK	Count	0	0	2	1	3	6	3	0	9
	Row%	0.0%	0.0%	22.2%	11.1%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	6.5%	25.0%	9.1%	8.5%	6.5%	0.0%	7.4%
Total	Count	2	1	31	4	33	71	46	5	122
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q89I Subcontractor - Submitted Bid Did Not Do The Work - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	0	0	2	2	2	1	5
	Row%	0.0%	0.0%	0.0%	0.0%	40.0%	40.0%	40.0%	20.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	6.1%	2.8%	4.3%	20.0%	4.1%
No	Count	2	1	29	3	29	64	41	4	109
	Row%	1.8%	0.9%	26.6%	2.8%	26.6%	58.7%	37.6%	3.7%	100.0%
	Column%	100.0%	100.0%	93.5%	75.0%	87.9%	90.1%	89.1%	80.0%	89.3%
DK	Count	0	0	2	1	2	5	3	0	8
	Row%	0.0%	0.0%	25.0%	12.5%	25.0%	62.5%	37.5%	0.0%	100.0%
	Column%	0.0%	0.0%	6.5%	25.0%	6.1%	7.0%	6.5%	0.0%	6.6%
Total	Count	2	1	31	4	33	71	46	5	122
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q89J Subcontractor - Submitted Bid Did Not Do The Work - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
Yes	Count	0	0	1	0	2	3	1	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	50.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	3.2%	0.0%	6.1%	4.2%	2.2%	0.0%	3.3%
No	Count	2	1	27	3	28	61	42	5	108
	Row%	1.9%	0.9%	25.0%	2.8%	25.9%	56.5%	38.9%	4.6%	100.0%
	Column%	100.0%	100.0%	87.1%	75.0%	84.8%	85.9%	91.3%	100.0%	88.5%
DK	Count	0	0	3	1	3	7	3	0	10
	Row%	0.0%	0.0%	30.0%	10.0%	30.0%	70.0%	30.0%	0.0%	100.0%
	Column%	0.0%	0.0%	9.7%	25.0%	9.1%	9.9%	6.5%	0.0%	8.2%
Total	Count	2	1	31	4	33	71	46	5	122
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	58.2%	37.7%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q89K Subcontractor - Submitted Bid Did Not Do The Work - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	Nonminority Male	M/WBE	Other	Total
Yes	Count	0	0	0	0	3	1	4	1	5
	Row%	0.0%	0.0%	0.0%	0.0%	60.0%	20.0%	80.0%	20.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	9.1%	2.2%	133.3%	20.0%	4.1%
No	Count	2	1	28	3	28	42	104	4	108
	Row%	1.9%	0.9%	25.9%	2.8%	25.9%	38.9%	96.3%	3.7%	100.0%
	Column%	100.0%	100.0%	90.3%	75.0%	84.8%	91.3%	3,466.7%	80.0%	88.5%
DK	Count	0	0	3	1	2	3	9	0	9
	Row%	0.0%	0.0%	33.3%	11.1%	22.2%	33.3%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	9.7%	25.0%	6.1%	6.5%	300.0%	0.0%	7.4%
Total	Count	2	1	31	4	33	46	117	5	122
	Row%	1.6%	0.8%	25.4%	3.3%	27.0%	37.7%	95.9%	4.1%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	3,900.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q90A 2006 Revenues As Subcontractor - The City of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	1	14	1	13	29	22	1	52
	Row%	0.0%	1.9%	26.9%	1.9%	25.0%	55.8%	42.3%	1.9%	100.0%
	Column%	0.0%	100.0%	58.3%	33.3%	43.3%	48.3%	52.4%	50.0%	50.0%
Up to $50,000	Count	1	0	3	0	5	9	7	1	17
	Row%	5.9%	0.0%	17.6%	0.0%	29.4%	52.9%	41.2%	5.9%	100.0%
	Column%	50.0%	0.0%	12.5%	0.0%	16.7%	15.0%	16.7%	50.0%	16.3%
$50,001 to $100,000	Count	1	0	1	1	4	7	8	0	15
	Row%	6.7%	0.0%	6.7%	6.7%	26.7%	46.7%	53.3%	0.0%	100.0%
	Column%	50.0%	0.0%	4.2%	33.3%	13.3%	11.7%	19.0%	0.0%	14.4%
$100,001 to $300,000	Count	0	0	2	0	2	4	2	0	6
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	6.7%	6.7%	4.8%	0.0%	5.8%
$300,001 to $500,000	Count	0	0	0	0	4	4	1	0	5
	Row%	0.0%	0.0%	0.0%	0.0%	80.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	13.3%	6.7%	2.4%	0.0%	4.8%
$500,001 to $1,000,000	Count	0	0	3	1	2	6	1	0	7
	Row%	0.0%	0.0%	42.9%	14.3%	28.6%	85.7%	14.3%	0.0%	100.0%
	Column%	0.0%	0.0%	12.5%	33.3%	6.7%	10.0%	2.4%	0.0%	6.7%
$1,000,001 to $3,000,000	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	1.0%
$3,000,001 to $5,000,000	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.2%	0.0%	0.0%	1.7%	0.0%	0.0%	1.0%
Total	Count	2	1	24	3	30	60	42	2	104
	Row%	1.9%	1.0%	23.1%	2.9%	28.8%	57.7%	40.4%	1.9%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q90B 2006 Revenues As Subcontractor - Bexar County		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	1	1	16	1	18	37	28	1	66
	Row%	1.5%	1.5%	24.2%	1.5%	27.3%	56.1%	42.4%	1.5%	100.0%
	Column%	50.0%	100.0%	66.7%	33.3%	58.1%	60.7%	66.7%	50.0%	62.9%
Up to $50,000	Count	0	0	2	0	3	5	6	1	12
	Row%	0.0%	0.0%	16.7%	0.0%	25.0%	41.7%	50.0%	8.3%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	9.7%	8.2%	14.3%	50.0%	11.4%
$50,001 to $100,000	Count	1	0	1	1	3	6	4	0	10
	Row%	10.0%	0.0%	10.0%	10.0%	30.0%	60.0%	40.0%	0.0%	100.0%
	Column%	50.0%	0.0%	4.2%	33.3%	9.7%	9.8%	9.5%	0.0%	9.5%
$100,001 to $300,000	Count	0	0	2	1	2	5	3	0	8
	Row%	0.0%	0.0%	25.0%	12.5%	25.0%	62.5%	37.5%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	33.3%	6.5%	8.2%	7.1%	0.0%	7.6%
$300,001 to $500,000	Count	0	0	0	0	3	3	1	0	4
	Row%	0.0%	0.0%	0.0%	0.0%	75.0%	75.0%	25.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	9.7%	4.9%	2.4%	0.0%	3.8%
$500,001 to $1,000,000	Count	0	0	2	0	2	4	0	0	4
	Row%	0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	6.5%	6.6%	0.0%	0.0%	3.8%
$3,000,001 to $5,000,000	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.2%	0.0%	0.0%	1.6%	0.0%	0.0%	1.0%
Total	Count	2	1	24	3	31	61	42	2	105
	Row%	1.9%	1.0%	22.9%	2.9%	29.5%	58.1%	40.0%	1.9%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q90C 2006 Revenues As Subcontractor - CPS Energy		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	1	1	20	2	19	43	31	2	76
	Row%	1.3%	1.3%	26.3%	2.6%	25.0%	56.6%	40.8%	2.6%	100.0%
	Column%	50.0%	100.0%	83.3%	66.7%	63.3%	71.7%	73.8%	100.0%	73.1%
Up to $50,000	Count	0	0	0	0	3	3	4	0	7
	Row%	0.0%	0.0%	0.0%	0.0%	42.9%	42.9%	57.1%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	10.0%	5.0%	9.5%	0.0%	6.7%
$50,001 to $100,000	Count	1	0	0	1	4	6	5	0	11
	Row%	9.1%	0.0%	0.0%	9.1%	36.4%	54.5%	45.5%	0.0%	100.0%
	Column%	50.0%	0.0%	0.0%	33.3%	13.3%	10.0%	11.9%	0.0%	10.6%
$100,001 to $300,000	Count	0	0	2	0	0	2	1	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	0.0%	3.3%	2.4%	0.0%	2.9%
$300,001 to $500,000	Count	0	0	0	0	2	2	1	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	6.7%	3.3%	2.4%	0.0%	2.9%
$500,001 to $1,000,000	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.2%	0.0%	6.7%	5.0%	0.0%	0.0%	2.9%
$3,000,001 to $5,000,000	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.2%	0.0%	0.0%	1.7%	0.0%	0.0%	1.0%
Total	Count	2	1	24	3	30	60	42	2	104
	Row%	1.9%	1.0%	23.1%	2.9%	28.8%	57.7%	40.4%	1.9%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q90D 2006 Revenues As Subcontractor - Alamo Regional Mobility		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	2	1	20	2	25	50	34	2	86
	Row%	2.3%	1.2%	23.3%	2.3%	29.1%	58.1%	39.5%	2.3%	100.0%
	Column%	100.0%	100.0%	90.9%	66.7%	86.2%	87.7%	85.0%	100.0%	86.9%
Up to $50,000	Count	0	0	0	0	1	1	2	0	3
	Row%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	3.4%	1.8%	5.0%	0.0%	3.0%
$50,001 to $100,000	Count	0	0	0	1	1	2	3	0	5
	Row%	0.0%	0.0%	0.0%	20.0%	20.0%	40.0%	60.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	33.3%	3.4%	3.5%	7.5%	0.0%	5.1%
$100,001 to $300,000	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.5%	0.0%	1.0%
$500,001 to $1,000,000	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	6.9%	5.3%	0.0%	0.0%	3.0%
$3,000,001 to $5,000,000	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	0.0%	1.8%	0.0%	0.0%	1.0%
Total	Count	2	1	22	3	29	57	40	2	99
	Row%	2.0%	1.0%	22.2%	3.0%	29.3%	57.6%	40.4%	2.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q90E 2006 Revenues As Subcontractor - Brooks Development Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	1	1	19	3	23	47	32	2	81
	Row%	1.2%	1.2%	23.5%	3.7%	28.4%	58.0%	39.5%	2.5%	100.0%
	Column%	50.0%	100.0%	86.4%	100.0%	76.7%	81.0%	80.0%	100.0%	81.0%
Up to $50,000	Count	0	0	1	0	2	3	2	0	5
	Row%	0.0%	0.0%	20.0%	0.0%	40.0%	60.0%	40.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	6.7%	5.2%	5.0%	0.0%	5.0%
$50,001 to $100,000	Count	1	0	0	0	2	3	4	0	7
	Row%	14.3%	0.0%	0.0%	0.0%	28.6%	42.9%	57.1%	0.0%	100.0%
	Column%	50.0%	0.0%	0.0%	0.0%	6.7%	5.2%	10.0%	0.0%	7.0%
$100,001 to $300,000	Count	0	0	0	0	0	0	2	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	2.0%
$300,001 to $500,000	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	3.3%	1.7%	0.0%	0.0%	1.0%
$500,001 to $1,000,000	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	6.7%	5.2%	0.0%	0.0%	3.0%
$3,000,001 to $5,000,000	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	0.0%	1.7%	0.0%	0.0%	1.0%
Total	Count	2	1	22	3	30	58	40	2	100
	Row%	2.0%	1.0%	22.0%	3.0%	30.0%	58.0%	40.0%	2.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Q90F 2006 Revenues As Subcontractor - Edwards Aquifer Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	1	0	19	3	22	45	29	2	76
	Row%	1.3%	0.0%	25.0%	3.9%	28.9%	59.2%	38.2%	2.6%	100.0%
	Column%	50.0%	0.0%	82.6%	100.0%	75.9%	77.6%	74.4%	100.0%	76.8%
Up to $50,000	Count	0	1	1	0	3	5	5	0	10
	Row%	0.0%	10.0%	10.0%	0.0%	30.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	100.0%	4.3%	0.0%	10.3%	8.6%	12.8%	0.0%	10.1%
$50,001 to $100,000	Count	1	0	0	0	2	3	3	0	6
	Row%	16.7%	0.0%	0.0%	0.0%	33.3%	50.0%	50.0%	0.0%	100.0%
	Column%	50.0%	0.0%	0.0%	0.0%	6.9%	5.2%	7.7%	0.0%	6.1%
$100,001 to $300,000	Count	0	0	1	0	0	1	1	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.3%	0.0%	0.0%	1.7%	2.6%	0.0%	2.0%
$300,001 to $500,000	Count	0	0	0	0	0	0	1	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%	1.0%
$500,001 to $1,000,000	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.3%	0.0%	6.9%	5.2%	0.0%	0.0%	3.0%
$3,000,001 to $5,000,000	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.3%	0.0%	0.0%	1.7%	0.0%	0.0%	1.0%
Total	Count	2	1	23	3	29	58	39	2	99
	Row%	2.0%	1.0%	23.2%	3.0%	29.3%	58.6%	39.4%	2.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q90G 2006 Revenues As Subcontractor - Port Authority of San Antonio		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	1	1	19	3	20	44	31	0	75
	Row%	1.3%	1.3%	25.3%	4.0%	26.7%	58.7%	41.3%	0.0%	100.0%
	Column%	50.0%	100.0%	82.6%	100.0%	69.0%	75.9%	77.5%	0.0%	75.0%
Up to $50,000	Count	0	0	1	0	3	4	3	2	9
	Row%	0.0%	0.0%	11.1%	0.0%	33.3%	44.4%	33.3%	22.2%	100.0%
	Column%	0.0%	0.0%	4.3%	0.0%	10.3%	6.9%	7.5%	100.0%	9.0%
$50,001 to $100,000	Count	1	0	0	0	3	4	4	0	8
	Row%	12.5%	0.0%	0.0%	0.0%	37.5%	50.0%	50.0%	0.0%	100.0%
	Column%	50.0%	0.0%	0.0%	0.0%	10.3%	6.9%	10.0%	0.0%	8.0%
$100,001 to $300,000	Count	0	0	1	0	0	1	1	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.3%	0.0%	0.0%	1.7%	2.5%	0.0%	2.0%
$300,001 to $500,000	Count	0	0	0	0	1	1	1	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	3.4%	1.7%	2.5%	0.0%	2.0%
$500,001 to $1,000,000	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.3%	0.0%	6.9%	5.2%	0.0%	0.0%	3.0%
$3,000,001 to $5,000,000	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.3%	0.0%	0.0%	1.7%	0.0%	0.0%	1.0%
Total	Count	2	1	23	3	29	58	40	2	100
	Row%	2.0%	1.0%	23.0%	3.0%	29.0%	58.0%	40.0%	2.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX D SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
TELEPHONE SURVEY RESULTS

Q90H 2006 Revenues As Subcontractor - San Antonio Water System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	1	16	2	20	39	29	1	69
	Row%	0.0%	1.4%	23.2%	2.9%	29.0%	56.5%	42.0%	1.4%	100.0%
	Column%	0.0%	100.0%	66.7%	66.7%	69.0%	66.1%	74.4%	50.0%	69.0%
Up to $50,000	Count	0	0	2	0	3	5	3	1	9
	Row%	0.0%	0.0%	22.2%	0.0%	33.3%	55.6%	33.3%	11.1%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	10.3%	8.5%	7.7%	50.0%	9.0%
$50,001 to $100,000	Count	2	0	2	1	4	9	5	0	14
	Row%	14.3%	0.0%	14.3%	7.1%	28.6%	64.3%	35.7%	0.0%	100.0%
	Column%	100.0%	0.0%	8.3%	33.3%	13.8%	15.3%	12.8%	0.0%	14.0%
$100,001 to $300,000	Count	0	0	2	0	0	2	1	0	3
	Row%	0.0%	0.0%	66.7%	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	8.3%	0.0%	0.0%	3.4%	2.6%	0.0%	3.0%
$500,001 to $1,000,000	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.2%	0.0%	6.9%	5.1%	0.0%	0.0%	3.0%
$3,000,001 to $5,000,000	Count	0	0	1	0	0	1	1	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.2%	0.0%	0.0%	1.7%	2.6%	0.0%	2.0%
Total	Count	2	1	24	3	29	59	39	2	100
	Row%	2.0%	1.0%	24.0%	3.0%	29.0%	59.0%	39.0%	2.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q90I 2006 Revenues As Subcontractor - University Health System		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	1	17	2	19	39	27	2	68
	Row%	0.0%	1.5%	25.0%	2.9%	27.9%	57.4%	39.7%	2.9%	100.0%
	Column%	0.0%	100.0%	77.3%	66.7%	63.3%	67.2%	67.5%	100.0%	68.0%
Up to $50,000	Count	0	0	1	0	4	5	6	0	11
	Row%	0.0%	0.0%	9.1%	0.0%	36.4%	45.5%	54.5%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	13.3%	8.6%	15.0%	0.0%	11.0%
$50,001 to $100,000	Count	2	0	0	1	2	5	4	0	9
	Row%	22.2%	0.0%	0.0%	11.1%	22.2%	55.6%	44.4%	0.0%	100.0%
	Column%	100.0%	0.0%	0.0%	33.3%	6.7%	8.6%	10.0%	0.0%	9.0%
$100,001 to $300,000	Count	0	0	1	0	1	2	1	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	3.3%	3.4%	2.5%	0.0%	3.0%
$300,001 to $500,000	Count	0	0	1	0	0	1	1	0	2
	Row%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	0.0%	1.7%	2.5%	0.0%	2.0%
$500,001 to $1,000,000	Count	0	0	1	0	3	4	1	0	5
	Row%	0.0%	0.0%	20.0%	0.0%	60.0%	80.0%	20.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	10.0%	6.9%	2.5%	0.0%	5.0%
$3,000,001 to $5,000,000	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	0.0%	1.7%	0.0%	0.0%	1.0%
Over $10 Million	Count	0	0	0	0	1	1	0	0	1
	Row%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	3.3%	1.7%	0.0%	0.0%	1.0%
Total	Count	2	1	22	3	30	58	40	2	100
	Row%	2.0%	1.0%	22.0%	3.0%	30.0%	58.0%	40.0%	2.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q90J 2006 Revenues As Subcontractor - San Antonio Housing Authority		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	2	1	20	3	24	50	29	2	81
	Row%	2.5%	1.2%	24.7%	3.7%	29.6%	61.7%	35.8%	2.5%	100.0%
	Column%	100.0%	100.0%	90.9%	100.0%	82.8%	87.7%	74.4%	100.0%	82.7%
Up to $50,000	Count	0	0	0	0	2	2	4	0	6
	Row%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	66.7%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	6.9%	3.5%	10.3%	0.0%	6.1%
$50,001 to $100,000	Count	0	0	0	0	1	1	4	0	5
	Row%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	80.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	3.4%	1.8%	10.3%	0.0%	5.1%
$100,001 to $300,000	Count	0	0	0	0	0	0	2	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.1%	0.0%	2.0%
$500,001 to $1,000,000	Count	0	0	1	0	2	3	0	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	66.7%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	6.9%	5.3%	0.0%	0.0%	3.1%
$3,000,001 to $5,000,000	Count	0	0	1	0	0	1	0	0	1
	Row%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	0.0%	1.8%	0.0%	0.0%	1.0%
Total	Count	2	1	22	3	29	57	39	2	98
	Row%	2.0%	1.0%	22.4%	3.1%	29.6%	58.2%	39.8%	2.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Q90K 2006 Revenues As Subcontractor - San Antonio International Airport		Race/Ethnicity/Gender								
		African American	Asian American	Hispanic American	Native American	Nonminority Women	M/WBE	Nonminority Male	Other	Total
None or $0	Count	0	1	20	1	18	40	29	2	71
	Row%	0.0%	1.4%	28.2%	1.4%	25.4%	56.3%	40.8%	2.8%	100.0%
	Column%	0.0%	100.0%	90.9%	33.3%	60.0%	69.0%	72.5%	100.0%	71.0%
Up to $50,000	Count	0	0	0	0	4	4	4	0	8
	Row%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	50.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	13.3%	6.9%	10.0%	0.0%	8.0%
$50,001 to $100,000	Count	2	0	0	2	4	8	4	0	12
	Row%	16.7%	0.0%	0.0%	16.7%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	100.0%	0.0%	0.0%	66.7%	13.3%	13.8%	10.0%	0.0%	12.0%
$100,001 to $300,000	Count	0	0	0	0	0	0	2	0	2
	Row%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	Column%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	2.0%
$500,001 to $1,000,000	Count	0	0	1	0	3	4	0	0	4
	Row%	0.0%	0.0%	25.0%	0.0%	75.0%	100.0%	0.0%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	10.0%	6.9%	0.0%	0.0%	4.0%
$3,000,001 to $5,000,000	Count	0	0	1	0	1	2	1	0	3
	Row%	0.0%	0.0%	33.3%	0.0%	33.3%	66.7%	33.3%	0.0%	100.0%
	Column%	0.0%	0.0%	4.5%	0.0%	3.3%	3.4%	2.5%	0.0%	3.0%
Total	Count	2	1	22	3	30	58	40	2	100
	Row%	2.0%	1.0%	22.0%	3.0%	30.0%	58.0%	40.0%	2.0%	100.0%
	Column%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

APPENDIX E: TELEPHONE SURVEY INSTRUMENT

APPENDIX E
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM
DISPARITY STUDY
TELEPHONE SURVEY INSTRUMENT

Hello. My name is _____ , and I am calling (from Oppenheim Research) on behalf of the San Antonio Regional Consortium. We are conducting a survey to determine the business climate in the local market area of San Antonio. 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
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

We have been asked by the San Antonio Regional Consortium to contact area businesses to get their opinions about the business climate in San Antonio. Your company's name and phone number has been provided to us by the San Antonio Regional Consortium to help them learn more about local businesses so they can better respond to local business needs. Your opinions are important to us, and all your responses will be kept confidential.

This call may be monitored to evaluate my performance.

Questionnaire # _____ (1-4)

Q.1 Gender
DO NOT ASK [REQUIRE ANSWER]

(5)
Male 1
Female .. 2

Q.2 What is your title? [REQUIRE ANSWER]

(6)
Owner/CEO/President (SKIP TO Q3) 1
Manager/Financial Officer (SKIP TO Q3) .. 2
Other 3

Q.3 May I have your name or initials just in case we have any further questions?
[REQUIRE ANSWER]_____ (7-31)

Q.4 Is more than 50 percent of your company owned and controlled by a woman or women? [REQUIRE ANSWER]

(32)
Yes .. 1
No 2
DK ... 3

Q.5 Which of the following categories would you consider to be the ethnic origin of the controlling owners or controlling party? Would you say:
[REQUIRE ANSWER]

(33)
Anglo/Caucasian 1
African American 2
Asian or Pacific Islander 3
Hispanic American 4
Native American/Alaskan Native .. 5
Other 6
No Response 7

Q.6 What is the highest level of education completed by the owner of your company? Would you say: READ LIST [REQUIRE ANSWER]

(34)
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 7

Q.7 Which ONE of the following is your company's primary line of business?
[REQUIRE ANSWER]

(35)
Building Construction (general contractor) –Specify 1
Special Trade Contractor (electrical, painting, etc.) –Specify 2
Professional Services – Specify 3
General/Personal Services (security, training, maintenance, etc.)-Specify ... 4
Supplies and Equipment (small procurement items) –Specify 5
No Response 6

[S - IF THE ANSWER IS 2, THEN SKIP TO QUESTION 9]
[S - IF THE ANSWER IS 3, THEN SKIP TO QUESTION 10]
[S - IF THE ANSWER IS 4, THEN SKIP TO QUESTION 11]
[S - IF THE ANSWER IS 5, THEN SKIP TO QUESTION 12]
[S - IF THE ANSWER IS 6, THEN SKIP TO QUESTION 13]

[A - IF THE ANSWER TO QUESTION 7 IS NOT 1, THEN SKIP TO QUESTION 13]

Q.8 Building Construction (general contractor) [REQUIRE ANSWER]
_____ (36-85)

[A - IF THE ANSWER TO QUESTION 7 IS NOT 2, THEN SKIP TO QUESTION 13]

Q.9 Special Trade Contractor (electrical, painting, etc.) [REQUIRE ANSWER]
_____ (86-135)

[A - IF THE ANSWER TO QUESTION 7 IS NOT 3, THEN SKIP TO QUESTION 13]

Q.10 Professional Services [REQUIRE ANSWER]_____ (136-185)

[A - IF THE ANSWER TO QUESTION 7 IS NOT 4, THEN SKIP TO QUESTION 13]

Q.11 General/Personal Services (security, training, maintenance, etc.)
[REQUIRE ANSWER]_____ (186-235)
[A - IF THE ANSWER TO QUESTION 7 IS NOT 5, THEN SKIP TO QUESTION 13]

Q.12 Supplies and Equipment (small procurement items) [REQUIRE ANSWER]
_____ (236-285)

Q.13 In what year was your company established?

9999=DK
4 Digits[REQUIRE ANSWER]_____ (286-289)

Q.14 How many years of experience in your company's business line does the primary owner of your firm have?

If DK Code as 99
(2 digits) [REQUIRE ANSWER]_____ (290-291)

Q.15 Excluding yourself, (if owner), on average, how many employees does your company keep on the payroll, including full-time and part-time staff?

999999=DK
6 Digits [REQUIRE ANSWER]_____ (292-297)

Q.16 Is your business certified with the South Central Texas Regional Certification Agency (SCTRCA)? [REQUIRE ANSWER]

(298)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 18]

Q.17 Are you certified as:

READ CHOICES

[REQUIRE ANSWER]

	Yes	No	DK
MBE (Minority Business Enterprise)	1	2	3 (299)
DBE (Disadvantaged Business Enterprise)	1	2	3 (300)
SBE (Small Business Enterprise)	1	2	3 (301)
WBE (Woman Business Enterprise)	1	2	3 (302)

Q.18 Is your business certified with the North Central Texas Certification Agency?

[REQUIRE ANSWER]

(303)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 20]

Q.19 Are you certified as a:
READ CHOICES

[REQUIRE ANSWER]

	Yes	No	DK
MBE (Minority Business Enterprise)	1	2	3 (304)
DBE (Disadvantaged Business Enterprise)	1	2	3 (305)
SBE (Small Business Enterprise)	1	2	3 (306)
WBE (Woman Business Enterprise)	1	2	3 (307)

Q.20 Is your business certified with the Texas Department of Transportation?

[REQUIRE ANSWER]

(308)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 22]

Q.21 Are you certified as a:

READ CHOICES
DK=3

[REQUIRE ANSWER]

	Yes	No	DK
MBE (Minority Business Enterprise)	1	2	3 (309)
DBE (Disadvantaged Business Enterprise)	1	2	3 (310)
SBE (Small Business Enterprise)	1	2	3 (311)
WBE (Woman Business Enterprise)	1	2	3 (312)

Q.22 Is your business certified with the State of Texas?

[REQUIRE ANSWER]

(313)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 24]

Q.23 Are you certified as a:

READ CHOICES
[REQUIRE ANSWER]

	Yes	No	DK
MBE (Minority Business Enterprise)	1	2	3 (314)
DBE (Disadvantaged Business Enterprise)	1	2	3 (315)
SBE (Small Business Enterprise)	1	2	3 (316)
WBE (Woman Business Enterprise)	1	2	3 (317)

Q.24 Is your business certified with any other state or agency?

[REQUIRE ANSWER]

(318-322)
Yes .. 1
No 2
DK ... 3

Q.25 Are you required to have bonding for the type of work that your company bids?
[REQUIRE ANSWER]

(323)
Yes .. 1
No 2
DK ... 3

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

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

(324)
Below $100,000 1
$100,001 to $250,000 2
$250,001 to $500,000 3
$500,001 to 1million 4
$1,000,001 to $1,500,000 .. 5
$1,500,001 to 3 million 6
3 million to 5 million 7
Over 5 million 8
No Response 9

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

(325)
Below $100,000 1
$100,001 to $250,000 2
$250,001 to $500,000 3
$500,001 to 1million 4
$1,000,001 to $1,500,000 .. 5
$1,500,001 to 3 million 6
3 million to 5 million 7
Over 5 million 8
No Response 9

Q.28 Which of the following categories best approximates your company's gross revenues for calendar year 2006? [REQUIRE ANSWER]

(326)
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 $1,000,000? 5
$1,000,001 to $3,000,000? 6
$3,000,001 to $5,000,000? 7
$5,000,001 to $10,000,000? 8
Over $10 million? 9
No Response 10

Q.29 What percentage of your company's 2006 gross revenues came from doing business in the private sector as a prime contractor?
[REQUIRE ANSWER]_____ (327-336)

Q.30 What percentage of your company's 2006 gross revenues came from doing business in the private sector as a subcontractor?
[REQUIRE ANSWER]_____ (337-346)

Q.31 Have you experienced discriminatory behavior from the private sector in the last five years? [REQUIRE ANSWER]

(347)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 37]

Q.32 How did you become aware of the discrimination that you experienced?
[REQUIRE ANSWER]

(348)
Verbal comment 1
Written statement 2
Action taken against company .. 3
DK 4

Q.33 Do you feel that the discrimination was due to the:
[REQUIRE ANSWER]

(349-352)
Owner's race or ethnicity .. 1
Owner's sex 2
Time in business 3
Company Size 4
DK 5

Q.34 When did discrimination occur? [REQUIRE ANSWER]

(353)
During bidding process .. 1
After contract award 2
No answer / DK 3

Q.35 Did you file a complaint? [REQUIRE ANSWER]

(354)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 37]

Q.36 Where did you file a complaint? [REQUIRE ANSWER]_____ (355-429)

Q.37 For the following statements, please indicate whether you Strongly Agree, Agree, Neither Agree Disagree, Disagree, or Strongly Disagree.
There is an informal network of prime and subcontractors that has excluded my company from doing business with:

Do you Agree or Disagree?
Is that strongly or just Agree/Disagree?

[REQUIRE ANSWER]

	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree
The City of San Antonio	1	2	3	4	5 (430)
Bexar County	1	2	3	4	5 (431)
CPS Energy	1	2	3	4	5 (432)
Alamo Regional Mobility Authority	1	2	3	4	5 (433)
Brooks Development Authority	1	2	3	4	5 (434)
Edwards Aquifer Authority	1	2	3	4	5 (435)
Port Authority of San Antonio	1	2	3	4	5 (436)
San Antonio Water System	1	2	3	4	5 (437)
University Health System	1	2	3	4	5 (438)
San Antonio Housing Authority	1	2	3	4	5 (439)
San Antonio International Airport	1	2	3	4	5 (440)

Q.38 Do you agree or disagree that exclusion from this network has prevented my company from bidding on a project sponsored by:

[REQUIRE ANSWER]

	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree
The City of San Antonio	1	2	3	4	5 (441)
Bexar County	1	2	3	4	5 (442)
CPS Energy	1	2	3	4	5 (443)
Alamo Regional Mobility Authority	1	2	3	4	5 (444)
Brooks Development Authority	1	2	3	4	5 (445)
Edwards Aquifer Authority	1	2	3	4	5 (446)
Port Authority of San Antonio	1	2	3	4	5 (447)
San Antonio Water System	1	2	3	4	5 (448)
University Health System	1	2	3	4	5 (449)
San Antonio Housing Authority	1	2	3	4	5 (450)
San Antonio International Airport	1	2	3	4	5 (451)

Q.39 Do you agree or disagree that exclusion from this network has interfered with the ability of my company to contract with: [REQUIRE ANSWER]

	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree
The City of San Antonio	1	2	3	4	5 (452)
Bexar County	1	2	3	4	5 (453)
CPS Energy	1	2	3	4	5 (454)
Alamo Regional Mobility Authority	1	2	3	4	5 (455)
Brooks Development Authority	1	2	3	4	5 (456)
Edwards Aquifer Authority	1	2	3	4	5 (457)
Port Authority of San Antonio	1	2	3	4	5 (458)
San Antonio Water System	1	2	3	4	5 (459)
University Health System	1	2	3	4	5 (460)
San Antonio Housing Authority	1	2	3	4	5 (461)
San Antonio International Airport	1	2	3	4	5 (462)

Q.40 Sometimes a prime contractor will include a minority or women subcontractors on a bid to satisfy the "good faith effort" requirement, and then drop the company as a subcontractor after winning the award for no legitimate reason.

Do you Agree or Disagree?
Is that strongly or just Agree/Disagree? [REQUIRE ANSWER]

(463)
Strongly Agree 1
Agree 2
Neither Agree Nor Disagree .. 3
Disagree 4
Strongly Disagree 5

Q.41 "Some prime contractors change their bidding procedures and sub-contracting practices when they are not participating in a contract where SBE or MBE goals are applied."

Do you Agree or Disagree?
Is that strongly or just Agree/Disagree? [REQUIRE ANSWER]

(464)
Strongly Agree 1
Agree 2
Neither Agree Nor Disagree .. 3
Disagree 4
Strongly Disagree 5

Q.42 Approximately what percentage of your company's 2006 gross revenues came from doing business with the one or more of the following agencies: City of San Antonio, Bexar County, CPS Energy, Alamo Regional Mobility Authority, Brooks Development Authority, Edwards Aquifer Authority, Port Authority of San Antonio, San Antonio Water System, University Health System, San Antonio Housing Authority, San Antonio International Airport? [REQUIRE ANSWER]

_____ (465-474)

Q.43 Since 2002, has your company applied for a commercial (business) bank loan?
[REQUIRE ANSWER]

(475)
Yes .. 1
No 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 46]

Q.44 Were you approved or denied for a commercial (business) bank loan?
[REQUIRE ANSWER]

(476)
Approved .. 1
Denied 2
DK 3

[S - IF THE ANSWER IS NOT 2, THEN SKIP TO QUESTION 46]

Q.45 Which of the following do you think was the reason for your being denied a loan? [REQUIRE ANSWER]

(477)
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
DK 6

Q.46 Since 2002, has your company applied for Commercial or professional liability insurance? [REQUIRE ANSWER]

(478)
Yes .. 1
No 2
DK ... 3

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

Q.47 Were you approved or denied for a commercial or professional liability insurance? [REQUIRE ANSWER]

(479)
Approved .. 1
Denied 2
DK 3

[S - IF THE ANSWER IS NOT 2, THEN SKIP TO QUESTION 48]

Q.48 Which of the following do you think was the reason for your being denied for Commercial or professional liability insurance: [REQUIRE ANSWER]

(480)
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
DK 6

Q.49 I will now read you a list of factors that 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 for any of the following organizations as a prime or sub-contractor:

A. Prequalification requirements?

	Yes	No	DK
City of San Antonio	1	2	3 (481)
Bexar County	1	2	3 (482)
CPS Energy	1	2	3 (483)
Alamo Regional Mobility Authority	1	2	3 (484)
Brooks Development Authority	1	2	3 (485)
Edwards Aquifer Authority	1	2	3 (486)
Port Authority of San Antonio	1	2	3 (487)
San Antonio Water System	1	2	3 (488)
University Health System	1	2	3 (489)
San Antonio Housing Authority	1	2	3 (490)
San Antonio International Airport	1	2	3 (491)

Q.50 B. Performance bond requirements

[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (492)
Bexar County	1	2	3 (493)
CPS Energy	1	2	3 (494)
Alamo Regional Mobility Authority	1	2	3 (495)
Brooks Development Authority	1	2	3 (496)
Edwards Aquifer Authority	1	2	3 (497)
Port Authority of San Antonio	1	2	3 (498)
San Antonio Water System	1	2	3 (499)
University Health System	1	2	3 (500)
San Antonio Housing Authority	1	2	3 (501)
San Antonio International Airport	1	2	3 (502)

Q.51 C. Bid bond requirements

[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (503)
Bexar County	1	2	3 (504)
CPS Energy	1	2	3 (505)
Alamo Regional Mobility Authority	1	2	3 (506)
Brooks Development Authority	1	2	3 (507)
Edwards Aquifer Authority	1	2	3 (508)
Port Authority of San Antonio	1	2	3 (509)
San Antonio Water System	1	2	3 (510)
University Health System	1	2	3 (511)
San Antonio Housing Authority	1	2	3 (512)
San Antonio International Airport	1	2	3 (513)

Q.52 D. Financing?

[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (514)
Bexar County	1	2	3 (515)
CPS Energy	1	2	3 (516)
Alamo Regional Mobility Authority	1	2	3 (517)
Brooks Development Authority	1	2	3 (518)
Edwards Aquifer Authority	1	2	3 (519)
Port Authority of San Antonio	1	2	3 (520)
San Antonio Water System	1	2	3 (521)
University Health System	1	2	3 (522)
San Antonio Housing Authority	1	2	3 (523)
San Antonio International Airport	1	2	3 (524)

Q.53 E. Insurance requirements?
[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (525)
Bexar County	1	2	3 (526)
CPS Energy	1	2	3 (527)
Alamo Regional Mobility Authority	1	2	3 (528)
Brooks Development Authority	1	2	3 (529)
Edwards Aquifer Authority	1	2	3 (530)
Port Authority of San Antonio	1	2	3 (531)
San Antonio Water System	1	2	3 (532)
University Health System	1	2	3 (533)
San Antonio Housing Authority	1	2	3 (534)
San Antonio International Airport	1	2	3 (535)

Q.54 F. Bid specifications?
[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (536)
Bexar County	1	2	3 (537)
CPS Energy	1	2	3 (538)
Alamo Regional Mobility Authority	1	2	3 (539)
Brooks Development Authority	1	2	3 (540)
Edwards Aquifer Authority	1	2	3 (541)
Port Authority of San Antonio	1	2	3 (542)
San Antonio Water System	1	2	3 (543)
University Health System	1	2	3 (544)
San Antonio Housing Authority	1	2	3 (545)
San Antonio International Airport	1	2	3 (546)

Q.55 G. Limited time given to prepare bid package or quote?
[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (547)
Bexar County	1	2	3 (548)
CPS Energy	1	2	3 (549)
Alamo Regional Mobility Authority	1	2	3 (550)
Brooks Development Authority	1	2	3 (551)
Edwards Aquifer Authority	1	2	3 (552)
Port Authority of San Antonio	1	2	3 (553)
San Antonio Water System	1	2	3 (554)
University Health System	1	2	3 (555)
San Antonio Housing Authority	1	2	3 (556)
San Antonio International Airport	1	2	3 (557)

Q.56 H. Limited knowledge of purchasing contracting policies and procedures?
[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (558)
Bexar County	1	2	3 (559)
CPS Energy	1	2	3 (560)
Alamo Regional Mobility Authority	1	2	3 (561)
Brooks Development Authority	1	2	3 (562)
Edwards Aquifer Authority	1	2	3 (563)
Port Authority of San Antonio	1	2	3 (564)
San Antonio Water System	1	2	3 (565)
University Health System	1	2	3 (566)
San Antonio Housing Authority	1	2	3 (567)
San Antonio International Airport	1	2	3 (568)

Q.57 I. Lack of experience?
[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (569)
Bexar County	1	2	3 (570)
CPS Energy	1	2	3 (571)
Alamo Regional Mobility Authority	1	2	3 (572)
Brooks Development Authority	1	2	3 (573)
Edwards Aquifer Authority	1	2	3 (574)
Port Authority of San Antonio	1	2	3 (575)
San Antonio Water System	1	2	3 (576)
University Health System	1	2	3 (577)
San Antonio Housing Authority	1	2	3 (578)
San Antonio International Airport	1	2	3 (579)

Q.58 J. Lack of personnel?
[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (580)
Bexar County	1	2	3 (581)
CPS Energy	1	2	3 (582)
Alamo Regional Mobility Authority	1	2	3 (583)
Brooks Development Authority	1	2	3 (584)
Edwards Aquifer Authority	1	2	3 (585)
Port Authority of San Antonio	1	2	3 (586)
San Antonio Water System	1	2	3 (587)
University Health System	1	2	3 (588)
San Antonio Housing Authority	1	2	3 (589)
San Antonio International Airport	1	2	3 (590)

Q.59 K. Contract too large?
[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (591)
Bexar County	1	2	3 (592)
CPS Energy	1	2	3 (593)
Alamo Regional Mobility Authority	1	2	3 (594)
Brooks Development Authority	1	2	3 (595)
Edwards Aquifer Authority	1	2	3 (596)
Port Authority of San Antonio	1	2	3 (597)
San Antonio Water System	1	2	3 (598)
University Health System	1	2	3 (599)
San Antonio Housing Authority	1	2	3 (600)
San Antonio International Airport	1	2	3 (601)

Q.60 L. Contract too expensive to bid?

[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (602)
Bexar County	1	2	3 (603)
CPS Energy	1	2	3 (604)
Alamo Regional Mobility Authority	1	2	3 (605)
Brooks Development Authority	1	2	3 (606)
Edwards Aquifer Authority	1	2	3 (607)
Port Authority of San Antonio	1	2	3 (608)
San Antonio Water System	1	2	3 (609)
University Health System	1	2	3 (610)
San Antonio Housing Authority	1	2	3 (611)
San Antonio International Airport	1	2	3 (612)

Q.61 M. Good old boy Informal networks?
[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (613)
Bexar County	1	2	3 (614)
CPS Energy	1	2	3 (615)
Alamo Regional Mobility Authority	1	2	3 (616)
Brooks Development Authority	1	2	3 (617)
Edwards Aquifer Authority	1	2	3 (618)
Port Authority of San Antonio	1	2	3 (619)
San Antonio Water System	1	2	3 (620)
University Health System	1	2	3 (621)
San Antonio Housing Authority	1	2	3 (622)
San Antonio International Airport	1	2	3 (623)

Q.62 N. Selection process?
[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (624)
Bexar County	1	2	3 (625)
CPS Energy	1	2	3 (626)
Alamo Regional Mobility Authority	1	2	3 (627)
Brooks Development Authority	1	2	3 (628)
Edwards Aquifer Authority	1	2	3 (629)
Port Authority of San Antonio	1	2	3 (630)
San Antonio Water System	1	2	3 (631)
University Health System	1	2	3 (632)
San Antonio Housing Authority	1	2	3 (633)
San Antonio International Airport	1	2	3 (634)

Q.63 O. Competing with large companies?
[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (635)
Bexar County	1	2	3 (636)
CPS Energy	1	2	3 (637)
Alamo Regional Mobility Authority	1	2	3 (638)
Brooks Development Authority	1	2	3 (639)
Edwards Aquifer Authority	1	2	3 (640)
Port Authority of San Antonio	1	2	3 (641)
San Antonio Water System	1	2	3 (642)
University Health System	1	2	3 (643)
San Antonio Housing Authority	1	2	3 (644)
San Antonio International Airport	1	2	3 (645)

Q.64 As a prime or subcontractor did you experience discriminatory behavior from one of the following agencies in the last five years when bidding on a contract?
[REQUIRE ANSWER]

	Yes	No	DK	NA-Did not Bid
City of San Antonio	1	2	3	4 (646)
Bexar County	1	2	3	4 (647)
CPS Energy	1	2	3	4 (648)
Alamo Regional Mobility Authority	1	2	3	4 (649)
Brooks Development Authority	1	2	3	4 (650)
Edwards Aquifer Authority	1	2	3	4 (651)
Port Authority of San Antonio	1	2	3	4 (652)
San Antonio Water System	1	2	3	4 (653)
University Health System	1	2	3	4 (654)
San Antonio Housing Authority	1	2	3	4 (655)
San Antonio International Airport	1	2	3	4 (656)

Q.65 What was the most noticeable way you became aware of the discrimination against your company by:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Verbal Comment	Written Statement	Action taken against the company	DK
The City of San Antonio	1	2	3	4 (657)
Bexar County	1	2	3	4 (658)
CPS Energy	1	2	3	4 (659)
Alamo Regional Mobility Authority	1	2	3	4 (660)
Brooks Development Authority	1	2	3	4 (661)
Edwards Aquifer Authority	1	2	3	4 (662)
Port Authority of San Antonio	1	2	3	4 (663)
San Antonio Water System	1	2	3	4 (664)
University Health System	1	2	3	4 (665)
San Antonio Housing Authority	1	2	3	4 (666)
San Antonio International Airport	1	2	3	4 (667)

Q.66 What of the following do you consider the main reason for your company being discriminated against by:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Owner's race or ethnicity	Owner's sex	Time in business	Company size	Company experience	DK
The City of San Antonio	1	2	3	4	5	6 (668)
Bexar County	1	2	3	4	5	6 (669)
CPS Energy	1	2	3	4	5	6 (670)
Alamo Regional Mobility Authority	1	2	3	4	5	6 (671)
Brooks Development Authority	1	2	3	4	5	6 (672)
Edwards Aquifer Authority	1	2	3	4	5	6 (673)
Port Authority of San Antonio	1	2	3	4	5	6 (674)
San Antonio Water System	1	2	3	4	5	6 (675)
University Health System	1	2	3	4	5	6 (676)
San Antonio Housing Authority	1	2	3	4	5	6 (677)
San Antonio International Airport	1	2	3	4	5	6 (678)

Q.67 Have you experienced **Harassment/sabotage** as a form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (679)
Bexar County	1	2	3	4 (680)
CPS Energy	1	2	3	4 (681)
Alamo Regional Mobility Authority	1	2	3	4 (682)
Brooks Development Authority	1	2	3	4 (683)
Edwards Aquifer Authority	1	2	3	4 (684)
Port Authority of San Antonio	1	2	3	4 (685)
San Antonio Water System	1	2	3	4 (686)
University Health System	1	2	3	4 (687)
San Antonio Housing Authority	1	2	3	4 (688)
San Antonio International Airport	1	2	3	4 (689)

Q.68 Have you experienced **Unequal or unfair treatment** as a form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (690)
Bexar County	1	2	3	4 (691)
CPS Energy	1	2	3	4 (692)
Alamo Regional Mobility Authority	1	2	3	4 (693)
Brooks Development Authority	1	2	3	4 (694)
Edwards Aquifer Authority	1	2	3	4 (695)
Port Authority of San Antonio	1	2	3	4 (696)
San Antonio Water System	1	2	3	4 (697)
University Health System	1	2	3	4 (698)
San Antonio Housing Authority	1	2	3	4 (699)
San Antonio International Airport	1	2	3	4 (700)

Q.69 Have you experienced **Bid shopping or bid manipulation** as a form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (701)
Bexar County	1	2	3	4 (702)
CPS Energy	1	2	3	4 (703)
Alamo Regional Mobility Authority	1	2	3	4 (704)
Brooks Development Authority	1	2	3	4 (705)
Edwards Aquifer Authority	1	2	3	4 (706)
Port Authority of San Antonio	1	2	3	4 (707)
San Antonio Water System	1	2	3	4 (708)
University Health System	1	2	3	4 (709)
San Antonio Housing Authority	1	2	3	4 (710)
San Antonio International Airport	1	2	3	4 (711)

Q.70 Have you experienced **Double standards in performance** as a form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (712)
Bexar County	1	2	3	4 (713)
CPS Energy	1	2	3	4 (714)
Alamo Regional Mobility Authority	1	2	3	4 (715)
Brooks Development Authority	1	2	3	4 (716)
Edwards Aquifer Authority	1	2	3	4 (717)
Port Authority of San Antonio	1	2	3	4 (718)
San Antonio Water System	1	2	3	4 (719)
University Health System	1	2	3	4 (720)
San Antonio Housing Authority	1	2	3	4 (721)
San Antonio International Airport	1	2	3	4 (722)

Q.71 Have you experienced **Denial of opportunity to bid** as a form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (723)
Bexar County	1	2	3	4 (724)
CPS Energy	1	2	3	4 (725)
Alamo Regional Mobility Authority	1	2	3	4 (726)
Brooks Development Authority	1	2	3	4 (727)
Edwards Aquifer Authority	1	2	3	4 (728)
Port Authority of San Antonio	1	2	3	4 (729)
San Antonio Water System	1	2	3	4 (730)
University Health System	1	2	3	4 (731)
San Antonio Housing Authority	1	2	3	4 (732)
San Antonio International Airport	1	2	3	4 (733)

Q.72 Have you experienced **Exclusion through the "Good Old Boy" Network** as a form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (734)
Bexar County	1	2	3	4 (735)
CPS Energy	1	2	3	4 (736)
Alamo Regional Mobility Authority	1	2	3	4 (737)
Brooks Development Authority	1	2	3	4 (738)
Edwards Aquifer Authority	1	2	3	4 (739)
Port Authority of San Antonio	1	2	3	4 (740)
San Antonio Water System	1	2	3	4 (741)
University Health System	1	2	3	4 (742)
San Antonio Housing Authority	1	2	3	4 (743)
San Antonio International Airport	1	2	3	4 (744)

Q.73 Have you experienced **Unfair denial of contract award** as a form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (745)
Bexar County	1	2	3	4 (746)
CPS Energy	1	2	3	4 (747)
Alamo Regional Mobility Authority	1	2	3	4 (748)
Brooks Development Authority	1	2	3	4 (749)
Edwards Aquifer Authority	1	2	3	4 (750)
Port Authority of San Antonio	1	2	3	4 (751)
San Antonio Water System	1	2	3	4 (752)
University Health System	1	2	3	4 (753)
San Antonio Housing Authority	1	2	3	4 (754)
San Antonio International Airport	1	2	3	4 (755)

Q.74 Have you experienced **Slow payment or nonpayment** as a form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (756)
Bexar County	1	2	3	4 (757)
CPS Energy	1	2	3	4 (758)
Alamo Regional Mobility Authority	1	2	3	4 (759)
Brooks Development Authority	1	2	3	4 (760)
Edwards Aquifer Authority	1	2	3	4 (761)
Port Authority of San Antonio	1	2	3	4 (762)
San Antonio Water System	1	2	3	4 (763)
University Health System	1	2	3	4 (764)
San Antonio Housing Authority	1	2	3	4 (765)
San Antonio International Airport	1	2	3	4 (766)

Q.75 Have you experienced **Unfair termination** as a form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (767)
Bexar County	1	2	3	4 (768)
CPS Energy	1	2	3	4 (769)
Alamo Regional Mobility Authority	1	2	3	4 (770)
Brooks Development Authority	1	2	3	4 (771)
Edwards Aquifer Authority	1	2	3	4 (772)
Port Authority of San Antonio	1	2	3	4 (773)
San Antonio Water System	1	2	3	4 (774)
University Health System	1	2	3	4 (775)
San Antonio Housing Authority	1	2	3	4 (776)
San Antonio International Airport	1	2	3	4 (777)

Q.76 Have you experienced **Unnecessary restrictive contract specifications** as a form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (778)
Bexar County	1	2	3	4 (779)
CPS Energy	1	2	3	4 (780)
Alamo Regional Mobility Authority	1	2	3	4 (781)
Brooks Development Authority	1	2	3	4 (782)
Edwards Aquifer Authority	1	2	3	4 (783)
Port Authority of San Antonio	1	2	3	4 (784)
San Antonio Water System	1	2	3	4 (785)
University Health System	1	2	3	4 (786)
San Antonio Housing Authority	1	2	3	4 (787)
San Antonio International Airport	1	2	3	4 (788)

Q.77 Have you experienced **Collusion with competitors** as a form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (789)
Bexar County	1	2	3	4 (790)
CPS Energy	1	2	3	4 (791)
Alamo Regional Mobility Authority	1	2	3	4 (792)
Brooks Development Authority	1	2	3	4 (793)
Edwards Aquifer Authority	1	2	3	4 (794)
Port Authority of San Antonio	1	2	3	4 (795)
San Antonio Water System	1	2	3	4 (796)
University Health System	1	2	3	4 (797)
San Antonio Housing Authority	1	2	3	4 (798)
San Antonio International Airport	1	2	3	4 (799)

Q.78 Have you experienced **Fraud/fronting** as a form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (800)
Bexar County	1	2	3	4 (801)
CPS Energy	1	2	3	4 (802)
Alamo Regional Mobility Authority	1	2	3	4 (803)
Brooks Development Authority	1	2	3	4 (804)
Edwards Aquifer Authority	1	2	3	4 (805)
Port Authority of San Antonio	1	2	3	4 (806)
San Antonio Water System	1	2	3	4 (807)
University Health System	1	2	3	4 (808)
San Antonio Housing Authority	1	2	3	4 (809)
San Antonio International Airport	1	2	3	4 (810)

Q.79 Have you experienced **some other** form of discrimination when you have worked with:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	Yes	No	DK	NA-Did not bid
City of San Antonio	1	2	3	4 (811)
Bexar County	1	2	3	4 (812)
CPS Energy	1	2	3	4 (813)
Alamo Regional Mobility Authority	1	2	3	4 (814)
Brooks Development Authority	1	2	3	4 (815)
Edwards Aquifer Authority	1	2	3	4 (816)
Port Authority of San Antonio	1	2	3	4 (817)
San Antonio Water System	1	2	3	4 (818)
University Health System	1	2	3	4 (819)
San Antonio Housing Authority	1	2	3	4 (820)
San Antonio International Airport	1	2	3	4 (821)

Q.80 When did the discrimination occur when your company worked for:
READ CHOICES
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 64]

	During bidding process	After contract awarded	No Experience	No Response
City of San Antonio	1	2	3	4 (822)
Bexar County	1	2	3	4 (823)
CPS Energy	1	2	3	4 (824)
Alamo Regional Mobility Authority	1	2	3	4 (825)
Brooks Development Authority	1	2	3	4 (826)
Edwards Aquifer Authority	1	2	3	4 (827)
Port Authority of San Antonio	1	2	3	4 (828)
San Antonio Water System	1	2	3	4 (829)
University Health System	1	2	3	4 (830)
San Antonio Housing Authority	1	2	3	4 (831)
San Antonio International Airport	1	2	3	4 (832)

Q.81 Have you had any contracts with one of the following agencies as a prime contractor since 2002?
[REQUIRE ANSWER]

	Yes	No	DK
City of San Antonio	1	2	3 (833)
Bexar County	1	2	3 (834)
CPS Energy	1	2	3 (835)
Alamo Regional Mobility Authority	1	2	3 (836)
Brooks Development Authority	1	2	3 (837)
Edwards Aquifer Authority	1	2	3 (838)
Port Authority of San Antonio	1	2	3 (839)
San Antonio Water System	1	2	3 (840)
University Health System	1	2	3 (841)
San Antonio Housing Authority	1	2	3 (842)
San Antonio International Airport	1	2	3 (843)
L. Contract too expensive to bid?	1	2	3 (844)
M Good old boy Informal networks?	1	2	3 (845)
N. Selection process?	1	2	3 (846)
O. Competing with large companies?	1	2	3 (847)

Q.82 When you were a prime contractor what was the average amount of time that it typically took to receive payment for your services on projects funded by one or more of the following agencies?
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 81]

	Less than 30 days	30-60 days	60-90 days	90-120 days	Over 120 days	NA
City of San Antonio	1	2	3	4	5	6 (848)
Bexar County	1	2	3	4	5	6 (849)
CPS Energy	1	2	3	4	5	6 (850)
Alamo Regional Mobility Authority	1	2	3	4	5	6 (851)
Brooks Development Authority	1	2	3	4	5	6 (852)
Edwards Aquifer Authority	1	2	3	4	5	6 (853)
Port Authority of San Antonio	1	2	3	4	5	6 (854)
San Antonio Water System	1	2	3	4	5	6 (855)
University Health System	1	2	3	4	5	6 (856)
San Antonio Housing Authority	1	2	3	4	5	6 (857)
San Antonio International Airport	1	2	3	4	5	6 (858)

Q.83 Which of the following categories best approximates your 2006 company calendar year revenues as a result of working as a prime contractor for:
[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 81]

	None or 0	up to $50,000	$50,001 to $100,000	$100,001 to $300,000	$300,001 to $500,000	$500,001 to $1,000,000	$1,000,001 to $3,000,000	$3,000,001 to $5,000,000	$5,000,001 to $10,000,000	Over $10 million	No Response/DK
The City of San Antonio	1	2	3	4	5	6	7	8	9	10	11 (859-860)
Bexar County	1	2	3	4	5	6	7	8	9	10	11 (861-862)
CPS Energy	1	2	3	4	5	6	7	8	9	10	11 (863-864)
Alamo Regional Mobility Authority	1	2	3	4	5	6	7	8	9	10	11 (865-866)
Brooks Development Authority	1	2	3	4	5	6	7	8	9	10	11 (867-868)
Edwards Aquifer Authority	1	2	3	4	5	6	7	8	9	10	11 (869-870)
Port Authority of San Antonio	1	2	3	4	5	6	7	8	9	10	11 (871-872)
San Antonio Water System	1	2	3	4	5	6	7	8	9	10	11 (873-874)
University Health System	1	2	3	4	5	6	7	8	9	10	11 (875-876)
San Antonio Housing Authority	1	2	3	4	5	6	7	8	9	10	11 (877-878)
San Antonio International Airport	1	2	3	4	5	6	7	8	9	10	11 (879-880)

Q.84 Since 2002, how many times has your company submitted a bid or proposal to be a subcontractor for a project with one of the following agencies?
[REQUIRE ANSWER]

	None	1-10	11-25	26-50	51-100	Over 100
City of San Antonio	1	2	3	4	5	6 (881)
Bexar County	1	2	3	4	5	6 (882)
CPS Energy	1	2	3	4	5	6 (883)
Alamo Regional Mobility Authority	1	2	3	4	5	6 (884)
Brooks Development Authority	1	2	3	4	5	6 (885)
Edwards Aquifer Authority	1	2	3	4	5	6 (886)
Port Authority of San Antonio	1	2	3	4	5	6 (887)
San Antonio Water System	1	2	3	4	5	6 (888)
University Health System	1	2	3	4	5	6 (889)
San Antonio Housing Authority	1	2	3	4	5	6 (890)
San Antonio International Airport	1	2	3	4	5	6 (891)

Q.85 Since 2002, have you worked as a subcontractor on a project with:
[REQUIRE ANSWER]

	Yes	No	DK
The City of San Antonio	1	2	3 (892)
Bexar County	1	2	3 (893)
CPS Energy	1	2	3 (894)
Alamo Regional Mobility Authority	1	2	3 (895)
Brooks Development Authority	1	2	3 (896)
Edwards Aquifer Authority	1	2	3 (897)
Port Authority of San Antonio	1	2	3 (898)
San Antonio Water System	1	2	3 (899)
University Health System	1	2	3 (900)
San Antonio Housing Authority	1	2	3 (901)
San Antonio International Airport	1	2	3 (902)

[D - IF THE ANSWER TO SUB-QUESTION 1 OF QUESTION 85 IS NOT 1, AND...]
[D - IF THE ANSWER TO SUB-QUESTION 2 OF QUESTION 85 IS NOT 1, AND...]
[D - IF THE ANSWER TO SUB-QUESTION 3 OF QUESTION 85 IS NOT 1, AND...]
[D - IF THE ANSWER TO SUB-QUESTION 4 OF QUESTION 85 IS NOT 1, AND...]
[D - IF THE ANSWER TO SUB-QUESTION 5 OF QUESTION 85 IS NOT 1, AND...]
[D - IF THE ANSWER TO SUB-QUESTION 6 OF QUESTION 85 IS NOT 1, AND...]
[D - IF THE ANSWER TO SUB-QUESTION 7 OF QUESTION 85 IS NOT 1, AND...]
[D - IF THE ANSWER TO SUB-QUESTION 8 OF QUESTION 85 IS NOT 1, AND...]
[D - IF THE ANSWER TO SUB-QUESTION 9 OF QUESTION 85 IS NOT 1, AND...]
[D - IF THE ANSWER TO SUB-QUESTION 10 OF QUESTION 85 IS NOT 1, AND...]
[D - IF THE ANSWER TO SUB-QUESTION 11 OF QUESTION 85 IS NOT 1, THEN SKIP TO QUESTION 91]

Q.86 Since 2002, when you were a subcontractor what was the average amount of time that it typically took to receive payment for your services on projects funded by:

[REQUIRE ANSWER][READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 85]

	Less than 30 days	30-60 days	60-90 days	90-120 days	Over 120 days	NA
The City of San Antonio	1	2	3	4	5	6 (903)
Bexar County	1	2	3	4	5	6 (904)
CPS Energy	1	2	3	4	5	6 (905)
Alamo Regional Mobility Authority	1	2	3	4	5	6 (906)
Brooks Development Authority	1	2	3	4	5	6 (907)
Edwards Aquifer Authority	1	2	3	4	5	6 (908)
Port Authority of San Antonio	1	2	3	4	5	6 (909)
San Antonio Water System	1	2	3	4	5	6 (910)
University Health System	1	2	3	4	5	6 (911)
San Antonio Housing Authority	1	2	3	4	5	6 (912)
San Antonio International Airport	1	2	3	4	5	6 (913)

Q.87 In your opinion, how frequently have prime contractors that you've subcontracted with delayed payment for the work or services that you performed?
[REQUIRE ANSWER]

(914)
Very Often 1
Often 2
Sometimes 3
Seldom 4
Never 5
No Response (DK)/NA .. 6

Q.88 As a subcontractor, your working experience with prime contractors has been:

READ CHOICES

(915)
Excellent 1
Good 2
Fair 3
Poor 4
No Response (DK)/NA .. 5

Q.89 Since 2002, have you ever submitted a bid for a contract, were informed that you were the lowest bidder, and then found out that another prime or subcontractor was actually doing the work for:
[REQUIRE ANSWER]

	Yes	No	DK	NA-Did not Bid
The City of San Antonio	1	2	3	4 (916)
Bexar County	1	2	3	4 (917)
CPS Energy	1	2	3	4 (918)
Alamo Regional Mobility Authority	1	2	3	4 (919)
Brooks Development Authority	1	2	3	4 (920)
Edwards Aquifer Authority	1	2	3	4 (921)
Port Authority of San Antonio	1	2	3	4 (922)
San Antonio Water System	1	2	3	4 (923)
University Health System	1	2	3	4 (924)
San Antonio Housing Authority	1	2	3	4 (925)
San Antonio International Airport	1	2	3	4 (926)

Q.90 Which of the following categories best approximates your company 2006 calendar year revenues as a result of working as a subcontractor for:
[REQUIRE ANSWER]

	None or 0	up to $50,000	$50,001 to $100,000	$100,001 to $300,000	$300,001 to $500,000	$500,001 to $1,000,000	$1,000,001 to $3,000,000	$3,000,001 to $5,000,000	$5,000,001 to $10,000,000	Over $10 million	No Response/DK
The City of San Antonio	1	2	3	4	5	6	7	8	9	10	11 (927-928)
Bexar County	1	2	3	4	5	6	7	8	9	10	11 (929-930)
CPS Energy	1	2	3	4	5	6	7	8	9	10	11 (931-932)
Alamo Regional Mobility Authority	1	2	3	4	5	6	7	8	9	10	11 (933-934)
Brooks Development Authority	1	2	3	4	5	6	7	8	9	10	11 (935-936)
Edwards Aquifer Authority	1	2	3	4	5	6	7	8	9	10	11 (937-938)
Port Authority of San Antonio	1	2	3	4	5	6	7	8	9	10	11 (939-940)
San Antonio Water System	1	2	3	4	5	6	7	8	9	10	11 (941-942)
University Health System	1	2	3	4	5	6	7	8	9	10	11 (943-944)
San Antonio Housing Authority	1	2	3	4	5	6	7	8	9	10	11 (945-946)
San Antonio International Airport	1	2	3	4	5	6	7	8	9	10	11 (947-948)

Q.91 That completes our interview. Thank you and have a nice day.

Interviewer Id# [REQUIRE ANSWER]_____ (949-950)

Q.92 PHONE NUMBER_____ (951-966)

APPENDIX F: FOCUS GROUP GUIDE FOR FIRMS

APPENDIX F
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM DISPARITY STUDY
FOCUS GROUP GUIDE FOR FIRMS

Interviewer: _____ **Date:** _____ **Time:** _____

Place: _____

Group: _____

_____

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 San Antonio Regional Consortium procurement of goods and services.

My name is _____ and I am a local subconsultant hired by MGT of America, Inc. We have been asked to gather opinions from business owners about the business climate in the San Antonio local market area. We are looking to obtain information on your experiences if any, when attempting to do business with members of the San Antonio Regional Business Consortium (City of San Antonio, County of Bexar, CPS Energy, Brooks City-Base (Brooks Development Authority), Edwards Aquifer Authority, Port Authority of San Antonio, University Health System, San Antonio Water System, San Antonio Housing Authority, and Alamo Regional Mobility Authority) on Consortium projects.

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 _____ and MGT staff. We will use the information to summarize the discussions that took place during these focus groups. Individual names will not be identified nor will remarks or comments be attributed to a specific individual. Once all of the analysis for the focus groups is 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 the Consortium's procurement practices and the procurement environment of the San Antonio market area. 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 participate 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, operational services, and goods) and the business climate in the San Antonio market area.

- Individuals and participants will not be identified by name when providing feedback and findings to Consortium staff. Please be sure to identify the name of the public entity/Consortium entity.

B. 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

C. 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 in the San Antonio market area.

1. Please discuss how you get information about procurement opportunities (such as, Consortium member website, networking/word-of-mouth, etc). Is this information helpful?

2. If you have been awarded a contract, on a scale from 1 to 5 (*5 being Extremely Positive to 1 being Extremely Negative),* rate your experience in doing business with the Consortium entity as a contractor. *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 the Consortium improve its procurement system to enable businesses to participate more effectively on public projects? *Be sure that they specify the type of projects, location of project, name of entity, and time period of project.*

4. On a scale from 1 to 5 (*5 being Extremely Positive to 1 being Extremely Negative),* rate your experience in doing business as a contractor/vendor as a subcontractor on public projects. *Be sure that the responses identify whether they are referring to a contractor or the entity, also ask request specifics about the project (project name, type of project, and time period of project). Also, be sure that the respondent explains the reason for his/her rating.*

5. On a scale from 1 to 5 (*5 being Extremely Positive to 1 being Extremely Negative),* rate your experience in contracting with other local government agencies 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.*

6. In the past five years, how much of your contracts have come from Consortium member public projects? General Contractors? Other Public Entities? From your own networks? *Be sure that they specify the name of the entity that granted the contracts.*

7. What do you feel most interferes with your ability to do business with a member of the Consortium on projects (barriers of doing business, such as labor agreements, financing, bond requirements, etc.)? *Be sure that they specify.*

8. What policies or practices do you think the members of the Consortium should adopt to assist a company with doing more business with them?

9. Please discuss your understanding of the small, minority, and women-owned programs. Do you feel the services provided by the members of the Consortium through these programs to be helpful? Please explain.

10. Please provide your opinion on the certification process. How could the certification process for doing business with be improved?

11. In the past five (5) years, what have been some of the important partnerships that you have had with contractors on public and private projects?

12. What business assistance services provided by a member of the Consortium have you used? Did you find them helpful? Please explain.

APPENDIX G: FOCUS GROUP GUIDE FOR BUYERS

APPENDIX G
SAN ANTONIO REGIONAL BUSINESS CONSORTIUM DISPARITY STUDY
FOCUS GROUP GUIDE FOR BUYERS

Interviewer: _____ **Date:** _____ **Time:** _____

Place: _____

Group: _____

_____

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 San Antonio Regional Consortium procurement of goods and services.

My name is _____ and I am a local subconsultant hired by MGT of America, Inc. We have been asked to gather opinions from about the business climate in the San Antonio local market area. We are looking to obtain information on your experiences if any, when attempting to do business with members of the San Antonio Regional Business Consortium (City of San Antonio, County of Bexar, CPS Energy, Brooks City-Base, Edwards Aquifer Authority, Port Authority of San Antonio, University Health System, San Antonio Water System, San Antonio Housing Authority, and Alamo Regional Mobility Authority) on Consortium projects.

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 _____ and MGT staff. We will use the information to summarize the discussions that took place during these focus groups. Individual names will not be identified nor will remarks or comments be attributed to a specific individual. Once all of the analysis for the focus groups is 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 the Consortium's procurement practices and the procurement environment of the San Antonio market area. 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 participate state:
  - Name
  - Governmental Unit
  - Title
  - Years of Employment

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, operational services, and goods) and the business climate in the San Antonio market area.

- Individuals and participants will not be identified by name when providing feedback and findings to Consortium staff. Please be sure to identify the name of the public entity/Consortium entity.

B. 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

C. 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 in the San Antonio market area.

1. Please discuss how your governmental entity provides information about procurement opportunities (such as, Consortium member website, networking/word-of-mouth, etc). Do business owners find this information helpful?

2. What do you feel most interferes with your ability to do business with business owners on projects (barriers of doing business, such as labor agreements, financing, bond requirements, etc.)? *Be sure that they specify.*

3. What policies or practices do you think the members of the Consortium should adopt to assist a company with doing more business with them?

4. How could your governmental entity improve its procurement system to enable businesses to participate more effectively on public projects? *Be sure that they specify the type of projects, location of project, name of entity, and time period of project.*

5. On a scale from 1 to 5 (*5 being Extremely Positive to 1 being Extremely Negative),* rate your experience in partnering with other local government agencies 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.*

6. In the past five (5) years, what have been some of the important partnerships that you have had with other members of the Consortium or private entities to help the increase awareness of procurement opportunities in your governmental unit?

7. Please discuss your understanding of the small, minority, and women-owned programs. Do you feel the services provided by the members of the Consortium through these programs to be helpful? Please explain.

8. Based on your perception, on a scale from 1 to 5 (*5 being Extremely Positive to 1 being Extremely Negative),* how would business owners rate their experience in doing business with your governmental entity as a contractor. *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.*

9. Based on your perception, on a scale from 1 to 5 (*5 being Extremely Positive to 1 being Extremely Negative),* how would business owners rate their experience in doing business as a contractor/vendor as a subcontractor on public projects. *Be sure that the responses identify whether they are referring to a contractor or the entity, also ask request specifics about the project (project name, type of project, and time period of project). Also, be sure that the respondent explains the reason for his/her rating.*

10. Please provide your opinion on the certification process. How could the certification process for doing business be improved?

11. What business assistance services does your governmental entity provide to business owners? Did you find them helpful? Please explain.

APPENDIX H: ANALYSIS OF RACE/GENDER/ ETHNICITY EFFECTS ON SELF-EMPLOYMENT PROPENSITY AND EARNINGS

APPENDIX H
ANALYSIS OF RACE/GENDER/ETHNICITY EFFECTS ON SELF-EMPLOYMENT PROPENSITY AND EARNINGS

Executive Summary

The purpose of this analysis was to examine the effects of race, gender, and ethnicity, 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 San Antonio, Texas Consolidated Metropolitan Statistical Area (CMSA)[1]. Findings for minority business enterprises were 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. Applying the methodology and variables employed by a City of Denver disparity study (see *Concrete Works v. City and County of Denver*), data for this investigation originated from the Public Use Microdata Samples (PUMS) data derived from the 2000 U.S. Census of Population and Housing (2000 U.S. Census)[2], 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 discussed below:

1. Are racial, ethnic, and gender minority groups less likely than nonminority males to be self-employed?

   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 males), 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.

2. Does race/gender/ethnicity status have an impact on individuals' self-employment earnings?

   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 males), marital status, age, self-reported health-related disabilities, availability of capital (household property value, monthly total mortgage payments, unearned income), and level of education.

[1] The San Antonio, TX CMSA consists of Bexar County, Comal County, Guadalupe County, and Wilson County.
[2] The data used originated from the 2000 U.S. Census Public Use Microdata Samples and not from any data received from any members of the San Antonio Consortium.

3. If minority and women-owned business enterprises (M/WBEs) and nonminority males shared similar traits and marketplace conditions (for example, similar rewards in terms of capital and asset accrual), what would be the effect on rates of self-employment by race, ethnicity, and gender?

   MGT created a model, derived from a similar model employed by a City of Denver disparity study, that leveraged statistical findings in response to the first two questions to determine if race, gender, and ethnicity effects derived from those findings would persist if nonminority male demographic and economic 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 2000 U.S. Census for individual M/WBE categories and nonminority males, this analysis posed the question, "How would M/WBE rates change if M/WBEs operated in a nonminority male business world and how much of this change is attributable to race, gender, or ethnicity?"

Findings:

1. Are racial, ethnic, and gender minority groups less likely than nonminority males to be self-employed?

   - In all industries in the CMSA, nonminority males were nearly twice as likely to be self-employed as African Americans, Hispanic Americans, and nonminority women.[3]

   - In the CMSA, a nonminority male was over five times as likely as an African American to be self-employed in goods & supplies.

   - In the CMSA, nonminority males were over four times as likely as nonminority women to be self-employed in construction.

   - African Americans and Hispanic Americans were less likely to be self-employed than were nonminority males in all industries.

   - In general, sample sizes for business type by race for Asian Americans and Native Americans were of insufficient size to permit valid interpretations.

2. Does race/gender/ethnicity status have an impact on individuals' self-employment earnings?

   - In the CMSA, all minorities reported significantly lower earnings in all business type categories.

[3] These likelihood characteristics were derived from **Exhibit F-1** by calculating the inverse of the reported odds ratios.

- In the other services industry, African Americans and Hispanic Americans reported significantly lower earnings than nonminority males in the CMSA – 74.3 percent and 51.5 percent, respectively.

- The most egregious affect on earnings elasticities can be found in construction for African Americans. In construction, African Americans earned 81.6 percent less than nonminority males.

3. If M/WBEs and nonminority males shared similar traits and marketplace conditions (for example, 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-employment for nonminority males with self-employment for African Americans in the CMSA, over half of the disparity in self-employment rates was attributable to race differences.

   - Comparing self-employment for nonminority males with self-employment for Hispanic Americans in the CMSA construction industry, over 85 percent of the disparity in self-employment rates was attributable to race differences.

   - Comparing self-employment for nonminority males with self-employment for nonminority women in the CMSA professional services industry, over 79 percent of the disparity in self-employment rates was attributable to gender differences.

   - Comparing self-employment for nonminority males with self-employment for African Americans in the CMSA goods & supplies industry, over 80 percent of the disparity in self-employment rates was attributable to race differences.

H.1.0 Introduction

This report analyzes the availability of minority, nonminority women, and nonminority male firms in five categories of private sector business activity in the San Antonio, Texas CMSA. The goal of this investigation is to examine the effects of race, gender and ethnicity, 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 so, is it attributable to racial/gender/ethnicity discrimination in the marketplace. Data for this investigation are provided by the PUMS data derived from the 2000 U.S. Census, to which we apply appropriate regression statistics to draw conclusions. **Exhibit H-1** presents a general picture of self-employment rates by race, median earnings, and sample sizes (n's) in the CMSA, calculated from the 5 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.

EXHIBIT H-1
PERCENTAGE SELF-EMPLOYED AND 1999 EARNINGS BY RACE/GENDER/ETHNICITY CATEGORY
SAN ANTONIO, TEXAS CMSA

Race/Ethnic/Gender Category	Percent of the Population Self-Employed	Census n	Median Earnings
Nonminority Males	18.91%	692	$49,650.00
African Americans	5.79%	54	$21,500.00
Hispanic Americans	7.41%	501	$24,000.00
Asian Americans	14.12%	37	$29,000.00
Native Americans	6.82%	6	$17,950.00
Nonminority Women	7.41%	252	$25,100.00
	10.21%	1,542	$34,100.00

Source: PUMS data 2000 U.S. Census of Population and Housing.

H.2.0 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.[4] 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 race/ethnic/gender affiliation?" We know, for instance, that most minority groups have a lower median age than do non-Hispanic whites (2000 U.S. Census, PUMS).[5] We also know that, in general, the likelihood of being self-employed increases with age (PUMS, 2000). When social scientists speak of nonracial group differences, they are referring to such things as general differences in religious beliefs, for instance, as these might influence group attitudes toward contraception, and, in turn, both birthrates and median age. A disparity study, therefore, seeks to examine the 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 demand public sector legal remedies such as affirmative action and minority set-aside contracting.

Questions about marketplace dynamics affecting self-employment, more specifically the odds of being able to form one's own business and then to excel (for example, generate earnings growth), are at the heart of disparity analysis research. In general, early disparity studies focused on gross racial disparity. However, merely documenting gross

[4] See *Journal of Econometrics*, Vol. 61, Issue 1, devoted entirely to the econometrics of labor marked discrimination and segregation.
[5] Hereafter referred to as PUMS, 2000. *Concrete Works v. City and County of Denver*, 321 F.3 950 (10th Cir 2003).

racial disparities alone is insufficient for inferring discrimination effects without excluding effects due to nondiscriminatory factors. Moreover, to the extent that discrimination exists, it is likely to inhibit the formation, profits, and growth of minority business enterprises. Earlier disparity study methodology and analysis has 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 explain methodologically discrimination effects once minority businesses are formed.

The next section addresses these shortcomings, utilizing 2000 PUMS data derived from the 2000 U.S. Census to answer research questions about the effects of discrimination on self-employment and self-employment earnings using multiple regression statistics.

H.3.0 Research Questions, Statistical Models, and Methods

Two general research questions were posed in the initial analysis:

- Are racial, ethnic, and gender minority groups less likely than nonminority males to be self-employed?
- Does race/gender/ethnicity status have an impact on individuals' earnings?

A third question, to be addressed later—How much does race/ethnicity/gender discrimination influence the probability of being self-employed?—draws conclusions based on findings of questions one and two,

To answer the first two questions, we employed two multivariate regression techniques: 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 one and two—the phenomenon 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 and 1 = self-employed); and 1999 earnings from self-employment (a continuous variable). In our analysis, the choice of regression approach is based on the scale of the dependent variable (in question one, a categorical scale with only two possible values; and in question two, a continuous scale with many possible values). Because binary logistic regression can perform an analysis in which the dependent variable is categorical, it was employed for the analysis of question one[6]. To analyze question two, in which the dependent variable is continuous, we used simple linear regression.

[6] Logistical regression, or logit, models generate predicted probabilities that are almost identical to those calculated by a probit procedure, used in the *Denver Concrete Works* 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).

H.3.1 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:

$$Y = \beta_0 + \beta_l X_l + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \ldots + \varepsilon$$

Where:

- Y = a continuous variable (for instance, 1999 earnings from self-employment).
- β_0 = the constant, representing the value of Y when $X_l = 0$
- β_l = coefficient representing the magnitude of X_l's effect on Y
- X_l = the independent variables, such as age, human capital (such as, level of education), availability of capital, race/ethnicity/gender, etc.
- ε = 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 μ represents the expected values of Y as a result of the effects of β, 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 a new term, η, is introduced 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 η and μ 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 η and μ became $\eta = \log[\mu/(1-\mu)]$ and logistic regression is utilized to determine the relationship between the dependent variable and the explanatory variables, calculated as a probability value (for instance, 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
- α = a constant value
- β_i = coefficient corresponding to independent variables

X_n = selected individual characteristic variables, such as age, marital status, education, race, and gender

ε = 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 and 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 if the effect of the influencing characteristics is positive or negative in relation to being self-employed.

H.4.0 Results of the Analyses

H.4.1 Question I: Are Racial, Ethnic, 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 Sample PUMS data. 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 according to the following criteria:

- Resident of the CMSA
- Self-employed individuals in construction, professional services, other services, architecture and engineering,[7] and goods & supplies
- Full-time employees (more than 35 hours a week)
- 18 years of age or older
- Individuals employed in the private sector

Next, we derived the following variables hypothesized as predictors of employment status:

- ***Race and Sex***: African Americans, Asian Americans, Hispanic Americans, Native Americans, nonminority women, nonminority males. In order to individually compare this variable to the nonminority male variable, the variable is converted into a dummy variable; where 1=they are a member of a particular race, ethnicity, or gender group and 0=they are not a member of a particular race, ethnicity, or gender group.
- ***Availability of Capital***: Home ownership, home value, mortgage rate, unearned income, residual income

[7] Due to inadequate sample numbers for all races in the Architecture and Engineering (A&E) PUMS 2000 data, A&E was merged with the Professional Services category.

- ***Marital Status***
- ***Ability to Speak English Well***[8]
- ***Disability Status***: From individuals' reports of health-related disabilities
- ***Age and Age***^{2}: 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 a Household***
- ***Number of Children Under the Age of 18 Living in a Household***

H.4.1.1 Findings

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 H-2**, odds ratios are presented by minority groups, reporting the effect of race/ethnicity/gender on the odds of being self-employed in 1999, holding all other variables constant. Full regression results on all the variables are presented in **Appendix I**.

EXHIBIT H- 2
SELF-EMPLOYMENT ODDS RATIOS OF MINORITY GROUPS RELATIVE TO NONMINORITY MALES AFTER CONTROLLING FOR SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS SAN ANTONIO, TEXAS CMSA

Race/Ethnic Group	All Industries	Construction	Professional Services	Other Services	Goods & Supplies
African Americans	**0.406**	0.713	**0.223**	0.891	**0.188**
Hispanic Americans	**0.503**	**0.586**	**0.450**	**0.745**	**0.538**
Asian Americans	0.839	1.025	0.785	1.350	0.788
Native Americans	0.436	0.338	0.227	0.524	1.051
Nonminority Women	**0.420**	**0.225**	**0.275**	1.121	**0.557**

Source: PUMS data from 2000 U.S. Census and MGT of America, Inc., calculations using SPSS.
Note: **Bold** indicates that the estimated odds ratio for the group was statistically significant. The A&E business industry was excluded from this analysis because of insufficient data. Due to A&E's close relation to the construction industry, the A&E variable has been collapsed with the construction variable.

[8] Many of the individuals surveyed, especially those who are Hispanic Americans or Asian Americans, are not native English speakers. This variable accounts for any discrepancies attributed to an individual who does not speak English well; allowing for a proper analysis of the odds ratio of minority groups relative to nonminority males.

The results reveal the following:

- In all industries in the CMSA, nonminority males were nearly twice as likely to be self-employed as African Americans, Hispanic Americans, and nonminority women.[9]
- In the CMSA, nonminority males were over five times as likely as African Americans to be self-employed in goods & supplies.
- In the CMSA, nonminority males were over four times as likely as nonminority women to be self-employed in construction.
- In the CMSA, African Americans and Hispanic Americans were less likely to be self-employed than were nonminority males in all industries.
- In general, sample sizes for business type by race for Asian Americans and Native Americans were insufficient to permit valid interpretations.

H.4.2.1 Question II: Does Race/Gender/Ethnicity Status Have an Impact on Individuals' Earnings?

To answer this question, we compared self-employed minorities' and women's earnings to earnings of self-employed nonminority males in the CMSA, when the effect of other demographic and economic characteristics was controlled for. We were able to examine the earnings of self-employed individuals who have similar education levels, are of similar age, et cetera, to enable earnings comparisons by race/gender/ethnicity.

To derive a set of variables known to predict earnings, the dependent variable, we used 1999 wages from employment for self-employed individuals, as reported in the PUMS 2000 5 Percent sample. These included:

- ***Race and Sex***: African Americans, Asian Americans, Hispanic Americans, Native Americans, nonminority women, nonminority males
- ***Availability of Capital***: Home ownership, 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^2***: Squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings
- ***Owner's Level of Education***

[9] These likelihood characteristics were derived from **Exhibit H-1** by calculating the inverse of the reported odds ratios.

H.4.2.1 Findings

Results of the linear regression model estimating the effects of selected demographic and economic variables on self-employment earnings are reported in **Exhibit H-3**. Each number (coefficient) in the exhibit represents a percent change in earnings. For example, the corresponding number for an African American in all industries is -.178, meaning that an African American will earn 17.8 percent less than a nonminority male when the statistical effects of the other variables in the equation are controlled for. Full regression results on all the variables are presented in **Appendix G**.

EXHIBIT H-3
EARNINGS ELASTICITIES OF MINORITY GROUPS RELATIVE TO NONMINORITY MALES AFTER CONTROLLING FOR SELECTED DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS SAN ANTONIO, TEXAS MSA

Race/Ethnic Group	All Industries	Construction	Professional Services	Other Services	Goods & Supplies
African Americans	**-0.672**	**-0.816**	-0.269	**-0.743**	-0.679
Hispanic Americans	**-0.430**	**-0.376**	-0.291	**-0.515**	**-0.476**
Asian Americans	**-0.295**	-0.748	-0.304	-0.347	0.056
Native Americans	**-0.759**	-1.417	**-2.798**	-1.023	**1.227**
Nonminority Women	**-0.609**	**-0.590**	**-0.556**	**-0.506**	**-0.725**

Source: PUMS data from 2000 U.S. Census and MGT of America, Inc., calculations using SPSS.
Note: **Bold** indicates that the estimated elasticities for the group were statistically significant. The A&E business industry was excluded from this analysis because of insufficient data and incorporated into the construction variable.

The results reveal the following:

- In the CMSA, all minorities reported significantly lower earnings in all business type categories.

- In the other services industry, African Americans and Hispanic Americans reported significantly lower earnings than nonminority males in the CMSA: 74.3 percent and 51.5 percent, respectively.

- The most egregious effect on earnings elasticities was found in construction for African American. In construction, African Americans earned 81.6 percent less than nonminority males.

H.4.3 Disparities in Rates of Self-Employment: How Much Can Be Attributed to Discrimination?

Results of the analyses of self-employment rates and 1999 self-employment earnings revealed general disparities between minority and nonminority self-employed individuals in the CMSA.

Exhibit H-4 presents the results of these analyses. Column A reports observed employment rates for each race/gender/ethnic group, calculated directly from the PUMS

2000 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:

β_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 (x_k, or mean values for the independent variables) were applied to minority market structures (represented for each race by their β_k or odds coefficient values). The second self-employment rate calculation (in column C) presents minority self-employment rates as they would be if they were rewarded in a similar manner as nonminority males in the nonminority male market structure: that is, by multiplying the minority means (for instance, characteristics) by the estimated nonminority coefficients for both race and the other independent variables.

EXHIBIT H-4
OBSERVED AND PREDICTED SELF-EMPLOYMENT RATES
SAN ANTONIO, TEXAS CMSA

Business/Race Group	Observed Self-Employment Rates	Nonminority Characteristics and Own Market Structure	Own Characteristics and Nonminiority Market Structure	Disparity Ratio (Column A divided by Column C)	Portion of Difference Due to Discrimination
	(A)	(B)	(C)	(D)	(E)
Overall					
Nonminority Males	0.1891	0.1891	0.1891	1.0000	
African Americans	0.0579	0.0817	0.1329	0.4359	57.17%
Hispanic Americans	0.0741	0.0994	0.146	0.5077	62.51%
Asian Americans	0.1412	0.1553	0.1725	0.8186	65.40%
Native Americans	0.0682	0.0873	0.1219	0.5593	44.44%
Nonminority Women	0.0741	0.0843	0.1602	0.4626	74.92%
Construction					
Nonminority Males	0.2826	0.2826	0.2826	1.0000	
African Americans	0.2000	0.2435	0.2359	0.8478	43.48%
Hispanic Americans	0.1602	0.2092	0.2645	0.6056	85.25%
Asian Americans	0.2857	0.3164	0.2728	1.0472	n/d
Native Americans	0.1000	0.1323	0.2252	0.4441	68.57%
Nonminority Women	0.0723	0.0924	0.3524	0.2052	n/d
Professional Services					
Nonminority Males	0.1603	0.1603	0.1603	1.0000	
African Americans	0.0229	0.0607	0.1771	0.1292	n/d
Hispanic Americans	0.0322	0.1153	0.1444	0.2232	87.57%
Asian Americans	0.1101	0.1853	0.1863	0.5908	n/d
Native Americans	0.0294	0.0617	0.1099	0.2677	61.48%
Nonminority Women	0.0333	0.0737	0.1342	0.2485	79.46%
Other Services					
Nonminority Males	0.1602	0.1602	0.1602	1.0000	
African Americans	0.1100	0.1669	0.1167	0.9427	13.34%
Hispanic Americans	0.095	0.1435	0.1353	0.7022	61.73%
Asian Americans	0.1714	0.2329	0.1676	1.0228	34.09%
Native Americans	0.0800	0.1054	0.07	1.143	n/d
Nonminority Women	0.1628	0.2013	0.1711	0.9519	n/d
Goods & Supplies					
Nonminority Males	0.1007	0.1007	0.1007	1.0000	
African Americans	0.0152	0.0234	0.0839	0.1806	80.38%
Hispanic Americans	0.0370	0.0641	0.0822	0.4508	70.91%
Asian Americans	0.0704	0.0912	0.0871	0.8089	54.99%
Native Americans	0.0833	0.1181	0.165	0.505	n/d
Nonminority Women	0.0559	0.0662	0.107	0.5224	n/d

Source: PUMS data from 2000 U.S. Census and MGT of America, Inc., calculations using SPSS and Excel.
n/d: no discrimination was found.

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). 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 (column D). For example the observed overall self-employment rate for an African American was 0.0579 or 5.79%, but when the overall African American demographics were incorporated into the White Market Structure the self-employment rate should be 0.1239 or 12.39%. Thus, dividing the observed overall self-employment rate by the predicted self-employment rate results in a disparity ratio of 0.5916. 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. On the other hand, as this value approaches 1.0, we are able to attribute disparities increasingly to discrimination in the marketplace.

H.4.3.1 Findings

Examining the results reported in **Exhibit H-4**, we found the following.

- Overall, comparing self-employed nonminority males with self-employed African Americans in the CMSA, over half of the disparity in self-employment rates was attributable to race differences.

- Comparing self-employed nonminority males with self-employed Hispanic Americans in the CMSA construction industry, over 85 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 CMSA professional services industry, over 79 percent of the disparity in self-employment rates was attributable to gender differences.

- Comparing self-employed nonminority males with self-employed African Americans in the CMSA goods & supplies industry, over 80 percent of the disparity in self-employment rates was attributable to race differences.

H.5.0 Summary of Findings

In general, findings from the PUMS 2000 data indicate that minorities were significantly less likely than nonminority males to be self-employed and, if they were self-employed, they earned significantly less in 1999 than did self-employed nonminority males. When self-employment rates were stratified by race and by business type, trends varied within individual race-by-type cells, but disparities persisted, in general, for African Americans, Hispanic Americans, and nonminority women. When group self-employment rates were submitted to MGT's above discrimination analysis, it was concluded that the disparities for these three groups (with adequate sample size to permit interpretation) were likely

the result of differences in the marketplace due to race, gender, and ethnicity and not some other demographic factor.[10]

[10] **Appendix I** reports self-employment rates and earnings in greater detail by race and business type.

APPENDIX I:
SAN ANTONIO, TEXAS, CMSA
PUMS REGRESSION ANALYSIS

APPENDIX I
SAN ANTONIO, TEXAS CMSA
PUMS REGRESSION ANALYSIS

EXHIBIT I-a
RESULTS OF LOGISTIC REGRESSION
EXPLANATION OF RESULTS AND VARIABLES

Logistic Regression Output

Below, variable names and operational definitions are provided. When interpreting **Exhibits I-1** to **I-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 .406, from **Exhibit I-1**; the inverse of this is 2.46. This means that a nonminority male is 2.46 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 (such as marital status) tend to impact the likelihood of self-employment positively and that the race/ethnicity/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
Sex: Nonminority woman or not

Other indicator variables:

Marital Status: Married or not.
Age
Age^2: (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 I-1
RESULTS OF LOGISTIC REGRESSION
OVERALL
SAN ANTONIO, TEXAS CMSA

	B	Sig.	Exp (B)
African American	**-0.902**	0.000	0.406
Hispanic American	**-0.687**	0.000	0.503
Asian American	-0.176	0.339	0.839
Native American	-0.830	0.054	0.436
Sex (1=Female)	**-0.868**	0.000	0.420
Marital Status (1=Married)	0.069	0.315	1.071
Age	**0.092**	0.000	1.096
Age^2	**-0.001**	0.012	0.999
Disability (1=Yes)	0.039	0.607	1.039
Tenure (1=Yes)	**0.215**	0.018	1.240
Value	**0.046**	0.000	1.047
Mortgage	0.000	0.137	1.000
Unearn	0.000	0.086	1.000
Resdinc	0.000	0.840	1.000
P65	**-0.200**	0.037	0.819
P18	0.046	0.066	1.047
Some College (1=Yes)	**-0.271**	0.000	0.763
College Graduate (1=Yes)	**-0.337**	0.000	0.714
More than College (1=Yes)	-0.101	0.276	0.904
Number of Observations	16644		
Chi-squared Statistic (df=19)	652.5875		
Log Likelihood	-9620.666		

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.
Note: **BOLD** indicates the value is 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 I-2
RESULTS OF LOGISTIC REGRESSION
CONSTRUCTION
SAN ANTONIO, TEXAS CMSA

	B	Sig.	Exp (B)
African American	-0.339	0.438	0.713
Hispanic American	**-0.535**	0.000	0.586
Asian American	0.024	0.971	1.025
Native American	-1.086	0.316	0.338
Sex (1=Female)	**-1.491**	0.000	0.225
Marital Status (1=Married)	0.009	0.953	1.009
Age	**0.164**	0.004	1.178
Age^2	**-0.002**	0.019	0.998
Disability (1=Yes)	0.051	0.729	1.052
Tenure (1=Yes)	0.132	0.493	1.141
Value	**0.061**	0.000	1.063
Mortgage	0.000	0.566	1.000
Unearn	**0.000**	0.002	1.000
Resdinc	0.000	0.699	1.000
P65	**-0.600**	0.027	0.549
P18	**0.104**	0.030	1.110
Some College (1=Yes)	-0.196	0.192	0.822
College Graduate (1=Yes)	-0.418	0.058	0.659
More than College (1=Yes)	-0.664	0.069	0.515
Number of Observations	1950		
Chi-squared Statistic (df=19)	151.2188		
Log Likelihood	-1755.16		

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.
Note: **BOLD** indicates the value is 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 I-3
RESULTS OF LOGISTIC REGRESSION
PROFESSIONAL SERVICES
SAN ANTONIO, TEXAS CMSA

	B	Sig.	Exp (B)
African American	**-1.500**	0.000	0.223
Hispanic American	**-0.799**	0.000	0.450
Asian American	-0.242	0.492	0.785
Native American	-1.483	0.153	0.227
Sex (1=Female)	**-1.292**	0.000	0.275
Marital Status (1=Married)	-0.196	0.240	0.822
Age	**0.127**	0.049	1.136
Age^2	-0.001	0.218	0.999
Disability (1=Yes)	-0.398	0.081	0.672
Tenure (1=Yes)	0.377	0.076	1.458
Value	**0.038**	0.020	1.039
Mortgage	**0.000**	0.000	1.000
Unearn	0.000	0.567	1.000
Resdinc	0.000	0.672	1.000
P65	-0.242	0.265	0.785
P18	0.108	0.069	1.114
Some College (1=Yes)	0.028	0.920	1.028
College Graduate (1=Yes)	**0.783**	0.003	2.188
More than College (1=Yes)	**1.522**	0.000	4.584
Number of Observations	6037		
Chi-squared Statistic (df=19)	515.2311		
Log Likelihood	-2073.152		

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.
Note: **BOLD** indicates the value is 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 I-4
RESULTS OF LOGISTIC REGRESSION
OTHER SERVICES
SAN ANTONIO, TEXAS CMSA

	B	Sig.	Exp (B)
African American	-0.116	0.573	0.891
Hispanic American	**-0.294**	0.013	0.745
Asian American	0.300	0.280	1.350
Native American	-0.646	0.393	0.524
Sex (1=Female)	0.114	0.363	1.121
Marital Status (1=Married)	**0.220**	0.038	1.246
Age	0.063	0.104	1.065
Age^2	0.000	0.303	1.000
Disability (1=Yes)	-0.048	0.683	0.953
Tenure (1=Yes)	-0.012	0.940	0.988
Value	**0.070**	0.000	1.073
Mortgage	0.000	0.159	1.000
Unearn	0.000	0.154	1.000
Resdinc	0.000	0.376	1.000
P65	-0.194	0.191	0.824
P18	-0.062	0.144	0.940
Some College (1=Yes)	-0.067	0.526	0.935
College Graduate (1=Yes)	-0.176	0.227	0.839
More than College (1=Yes)	**-0.838**	0.000	0.433
Number of Observations	4701		
Chi-squared Statistic (df=19)	198.6845		
Log Likelihood	-3387.728		

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.
Note: **BOLD** indicates the value is 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 I-5
RESULTS OF LOGISTIC REGRESSION
GOODS AND SUPPLIES
SAN ANTONIO, TEXAS CMSA

	B	Sig.	Exp (B)
African American	**-1.670**	0.005	0.188
Hispanic American	**-0.620**	0.000	0.538
Asian American	-0.238	0.620	0.788
Native American	0.050	0.948	1.051
Sex (1=Female)	**-0.586**	0.004	0.557
Marital Status (1=Married)	0.116	0.515	1.123
Age	0.075	0.242	1.077
Age^2	-0.001	0.484	0.999
Disability (1=Yes)	0.060	0.752	1.061
Tenure (1=Yes)	-0.002	0.994	0.998
Value	**0.047**	0.011	1.048
Mortgage	0.000	0.770	1.000
Unearn	0.000	0.389	1.000
Resdinc	0.000	0.092	1.000
P65	0.129	0.529	1.138
P18	-0.005	0.936	0.995
Some College (1=Yes)	**0.412**	0.017	1.510
College Graduate (1=Yes)	**0.646**	0.001	1.908
More than College (1=Yes)	0.520	0.102	1.683
Number of Observations	3956		
Chi-squared Statistic (df=19)	126.9777		
Log Likelihood	-1650.248		

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.
Note: **BOLD** indicates the value is 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 I-b
RESULTS OF LINEAR REGRESSION
EXPLANATION OF RESULTS AND VARIABLES

Linear Regression Output

Below, variable names and operational definitions are provided. When interpreting the linear regression **Exhibits I-6** to **I-10**, the first column—Unstandardized B—is the most informative index with regard to the influence of the independent variables on the earnings of a self-employed individual. Each number in this column represents a percent change in earnings. For example, the corresponding number for an African American is -.672, from **Exhibit I-6**, meaning that an African American will earn 67.2 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 one 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
Nonminority Woman

Other indicator variables:

Marital Status: Married or not.
Disability: Individuals self-reported health-related disabilities.
Age
Age^2: (Age Squared). Used to acknowledge the positive, curvilinear relationship between each year of age and self-employment.
Speaks English Well: Person's ability to speak English if not a native speaker.
Some College: Some college education.
College Graduate: College degree.
More than College: Professional or graduate degree.

EXHIBIT I-6
RESULTS OF LINEAR REGRESSION
OVERALL
SAN ANTONIO, TEXAS CMSA

San Antonio, TX					
	Unstandardized		Standardized		
	B	Std. Error	B	t	Sig.
African American	**-0.672**	0.120	-0.126	-5.580	0.000
Hispanic American	**-0.430**	0.069	-0.205	-6.241	0.000
Asian American	**-0.295**	0.150	-0.046	-1.965	0.050
Native American	**-0.759**	0.347	-0.048	-2.185	0.029
Nonminority Women (1=Female)	**-0.609**	0.063	-0.229	-9.728	0.000
Marital Status (1=Married)	**0.215**	0.050	0.095	4.267	0.000
Disability (1=Yes)	0.017	0.059	0.006	0.284	0.777
Age	**0.064**	0.020	0.617	3.223	0.001
Age^2	**-0.001**	0.000	-0.580	-3.037	0.002
Speaks English Well (1=Yes)	0.058	0.065	0.027	0.891	0.373
Some College (1=Yes)	**0.194**	0.055	0.089	3.539	0.000
College Graduate (1=Yes)	**0.488**	0.065	0.190	7.525	0.000
More than College (1=Yes)	**1.039**	0.067	0.394	15.614	0.000
Constant	8.827	0.437		20.214	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.
Note: **BOLD** indicates the value is statistically significant at $p < .05$.

EXHIBIT I-7
RESULTS OF LINEAR REGRESSION
CONSTRUCTION
SAN ANTONIO, TEXAS CMSA

San Antonio, TX					
	Unstandardized		Standardized		
	B	Std. Error	B	t	Sig.
African American	**-0.816**	0.315	-0.127	-2.593	0.010
Hispanic American	**-0.376**	0.129	-0.214	-2.919	0.004
Asian American	-0.748	0.500	-0.077	-1.497	0.135
Native American	-1.417	0.821	-0.084	-1.725	0.085
Nonminority Women (1=Female)	**-0.590**	0.294	-0.098	-2.005	0.046
Marital Status (1=Married)	**0.238**	0.102	0.116	2.327	0.021
Disability (1=Yes)	0.110	0.104	0.053	1.059	0.290
Age	0.036	0.041	0.380	0.890	0.374
Age^2	0.000	0.000	-0.342	-0.800	0.424
Speaks English Well (1=Yes)	-0.002	0.128	-0.001	-0.015	0.988
Some College (1=Yes)	0.124	0.103	0.062	1.208	0.228
College Graduate (1=Yes)	**0.573**	0.143	0.208	4.019	0.000
More than College (1=Yes)	0.204	0.246	0.041	0.829	0.407
Constant	9.436	0.901		10.468	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.
Note: **BOLD** indicates the value is statistically significant at $p < .05$.

EXHIBIT I-8
RESULTS OF LINEAR REGRESSION
PROFESSIONAL SERVICES
SAN ANTONIO, TEXAS CMSA

San Antonio, TX					
	Unstandardized		Standardized		
	B	Std. Error	B	t	Sig.
African American	-0.269	0.282	-0.045	-0.952	0.342
Hispanic American	-0.291	0.161	-0.117	-1.800	0.073
Native American	-0.304	0.283	-0.053	-1.077	0.282
Asian American	**-2.798**	0.889	-0.149	-3.147	0.002
Nonminority Women (1=Female)	**-0.556**	0.133	-0.215	-4.181	0.000
Marital Status (1=Married)	**0.257**	0.123	0.101	2.090	0.037
Disability (1=Yes)	-0.302	0.187	-0.076	-1.615	0.107
Age	**0.187**	0.050	1.558	3.721	0.000
Age^2	**-0.002**	0.001	-1.507	-3.618	0.000
Speaks English Well (1=Yes)	0.014	0.148	0.006	0.094	0.925
Some College (1=Yes)	**0.631**	0.236	0.202	2.673	0.008
College Graduate (1=Yes)	**0.931**	0.223	0.389	4.181	0.000
More than College (1=Yes)	**1.370**	0.207	0.662	6.605	0.000
Constant	5.781	1.174		4.925	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.
Note: **BOLD** indicates the value is statistically significant at $p < .05$.

EXHIBIT I-9
RESULTS OF LINEAR REGRESSION
OTHER SERVICES
SAN ANTONIO, TEXAS CMSA

San Antonio, TX					
	Unstandardized		Standardized		
	B	Std. Error	B	t	Sig.
African American	**-0.743**	0.154	-0.198	-4.828	0.000
Hispanic American	**-0.515**	0.112	-0.281	-4.582	0.000
Asian American	-0.347	0.216	-0.068	-1.606	0.109
Native American	-1.023	0.585	-0.068	-1.748	0.081
Nonminority Women (1=Female)	**-0.506**	0.090	-0.248	-5.630	0.000
Marital Status (1=Married)	0.108	0.075	0.056	1.445	0.149
Disability (1=Yes)	0.066	0.090	0.029	0.740	0.460
Age	0.008	0.029	0.091	0.271	0.787
Age^2	0.000	0.000	-0.087	-0.259	0.796
Speaks English Well (1=Yes)	**0.239**	0.103	0.129	2.329	0.020
Some College (1=Yes)	**0.198**	0.078	0.109	2.524	0.012
College Graduate (1=Yes)	**0.395**	0.104	0.163	3.783	0.000
More than College (1=Yes)	**0.671**	0.150	0.186	4.480	0.000
Constant	10.057	0.634		15.866	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.
Note: **BOLD** indicates the value is statistically significant at $p < .05$.

EXHIBIT I-10
RESULTS OF LINEAR REGRESSION
GOODS AND SUPPLIES
SAN ANTONIO, TEXAS

	Unstandardized		Standardized		
	B	**Std. Error**	**B**	**t**	**Sig.**
African American	-0.679	0.483	-0.084	-1.406	0.161
Hispanic American	**-0.476**	0.160	-0.236	-2.969	0.003
Asian American	0.056	0.401	0.009	0.139	0.890
Native American	**1.227**	0.585	0.124	2.098	0.037
Nonminority Women (1=Female)	**-0.725**	0.155	-0.291	-4.667	0.000
Marital Status (1=Married)	**0.364**	0.126	0.173	2.881	0.004
Disability (1=Yes)	-0.087	0.150	-0.035	-0.578	0.564
Age	0.091	0.051	0.942	1.783	0.076
Age^2	-0.001	0.001	-0.850	-1.609	0.109
Speaks English Well (1=Yes)	-0.210	0.153	-0.105	-1.375	0.170
Some College (1=Yes)	0.138	0.134	0.073	1.027	0.306
College Graduate (1=Yes)	0.193	0.149	0.094	1.296	0.196
More than College (1=Yes)	**0.467**	0.235	0.126	1.985	0.048
Constant	8.195	1.112		7.367	0.000

Source: The Public Use Microdata Samples (PUMS) data from 2000 Census of Population and MGT of America, Inc., calculations using SPSS.
Note: BOLD statistically significant at $p < .05$.

APPENDIX J: TELEPHONE REGRESSION ANALYSIS

APPENDIX J:
REGRESSION ANALYSIS

This section reports findings from a telephone survey of a sample of 508[1] firms representative of the city of San Antonio, TX vendors examined in the study to assess race, ethnicity, and gender effects on vendor revenue during the 2007 tax year. To determine these effects, MGT applied a multivariate regression model to survey findings.

There are two key questions for consideration in this analysis. Do minority and woman-owned firms tend to earn significantly less revenue than firms owned by nonminority males? If "yes," are their lower revenues due to race or gender status or to other factors?

Case law and social science research provide some guidance for addressing these questions. From research literature, we know that in addition to race and gender, factors such as firm capacity, owner experience, and education bear a relation to a firm's gross revenues. When multiple factors come into play, sometimes a multivariate statistical analysis can improve our understanding of more complex relationships among factors affecting company earnings. In this study, we employ linear regression to analyze variables, including race and gender, that can affect a firm's success.

An Overview of Multivariate Regression and Description of Analytical Model

Multivariate regression was employed to examine the influence of selected company and business characteristics—especially owner race and gender—on 2007 gross revenues reported by 508 companies participating in a telephone survey administered from August 18 to September 19, 2008. For this analysis, gross revenue was the dependent variable, or the variable to be explained by the presence, absence, or strength of "selected characteristics" variables, known as "independent" or "explanatory" variables.

Since disparity analysis is an established domain of research, the independent company characteristics variables selected for this study an extensive review of disparity study research literature. Most economic studies of discrimination are based on the seminal work of Nobel Prize recipient Gary Becker, "*The Economics of Discrimination*."[2] Becker was the first to define discrimination in financial and economic terms. Since Becker, labor economists and statistical researchers including Blinder and Oaxaca, Corcoran and Duncan, Gwaltney and Long, Reimers, Saunders, Darity and Myers, Hanuschek, Hirsch, Topel and Blau, and others, have adopted a standard in disparity study research of using company earnings, or revenue, as the dependent variable in race and gender discrimination analysis.[3] Comparable worth studies have also proposed regression models using gross revenue as the dependent variable for policy analysis,[4] and the U.S. Department of Commerce employs regression analysis (included in 48 CFR 19) to

[1] In order to provide an accurate and complete regression analysis some responses had to be removed. For example if a person surveyed did not answer the revenue or race question, this response was removed. This number reflects those changes.

[2] Becker, Gary. 1971, second edition. "The Economics of Discrimination." The University of Chicago Press, Chicago, p. 167.

[3] "Race and Gender Discrimination Across Urban Labor Markets," 1996. Ed. Susan Schmitz. Garland Publishers, New York, New York, p. 184.

[4] Gunderson, Morley. 1994. "Male-Female Wage Differentials and Policy Responses." In "Equal Employment Opportunity: Labor Market Discrimination and Public Policy," pp.207-227.

establish price evaluation adjustments for small disadvantaged businesses in federal procurement programs.[5]

The Regression Model Variables

Bates[6] used at least five general determinants, including firm capacity, managerial ability, manager/owner experience, and demographic characteristics such as race and gender, to explain statistical variations in firm gross revenues. These are elaborated below in terms of the dependent/independent variable relationship regression seeks to resolve.

Dependent Variable

For this analysis, the dependent variable (the variable to be explained by the independent variables in the model) was defined operationally as "firm 2007 gross revenues." Ideally, this variable is measured as the exact dollar figure for gross revenues. However, years of experience in conducting information and opinion surveys with companies have shown us that firms tend to be reluctant to release precise dollar figures, but more responsive when inquiries about earnings are presented as a dollar range. Accordingly, to encourage greater participation in this study's telephone survey, nine company gross revenue categories were defined, ranging from Category 1, "Up to $50,000" to Category 9, "More than $10 million."

Independent Variables

The independent (i.e., explanatory) variables were those characteristics hypothesized as contributing to the variation in the dependent variable (2007 gross revenues). For this study, independent variables included:

- *Number of full-time employees*—The more employees a company has, the greater product volume it is likely to have to generate higher revenues.
- *Owner's years of experience*—The longer a company owner has been in a particular business, the more likely it is that the owner has knowledge of how to acquire contracts and the skills and experience to succeed in that business.
- *Owner's level of education*—The research literature consistently reports a positive relationship between education and level of income.
- *Age of company*—It is argued that a company's longevity is an indicator of both success and owner managerial ability.
- *Race/Ethnic group/gender of firm owners*—The proposition to be tested was whether there is a statistically significant relationship between race/ethnicity/gender of minority firm owners and firm revenue. In the analysis,

[5] "Federal Acquisition Regulations for Small Disadvantaged Businesses; Notice and Rules." June 30, 1998. Memorandum for Office of Federal Procurement Policy, Economic and Statistics Administration, Department of Commerce.

[6] Bates, Timothy. "The Declining Status of Minorities in the New York City Construction Industry." Reprinted from *Economic Development Quarterly*, Vol. 12., No. 1, February 1998, pp. 88-100.

the category "Non-M/WBE" served as a reference group against which all other race and gender groups were compared.

Finally, since companies tend to be organized around a business concentration (for instance, Professional Services, Goods and Supplies, and Other Services), type of business was introduced as a moderator variable to determine if the model, given adequate sample size, behaved differently as a predictor of gross revenue when respondents' line of business was considered.

Participants' responses to the survey provided the data to examine the relative importance of these factors. The operational relationship between these constructs (i.e., firm capacity, capability, experience, race, and gender) and measures derived from survey items is presented in **Exhibit J-1**.

EXHIBIT J-1
MODEL CONSTRUCTS, VARIABLES, AND MEASURES

Model Constructs	Variables	Measures
Capacity	Number of Employees	Number of Full-time and Part-time Employees reported
	Private Contracting	% Total Revenue from Private Sources
Owner's Managerial Ability	Owner's Education	Level of Education (from "some high school" to "postgraduate degree")
	Owner's Experience	Years of Experience
	Company Age	2003 minus reported "year of establishment"
Demographics	Business Owner Groups	African American, Hispanic American, Asian American, Native American, Nonminority Woman, and Non-M/WBE Firms
	Sex of Company Owner	Sex of Company Majority Owner or Shareholder

Source: San Antonio, TX Telephone Survey Data methodology.

Exploring Variable Relationships: How Regression Analysis Works

Multiple regression analysis permits simultaneous examination not only of the effects on the dependent variable of ***all*** independent variables in the multivariate model, but also the effect of each unique variable (i.e., controlling for the effects of the other independent variables in the equation). The effect of each predictor (independent) variable on the dependent variable is expressed as the magnitude of the change in the dependent variable (Y) for each unit change in the independent variable (X) plus an "error term." Since the independent variable is never a perfect predictor of the dependent variable—that is, X is expressed as an imperfect predictor of Y such that one unit change in X ***never*** leads to one unit change in Y—the "error term," ε, is postulated to acknowledge the residual change in the value of Y that X cannot explain.

The goal in sound regression modeling, therefore, is to minimize residual values associated with the independent variables and to maximize their explanatory power. In other words, a good model that seeks to explain what causes revenue earnings, in this case, will hypothesize a combination of independent variables based on solid research findings having sufficient explanatory power to account for case-by-case differences in company revenue, while minimizing that portion of variation in revenue values that the

independent variable cannot explain (such as minimizing the difference between Y values predicted by the X's in the model and *actual* Y values).

Assessing Variables in the Model

As suggested earlier, in a model with multiple independent, or predictor, variables, the effect of each individual independent variable is expressed as the expected change in the dependent variable (Y) for each unit change in the independent variable (X), holding constant (or controlling for) the values of all the other independent variables (i.e., the effect on Y of the other X's in the equation). When X and Y values are plotted on a graph, linear regression attempts to find a straight line of best fit (also known as the least-squares line) that minimizes the differences between actual Y and predicted Y values as a function of X. The slope of this line represents the statistical relationship between the predicted values of Y based on X. The point at which this regression line crosses the Y axis (otherwise known as the constant) represents the predicted value of Y when X = 0. If the effect of X on Y is determined to be statistically significant (e.g., a significance level of $p < 0.05$ asserts that the calculated relationship between X and Y could occur due to chance only 5 times in 100), it can be asserted that X may indeed play a role in determining the value of Y (in the case of this study, company revenues). For example, if the slope coefficient of the variable representing one of the specific racial groups is determined to be statistically significant, then, all other things being equal, the hypothesis that race of the owner of a firm affects the annual revenue of the firm has only a 5 percent chance of being false. In disparity research, theory asserts that the negative effect of race on revenue earnings associated with being a minority-owned business is likely a product of discrimination.

Multivariate Regression Model

Mathematically, the multivariate linear regression model is expressed as:

$$\mathbf{Y = \beta_0 + \beta_I X_I + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \ldots + \varepsilon}$$

Where: Y = annual firm gross revenues

β_0 = the constant, representing the value of Y when $X_I = 0$

β_I = coefficient representing the magnitude of X_I's effect on Y

X_I = the independent variables, such as capacity, experience, managerial ability, race, and gender.

ε = the error term, representing the variance in Y unexplained by X_I

This equation describes the hypothesized relationship between the dependent variable and the independent variables and was used to test the hypothesis that there is no difference in 2007 revenue earnings for MBE firms when compared with non-M/WBE firms. Traditionally, the hypothesis of no difference (known as the null hypothesis) is represented as: $H_0 : Y_1 = Y_2$

We can reject the null hypothesis if the analysis indicates that race and gender have been found to affect firm revenue (i.e., $H_1 : Y_1 \neq Y_2$, the alternate hypothesis). Results are statistically significant if it is determined that the probability of achieving this difference due to chance was less than 5 in 100 (i.e., $p < .05$).

Multivariate Regression Model Results

The regression model tested the effects of selected demographic and business characteristic variables on revenue earnings elicited from firms participating in the study, according to the following categories:[7]

1 = Up to $50,000	4 = $300,001 to $500,000	7 = $3,000,001 to $5,000,000
2 = $50,001 to $100,000	5 = $500,001 to $1 million	8 = $5,000,001 to $10 million
3 = $100,001 to $300,000	6 = $1,000,001 to $3 million	9 = Over $10 million

The tests for multicollinearity among independent variables and variance inflation due to outlier observations revealed no substantive problems with the data.[8] Initial analyses also determined that one independent variable, *Percentage of Business in the Private Sector*, made no substantive contribution to the model, and was, therefore, removed. These adjustments yielded values for the variables listed in **Exhibit J-2.**

[7] Despite the ordinal nature of the dependent variable, findings are reported based on a linear regression analysis; specifically, OLS. Menard (1995) notes this as an acceptable and common practice, "particularly when the dependent variable has five or more [ordered] categories. Since this [OLS] is probably the easiest approach for readers to understand, sometimes other approaches are tried, just to confirm that the use of OLS does not…distort the findings." In this case, the nine categories of revenue were also analyzed using ordered Logit (SPSS 11.5), with nearly identical findings to those achieved with OLS with respect to magnitude of effect of the independent variables and both sign and significance. For further discussion, see Menard, S., "Applied logistic regression analysis," (*Sage university papers series. Quantitative applications in the social sciences;* no. 07-106), Thousand Oaks, Calif.: Sage Publications, 1995.

[8] Multicollinearity refers to excessive intercorrelation among the independent variables in a multiple regression model, which obscures the effect of each on the dependent variable to the extent that they behave as one variable and may measure two highly correlated components of the same theoretical factor. Outliers are observations in a data set that are substantially different from the bulk of the data, perhaps because of a data entry error or some other cause that would reasonable explain a data anomaly.

EXHIBIT J-2
SAN ANTONIO, TX TELEPHONE SURVEY DATA
RESULTS OF REGRESSION ANALYSIS

Coefficients			
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	5.271	0.408	
African Americans (n=14)	-0.763	0.546	-0.057
Hispanic Americans (n=134)	0.508	0.220	0.098
Asian Americans (n=13)	-1.067	0.567	-0.077
Native Americans (n=9)	-0.832	0.690	-0.049
Nonminority Females (n=48)	-0.375	0.329	-0.048
Company Age	0.030	0.005	0.262
Number of Employees	0.005	0.001	0.295
High School or Trade School	-0.841	0.362	-0.111
Some College	-0.890	0.290	-0.159
College Degree	-0.220	0.237	-0.048
Owner's Years of Experience	0.019	0.008	0.100
Special Trade	-0.750	0.358	-0.113
Professional Services	-0.780	0.309	-0.164
General/Personal Services	-0.756	0.365	-0.110
Materials and Supplies	-0.281	0.319	-0.053

Source: San Antonio, TX telephone survey.
Bold type indicates statistically significant results ($p \leq .05$).

Results

- The model testing the effects of the variables listed in **Exhibit J-2** on revenue reported by companies participating in the telephone survey explained 19.0 percent of the variance of the revenue variable ($R^2_j = 0.334$, F = 13.805, df = 15,414, $p \leq .000$).

- When controlling for the effects of variables related to company demographics (i.e., company capacity, ownership level of education and experience), M/WBE status had a negative effect on 2007 company earnings of all minority groups except for Hispanic Americans.

- Among the company characteristics variables, other than M/WBE status revenue for all groups increased as a function of company age, owner's experience, and number of employees.

- Industry type of firm ownership had a significant impact on company revenues, except in material and supplies.

Deriving Predicted Revenue for Race/Gender/Ethnicity Categories

To derive predicted revenue categories for each race/ethnicity/gender group, values from **Exhibit J-2** were inserted into the regression model. The following equation illustrates how predicted revenue would be calculated for an African American in the Professional Services business category[9]

Gross Revenues = 5.271 – 0.763 African American + 0.050 Company Age + 0.005 Number of Employees - 0.841 High School - 0.890 Some College - 0.220 College Degree + 0.019 Owner's Experience – 0.780 Professional Services.

For instance, using **Exhibit J-3** below to interpret the effect or race/ethnicity/gender on predicted gross revenue for an African American in the Professional Services, holding all other variables constant, we would add the value of the constant (5.271) to the coefficient value for an African American (–0.763) and the Professional Services business category (-0.780) to obtain a predicted revenue value of 3.728 (rounded to 4, representing the category "$300,001 to $500,000"). Similarly, to derive the effect or race/ethnicity/gender on predicted gross revenue for a Hispanic American in the Materials and Supplies service industry, holding all other variables constant, we would simply note the value of the constant (5.498, rounded to 5, representing the category "$500,001 to $1 million").

EXHIBIT J-3
GROSS REVENUE CATEGORIES FROM TELEPHONE SURVEY

Race/Ethnicity/Gender	Overall	Construction	Special Trade	Professional Services	General/Personal Services	Materials and Supplies
Nonminority Males n=139	5	5	5	4	5	5
African Americans (n=14)	4	5	4	4	4	4
Hispanic Americans (n=134)	5	6	5	5	5	5
Asian Americans (n=13)	3	4	3	3	3	4
Native Americans (n=9)	4	4	4	4	4	4
Nonminority Females (n=48)	4	5	4	4	4	5

Gross Revenue Categories:		
1 = Up to $50,000	4 = $300,001 to $500,000	7 = $3,000,001 to $5 million
2 = $50,001 to $100,000	5 = $500,001 to $1 million	8 = $5,000,001 to $10 million
3 = $100,001 to $300,000	6 = $1,000,001 to $3 million	9 = Over $10 million

Summary of Survey Findings

With regard to the positive significant effects of the non-race/ethnicity/gender variables--company age and number of employees—it would be expected that a firm's revenue might be positively related to its size and age, supporting the logical conclusion that larger, more established firms tend to do more business. However, even when these impacts were considered, M/WBE firms responding to the telephone survey earned significantly less revenue in 2007 than did their non-M/WBE counterparts, supporting the conclusion that M/WBE status is negatively related to earnings when compared with earnings for non-M/WBEs. The only exception to this was found in Hispanic Americans.

[9] To derive coefficients for the race, ethnicity, and gender categories, the "Non-M/WBE" category was used as the reference variable, coded as value "0."

APPENDIX K: PRIVATE SECTOR DISCUSSION, PROFESSIONAL SERVICES, AND OTHER SERVICES

APPENDIX K
PRIVATE SECTOR DISPARITIES IN CONSTRUCTION, PROFESSIONAL SERVICES AND OHER SERVICES

Based on the U.S. Census, 2002 Survey of Business Owners (SBO)[1] there remains a significant gap between the market share of minority- and women-owned business enterprises (M/WBEs) and their share of the San Antonio metropolitan area business population.

Construction

As shown in **Exhibit K-1** below, there were 6,422 construction firms with paid employees in the San Antonio metropolitan area in 2002, of which 13.0 percent were owned by minorities. Data on revenue was only available for Hispanic owned firms. **Exhibit K-1** also shows that:

- Hispanic American-owned firms were 13.0 percent of firms, 3.5 percent of sales, with $619,588 in average revenue per firm, 26.9 percent of the market place average.

[1] The SBO is part of the Economic Census, which is conducted every five years, for years ending in "2" and "7." Final estimates from the 2002 SBO covering businesses owned by American Indians and Alaska Natives, Asians, Blacks, Hispanics, Native Hawaiians and Other Pacific Islanders, and Women were released in six individual PDF publications on August 29, 2006. 2002 is the most recent year for which SBO data are available.

EXHIBIT K-1
CENSUS MEASURES OF AVAILABILITY AND UTILIZATION
IN THE SAN ANTONIO METROPOLITAN AREA
CONSTRUCTION FIRMS WITH PAID EMPLOYEES

	# of Firms	Sales	Sales Per Firm
All firms	**6,422**	**$14,771,333,000**	**$2,300,114**
African American	N/A	N/A	N/A
Hispanic American	833	$516,117,000	$619,588
Asian American	N/A	N/A	N/A
Native American	N/A	N/A	N/A
All Minorities	N/A	N/A	N/A
Women	N/A	N/A	N/A
Percentage of Marketplace			
	Firms	**Sales**	**Sales Per Firm Compared to the Marketplace Average**
African American	N/A	N/A	N/A
Hispanic American	13.00%	3.50%	26.90%
Asian American	N/A	N/A	N/A
Native American	N/A	N/A	N/A
All Minorities	N/A	N/A	N/A
Women	N/A	N/A	N/A
Disparity Index			
		(ratio of sales to firms)	
African American		N/A	
Hispanic American		26.9	
Asian American		N/A	
Native American		N/A	
Women		N/A	

Source: U.S. Bureau of the Census 2002, Survey of Business Owners, Based On All Firms Specializing in Construction.

All groups exhibited substantial disparity in the marketplace where data was available. Disparity indices for the overall market place are presented at the bottom of **Exhibits K-1**.

Professional Services

For professional services firms with paid employees the results were similar although again sales data was not available for all ethnic/gender groups. As shown in **Exhibit K-2** below, there were 9,962 professional services firms in the San Antonio MSA in 2002, of which 4.2 percent were owned by minorities and 6.4 percent by women. Data on revenue was only available for Hispanic owned firms. **Exhibit K-2** also shows that:

- Hispanic American-owned firms were 4.2 percent of firms, 1.2 percent of sales, with $442,973 in average revenue per firm, 28.9 percent of the market place average;

- Women-owned firms were 6.4 percent of firms, 1.3 percent of sales, with $310,725 in average revenue per firm, 20.3 percent of the market place average.

EXHIBIT K-2
CENSUS MEASURES OF AVAILABILITY AND UTILIZATION
IN THE SAN ANTONIO METROPOLITAN AREA
PROFESSIONAL SERVICES FIRMS WITH PAID EMPLOYEES
2002

	# of Firms	Sales	Sales Per Firm
All firms	9,962	$15,250,069,000	$1,530,824
African American	N/A	N/A	N/A
Hispanic American	415	$183,834,000	$442,973
Asian American	N/A	N/A	N/A
Native American	N/A	N/A	N/A
All Minorities	N/A	N/A	N/A
Women	633	$196,689,000	$310,725
Percentage of Marketplace			
	Firms	**Sales**	**Sales Per Firm Compared to the Marketplace Average**
African American	N/A	N/A	N/A
Hispanic American	4.20%	1.20%	28.90%
Asian American	N/A	N/A	N/A
Native American	N/A	N/A	N/A
All Minorities	N/A	N/A	N/A
Women	6.40%	1.30%	20.30%
Disparity Index			
		(ratio of sales to firms)	
African American		N/A	
Hispanic American		28.9	
Asian American		N/A	
Native American		N/A	
Women		20.3	

Source: U.S. Bureau of the Census 2002, Survey of Business Owners, Based On All Firms Specializing in Professional Services.

All groups exhibited substantial disparity in the marketplace where data was available. Disparity indices for the overall market place are presented at the bottom of **Exhibit K-2**.

Other Services

For other services firms with paid employees the results were similar although once again sales data was not available for all ethnic/gender groups. As shown in **Exhibit K-3** below, there were 3,898 other services firms in the San Antonio MSA in 2002, of which 20.7 percent were owned by minorities and 14.6 percent by women. Data on revenue was only available for Hispanic owned firms. **Exhibit K-2** also shows that:

- Hispanic American-owned firms were 20.7 percent of firms, 11.0 percent of sales, with $297,886 in average revenue per firm, 53.1 percent of the market place average;

- Women-owned firms were 14.6 percent of firms, 8.0 percent of sales, with $307,513 in average revenue per firm, 54.8 percent of the market place average.

EXHIBIT K-3
CENSUS MEASURES OF AVAILABILITY AND UTILIZATION
IN THE SAN ANTONIO METROPOLITAN AREA
OTHER SERVICES FIRMS WITH PAID EMPLOYEES
2002

	# of Firms	Sales	Sales Per Firm
All firms	3,898	$2,187,036,000	$561,066
African American	N/A	NA	N/A
Hispanic American	807	$240,394,000	$297,886
Asian American	N/A	N/A	N/A
Native American	N/A	N/A	N/A
All Minorities	N/A	N/A	N/A
Women	569	$174,975,000	$307,513
Percentage of Marketplace			
	Firms	**Sales**	**Sales Per Firm Compared to the Marketplace Average**
African American	N/A	N/A	N/A
Hispanic American	20.70%	11.00%	53.10%
Asian American	N/A	N/A	N/A
Native American	N/A	N/A	N/A
All Minorities	N/A	N/A	N/A
Women	14.60%	8.00%	54.80%
Disparity Index			
		(ratio of sales to firms)	
African American		N/A	
Hispanic American		53.1	
Asian American		N/A	
Native American		N/A	
Women		54.8	

Source: U.S. Bureau of the Census 2002, Survey of Business Owners,
Based On All Firms Specializing in Other Services.

All groups exhibited substantial disparity in the marketplace where data was available. Disparity indices for the overall market place are presented at the bottom of **Exhibit K-3**.

Conclusions

Firms owned by women and minorities were small portions of the marketplace in construction, professional services and other services and generally earned substantially less revenue per firm, between 20 percent and 55 percent of the market place average. Disparities were evidenced for all minority and female groups and all business categories.