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DEPARTMENT OF
GENERAL SERVICES

CITY OF SACRAMENTO
CALIFORNIA

5730 - 24TH STREET
BUILDING FOUR
SACRAMENTO, CA
95822-3699

OFFICE OF MINORITY, WOMEN
AND SMALL BUSINESS

MWBE93:005:ABC:ms

916-433-6250

December 15, 1992

APPROVED
BY THE CITY COUNCIL

City Council
Sacramento, California

DEC 15 1992

OFFICE OF THE
CITY CLERK

Honorable Members in Session:

**SUBJECT: SACRAMENTO AREA MINORITY/WOMEN BUSINESS ENTERPRISE
UTILIZATION STUDY UPDATE.**

LOCATION AND COUNCIL DISTRICT

City

SUMMARY

This report presents the Executive Summary (Attachment I) of the Sacramento Area Minority/Women Business Enterprise Utilization Study jointly conducted by the City of Sacramento, County of Sacramento, Sacramento Housing and Redevelopment Agency, and the Sacramento Regional Transit District. This report also provides information regarding the proposed future activities following the study's completion.

STAFF RECOMMENDATION

This report is an informational update of the M/WBE Utilization Study's findings and recommendations. Staff recommends that: 1) the Executive Summary and Final Report be received and filed for future reference; and 2) staff be directed to report back to the City Council with proposed goals and guidelines to implement the revised M/WBE program and policies based on the study's recommendations.

BACKGROUND

In July 1991, the City of Sacramento (on behalf of the City of Sacramento, County of Sacramento, Sacramento Housing and Redevelopment Agency, and the Sacramento Regional Transit District) entered into a contract with MGT of America, to conduct a M/WBE Utilization Study. The purpose of the study was to determine whether M/WBEs were excluded from doing business with the four agencies and/or private firms in the Sacramento area due to past discrimination. The task of the consultant was to determine if discrimination had occurred and if so, to recommend appropriate corrective measures to remedy any such disparity.

The study was conducted primarily as a result of the U.S. Supreme Court decision in *City of Richmond v. J.A. Croson Company*. In overruling the City of Richmond's minority set-aside program, the Supreme Court placed in question the validity of all non-federal M/WBE programs operated by public entities. The decision required local and state governments to demonstrate evidence of past or current discrimination before implementing race or gender-based preferences in procurement and contracting programs. As a result of the *Croson* case, disparity studies are now being conducted nationwide by public entities to investigate and document the existence of disparities and discrimination in their local jurisdictions.

The study was designed to address four major guidelines established by the *Croson* decision.

- * **Strict Scrutiny Standard of Review** - requires that race conscious programs be justified by a compelling state purpose and that the remedies be narrowly tailored to the groups identified as having experienced discrimination.
- * **Identifiable Discrimination Directly Related to Agencies' Contracts** - requires specific proof of the nature and extent of discrimination against minority businesses on the local level.

- * **Evaluation of Non-Race Based Remedies** - requires consideration of solutions not based on race or gender before a race or gender-based program can be adopted.
- * **Solutions Proportional to the Problem** - requires an M/WBE plan be carefully tailored to remedy the effects of past discrimination and be in place only for the amount of time needed to reverse those effects.

The methodology used by the consultant in this study included determining the market areas for each agency, data collection to determine availability and utilization of minority and women-owned businesses, analysis of each agency's policies and procedures, and anecdotal information from the community.

MGT of America has prepared a comprehensive study and Executive Summary. The study includes numerous recommendations that are applicable to all four participating agencies as well as specific recommendations for each jurisdiction.

The Executive Summary highlights the study's data collection methodology, anecdotal information, and presents the statistical analyses for contracting and procurement activities in construction, professional services, purchasing, and other services. The statistical analyses depict the City of Sacramento's utilization of minority-owned, women-owned, and non-minority firms during the period from FY 1982 - FY 1990.

MGT's proposed remedial recommendations are also included within the Executive Summary. Some of the critical elements include the following:

- * In almost all categories considered (construction, professional services, materials and supplies, and other services), the study finds all four agencies under-utilized minority and women-owned firms.
- * While the study does not conclude that minority and women-owned business participation goals must be set in order for these groups to achieve parity participation, it does make a strong recommendation that this course of action be taken.

- * The study recommends that the four agencies establish a joint certification process to process M/WBE vendor certifications in the Sacramento area.
- * The study specifically addresses the fact that adequate staffing is critical to ensure that implementation and monitoring of participation is certain, meaningful and effective. Many of the recommendations will require careful consideration of staffing requirements.
- * Other significant recommendations include:
 - subdividing larger projects into smaller ones.
 - waiving or reducing bonding and insurance requirements.
 - setting business size standards for participating firms.
 - allowing for bid preferences (e.g. 5%) to be set for qualified firms.

Staff will review and evaluate the existing City's M/WBE program and present for approval any policy and program revision resulting from study recommendations. Staff will coordinate these program revisions with the other three participating agencies.

FINANCIAL CONSIDERATIONS

Not Applicable

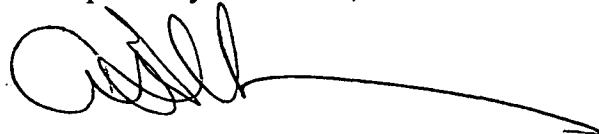
POLICY CONSIDERATIONS

The M/WBE Utilization Study findings and recommendations will be the foundation in reviewing and recommending proposed modifications to the M/WBE Program and Policy.

M/WBE


While the consultant was not an M/WBE, all subconsultants utilized for the community outreach and interview were M/WBEs.

Respectfully submitted,

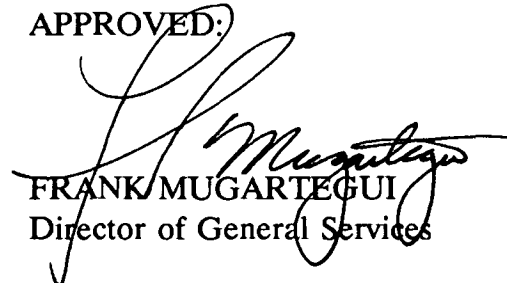


AARON B. CHONG
OMWSB Coordinator

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City Manager

APPROVED:


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Director of General Services

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433-6250

For Council Meeting of:
December 15, 1992
All Districts

RESOLUTION NO. 92-914

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF _____

RESOLUTION RECEIVING FINAL REPORT ON THE
SACRAMENTO AREA M/WBE UTILIZATION AND
AUTHORIZING STAFF TO DEVELOP GOALS AND
GUIDELINES TO IMPLEMENT M/WBE PROGRAM

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SACRAMENTO THAT:

1. The Sacramento Area Minority/Women Business Enterprise Utilization Study is hereby received and filed for further reference.
2. Staff is hereby directed to report back with proposed goals and guidelines to implement the revised M/WBE program and policies.

MAYOR

ATTEST:

CITY CLERK

APPROVED
BY THE CITY COUNCIL
DEC 15 1992
OFFICE OF THE
CITY CLERK

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

**STUDY OF THE UTILIZATION
OF MINORITY/WOMEN BUSINESS
ENTERPRISES (MWBEs)**

EXECUTIVE SUMMARY

PRESENTED TO:

**CITY OF SACRAMENTO
COUNTY OF SACRAMENTO
SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY
SACRAMENTO REGIONAL TRANSIT DISTRICT**

SUBMITTED BY:

**MGT CONSULTANTS
1301 H STREET
SACRAMENTO, CALIFORNIA 95814**

NOVEMBER 30, 1992

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EXECUTIVE SUMMARY

The Executive Summary presents a synopsis of the methodology, major findings, and recommendations resulting from a race/gender disparity study for the Sacramento market area. The study was specifically designed to determine whether minority and women business enterprises (M/WBEs) were excluded from doing business with the City of Sacramento, County of Sacramento, Sacramento Housing and Redevelopment Agency (SHRA), Sacramento Regional Transit District (RT), and private firms in the Sacramento market area due to past discrimination. The task of MGT Consultants was to determine if discrimination had occurred. If so, MGT was to recommend appropriate corrective actions to remedy any disparity.

The study was conducted by MGT Consultants on behalf of the four public agencies during the time period of July 1, 1991 through November 1, 1992. The study was guided by a resource committee consisting of representatives from each agency.

SCOPE OF STUDY

The disparity study addressed the following issues within the context of the review standards established by the *City of Richmond v. J.A. Croson Company*, 109 S.Ct. 706 (1989) decision.

1. Is there disparity between (a) the availability of M/W/DBE firms which are qualified to supply goods and services and perform contracts for the City, County, SHRA, and RT and (b) the utilization by these governmental entities of these firms in purchases and contracts?
2. Is any such disparity the product or result of past discrimination or other factors related to race or gender-based discrimination?
3. Based upon the nature and extent of such discrimination, can such disparity be ameliorated through non-race or non-gender based programs?

4. If the appropriate remedy is a race or gender-based program, how should the program be structured to remedy the effects of past discrimination and conform to constitutional guidelines?

LEGAL GUIDELINES FOR THE STUDY

The study was conducted primarily as a result of the U.S. Supreme Court decision in *City of Richmond v. J.A. Croson Company, supra*. In overruling Richmond's minority set-aside plan, the Supreme Court questioned the validity of all non-federal Minority, Women, and Disadvantaged Business Enterprise (M/W/DBE) programs operated by public entities. The Court's concern focused on a public entity's need to document sufficient evidence to support a legally sufficient state interest and to define a program appropriate to remedy any identified discrimination in contracting and procurement practices. As a result of the *Croson* case, disparity studies are now being conducted nationwide by public entities to investigate and document the existence of disparities or discrimination in their local jurisdictions.

The *Croson* decision suggests certain standards for establishing M/W/DBE programs and for developing studies to evaluate existing programs. The disparity study conducted by MGT evaluated the existing programs of the City, County, SHRA, and RT within the context of the *Croson* decision and developed recommended modifications to meet the standards of the *Croson* decision.

An understanding of the legal principles that apply to M/WBE plans is essential to proper design and performance of an effective M/WBE disparity study. Prior to *Croson*, a majority of the U.S. Supreme Court had not decided how the Equal Protection Clause of the Fourteenth Amendment applied to an affirmative action program. In *Croson*, a majority of the Court applied the strict scrutiny standard, the most stringent of

constitutional review, to race-based programs. The decision also suggested guidelines for evaluating the lawfulness of a race-conscious plan.

This study was designed to conform to the four major guidelines set forth in the *Croson* decision.

- **Strict Scrutiny Standard of Review** - A majority of the Justices on the Supreme Court agreed in the *Croson* decision that MBE plans that rely upon race-based remedies are subject to a strict scrutiny standard of review. Strict scrutiny requires that race conscious programs be justified by a compelling state purpose, and the means must be narrowly tailored. Thus, a disparity study must be well structured, carefully performed, and closely analyzed to maximize the possibility that, if challenged by legal action, it will survive the strict scrutiny standard of review.
- **Identifiable Discrimination Directly Related to Agencies' Contracts** - In *Croson*, the Court rejected attempts by the City of Richmond to rely on general findings of societal discrimination to support the need for its MBE plan. Instead, the Court held that it would require specific proof of the nature and extent of discrimination against minority businesses on the local level. Furthermore, a disparity study must evaluate the number of MBE and non-MBE firms qualified and available to perform contracts, the number of each category being selected to do the work, and any disparity between the two groups.
- **The Need to Evaluate Non-Race Based Remedies** - Even without a finding of local discrimination, the agencies could adopt a series of modifications to their contracting and purchasing procedures which would encourage participation by economically disadvantaged groups without regard to race. In addition, the Court in *Croson* requires consideration of solutions not based on race or gender before a race and gender-based goals plan can be adopted. A disparity study must address such non-race based remedies.
- **The Solution Must be in Proportion to the Problem** - Not only must the problem be defined at the local level, the Court has required that the solution be based upon the nature and extent of the local problem identified. Based upon this standard of review, the plan must be carefully tailored to remedy the effects of past discrimination and must be in place only for the amount of time required to reverse the effects of such discrimination. A disparity study should also address these issues of appropriately structuring a plan.

Immediately following *Croson*, the vulnerability of MBE programs across the country became evident. Some agency programs were already in litigation while some programs continued to operate as before. In many cases across the country, courts found that MBE programs suffered from the same or had similar flaws as the Richmond program and the courts declared them unconstitutional. Other governmental entities interpreted *Croson* to mean that MBE goal programs were not legally acceptable and either abolished, suspended, or modified their programs. Many local governments began to gather the data needed to demonstrate a sufficient governmental interest and to modify their programs to assure they were narrowly tailored.

Two recent cases decided by the Ninth Circuit Court of Appeals provide strong guidance concerning the courts' views on determining the validity of M/WBE programs under *Croson*. In *Coral Construction Co. v. King County*, 941 F.2d 910 (9th Cir. 1991), the court ruled in evaluating the King County (Seattle) MBE plan that "a plan will not be invalidated *solely* because the record at the time of enactment did not measure up to constitutional standards." *Id.* at 921. The court also examined King County's program to determine whether it was narrowly tailored. The court relied on the following characteristics for a narrowly tailored program:

- an MBE program instituted either after, in connection or in conjunction with the implementation or consideration of race-neutral means for increasing minority business participation in public contracting;
- the use of a minority utilization goal set on a case-by-case basis, rather than upon a system of rigid numerical quotas;
- an MBE program restricted in its effective scope to remedy discrimination occurring within the boundaries of the enacting jurisdiction.

The court found that the King County MBE program failed the third prong of the narrowly tailored test because it allowed MBEs from anywhere in the country to benefit,

even those who had never participated in the King County business community. According to the court, the MBE did not have to be located in the jurisdiction to reap the benefits of an MBE program. *Id.* at 925. However, it must have sought to do business in the jurisdiction that established the program.

The second important decision by the Ninth Circuit was *Associated General Contractors of California, Inc. (AGCC) v. City and County of San Francisco*, 950 F.2d 1401 (9th Cir. 1991) (*AGCC II*). The court found that the City had proven a compelling interest by its gathering of the evidentiary record including:

- verbal and written evidence that City departments discriminated against M/WBEs and operated under an old boy network;
- large statistical disparities were found between the utilization and availability of M/WBEs;
- private sector discrimination against M/WBEs was exacerbated by the City's procurement practices.

The court also found San Francisco's MBE program to be narrowly tailored by the same three prong test used in the *Coral* decision, and upheld the program.

The Ninth Circuit has also ruled, in an earlier decision in the San Francisco case, *AGCC v. City and County of San Francisco*, 813 F.2d 922 (9th Cir. 1987), that gender-based WBE programs designed to benefit women-owned businesses may be reviewed under a different, and less exacting test than race-based MBE programs. If a gender-based WBE program serves a demonstrated governmental interest in helping WBEs overcome the adverse effects of past discrimination and the means used in the program are "substantially related" to achieving that interest, the WBE program may be upheld. *Id.* at 940-41.

METHODOLOGY

MGT designed a rigorous methodology for conducting the disparity study for the agencies based on the requirements revealed in *Croson* and related cases. The following methodological issues are described below:

- M/WBE classifications
- business categories
- data collection
- market area
- utilization
- availability
- disparity
- analysis of agency purchasing policies and procedures
- anecdotal information

M/WBE Classifications. M/WBEs were divided into classifications of Black American, Hispanic American, Asian/Pacific Islander, American Indian/Alaska Native, and Women. The nomenclature used for this study reflects the terminology used by the U.S. Bureau of the Census. The definitions were:

- **Black American:** U.S. citizens/lawfully admitted permanent residents having origins in any of the black racial groups of Africa.
- **Hispanic American:** U.S. citizens/lawfully admitted permanent residents of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- **Asian/Pacific Islander:** U.S. citizens/lawfully admitted permanent residents whose origins are from Japan, China, Taiwan, Korea, Vietnam, Laos, Cambodia, the Philippines, Samoa, Guam, Hawaii (Native), the U.S. Trust Territories of the Pacific, the Northern Marianas, India, Pakistan, Bangladesh, Sri Lanka, Sikkim, Burma, and Bhutan.
- **American Indian/Alaska Native:** U.S. citizens/lawfully admitted permanent residents who are American Indians, Eskimos, Aleuts, or those who maintain cultural identification through tribal affiliation or community recognition; or those who demonstrate at least one-quarter descent from such groups.
- **Women:** U.S. citizens/lawfully admitted permanent residents who are women.

Study of Utilization of M/WBEs

When the agencies receive federal funds, they must follow federal **Disadvantaged Business Enterprise (DBE)** guidelines. The DBE's classification generally includes the M/WBE classifications shown above. The DBE program requires that minority and women businesses be small businesses in order to benefit from the program.

An M/WBE master file was compiled by combining the M/WBE directories of the agencies, other governmental agencies, and minority advocacy organizations. The M/WBE master file was used to identify M/WBEs utilized by the agencies on contracts and purchases.

Business Categories. Separate M/WBE utilization, availability, and disparity analyses were conducted for each of the four agencies for the following four business categories:

- Construction and Construction Related Services
- Professional Services
- Materials and Supplies
- Other Services
 - Contracts
 - Purchases

Exhibit 1 describes the types of firms within each business category. Because of the two different processes of obtaining Other Services, this business category was analyzed in two areas -- contracts and purchases.

Data Collection. For each agency, the existing contracting and purchasing records were assessed to determine the type and format of data available. Based on that assessment, MGT designed a data collection plan for each agency. Where possible, data were extracted from automated financial records because such records have been audited, are complete, and do not suffer from the problems associated with paper records

EXHIBIT 1
BUSINESS CATEGORIES FOR CONTRACTS AND PURCHASES

■ **CONSTRUCTION AND CONSTRUCTION RELATED SERVICES**

Any construction related business, including:

- Major/Heavy Construction
(e.g., road construction, bridge construction)
- Light/Maintenance Construction
(e.g., carpentry, electrical, plumbing)
- Architectural/Engineering Services
(including environmental consulting)
- General Contractors

■ **PROFESSIONAL SERVICES**

Any services provided by a person or firm that is of a professional nature, with special licensing, educational degrees, and unusual or highly specialized expertise, including:

- Financial Services
(e.g., accounting, appraising, insurance)
- Legal Services
- Medical Services
(e.g., medical, nursing, lab testing)
- Other Professional Services
(e.g., management consulting, training, systems development)

■ **OTHER SERVICES**

Any services that are labor intensive and not a professional or construction service, including:

- Maintenance Services
(e.g., janitorial, vehicle repair, lawn maintenance)
- Other
(e.g., employment services, security services, delivery services)

Please note that due to the two differing processes used to acquire other services (contracting and purchasing) that other services are analyzed according to the source of procurement.

■ **MATERIALS AND SUPPLIES**

Equipment, consumable items purchased in bulk, or deliverable product. Wholesale, retail and manufacturing are included in this category, including:

- Printing and Reproduction Services
(e.g., newspaper advertising, printing, photography)
- Equipment and Parts
(e.g., vehicles, parts, pumps)
- Consumable Goods and Supplies
(e.g., office supplies, chemicals, fuel)
- Leases
(e.g., storage, property leases, copy machine lease)
- Construction Materials and Supplies

such as missing items, illegibility, and varying record organization. Data was principally collected during September and October 1991.

Market Area. Market areas for each agency were defined as the geographic areas from which each agency purchased goods and services. For each agency, expenditures in each business category by county were summarized over the years analyzed (from four to six years). The market areas are all counties from which each agency purchased goods or services of more than 0.5% of expenditures to prime contractors for each business category (construction, professional services, other services, and materials and supplies). Purchasing and contracting expenditures for each county were counted and tallied to calculate the counties' percentages for each business category. Counties whose expenditures totalled 0.5% or more were used to compose the defined market area. If the market areas did not reach a total of 95% of the total expenditures for each business category, counties which totalled less than 0.5% were added in order of magnitude to reach the sum of 95%.

Utilization. Using the collected data, MGT calculated the percent of contract, subcontract, and purchase expenditures in the market area awarded to each M/WBE classification for each of the sample fiscal years in each business category. Percentages were calculated based on total contract and subcontract dollar amounts and total purchase expenditures awarded to each M/WBE classification for each business category. All expenditures to firms outside the market area were excluded from the analyses. Subcontracts awarded to M/WBEs located within the prime contractor's market area were used in calculating the percent of M/WBE subcontracting by business category.

Availability. The number of firms by M/WBE classification and business category was obtained from the U.S. Bureau of the Census. The total number of firms in each county, including non-minority firms, was also provided by the Census. Census

Study of Utilization of M/WBEs

information for M/WBEs are only available for 1982 and 1987; therefore, growth rates were calculated to estimate the numbers of firms in other years. To estimate the number of firms from outside Sacramento County which are ready, willing, and able to bid on the agencies' contracts, we utilized a mathematical weighting consisting of the percentage of participating firms in each county over the years analyzed. After weighting the number of firms in each county, the percentage of available firms over time by M/WBE classification and non-minority men was calculated.

Disparity. To analyze disparity, we compared the percentage of available firms to the percentage of utilization by fiscal year and in summary. A disparity index was calculated for the ratio of the percentage utilization to the percentage availability times 100. The disparity index is always positive, with the smallest value being 0.00, which shows no utilization. A number under 100 indicates under utilization, while over 100 means over utilization, and a disparity index of 100 indicates parity. Any disparity index value under 100 indicates disparity between availability and utilization. A disparity index below 80 indicates a substantial level of disparity, demonstrating adverse or disparate impact.

Analysis of Agency Purchasing Policies and Procedures. Purchasing policies and procedures were collected and analyzed for each agency. The major purpose of the analysis was to examine existing policies and procedures, to determine the degree to which policies and procedures limit or encourage participation, and to document how policies and procedures are carried out and enforced by agency staff. To conduct the analysis, relevant policies and procedures were reviewed and interviews were conducted with key agency staff. In addition, the impact of policies and procedures was determined by analyzing information collected in the focus groups, public forums, and personal interviews.

Anecdotal Information. Anecdotal information was collected from individuals representing M/WBE firms located in Sacramento County using three information systems: focus groups, public forums, and personal interviews. The anecdotal information included facts, opinions, and perceptions about barriers and obstacles faced by M/WBEs in the purchasing and contracting activities of governmental agencies and private firms in the Sacramento area.

Participants for the focus groups were chosen from the M/WBE master file. Of the business owners contacted, twenty-one attended focus groups which were organized by business category. Focus group sessions used group consensus building in response to questions regarding major issues, practices, and experiences. Patterns of experience and opinions can be quickly established or refuted through the group discussion.

Public forums were held on three occasions, which allowed thirty-eight people to testify. A variety of techniques were used to encourage M/WBE owners to testify including letters, newspaper advertisements, newsletter announcements, and personal telephone calls.

Personal interviews were conducted with eighty-nine M/WBE owners who had experience dealing with one or more of the agencies. The owners were selected from the M/WBE master file for interviews. The interviewed M/WBE owners represented all M/WBE classifications and all business categories.

FINDINGS FOR CONTRACTING AND PURCHASING POLICIES AND PROCEDURES

Our analyses of the M/W/DBE, contracting, and purchasing policies and procedures of the four governmental agencies revealed the following general findings for the four agencies.

- non-advertised informal bidding and quotes, as currently practiced, limit participation of minority and women businesses because of the tendency to conduct business as usual;
- policies which require verbal quotes do not ensure minority and women participation because of the tendency to contact firms with established reputations or a history of doing business with the four entities;
- policies and practices related to blanket (open) purchase orders, petty cash purchases, and emergency purchases or contracts do not ensure minority and women participation because of the tendency to conduct business as usual;
- policies which require "good faith efforts" without careful evaluation limit M/WBE participation because they are too easily circumvented;
- policies and practices related to professional services selection have tended to limit participation of Sacramento-based minority and women firms. Information about opportunities is perceived as tightly constrained, pre-selection and selection procedures are perceived as biased in favor of non-minority firms, and M/WBEs appear to be left out of the network;
- policies, procedures, and practices which do not clearly spell out contractor/subcontractor relationships and responsibilities with respect to scope of work, change orders, and payment tend to put minority and women businesses at a severe disadvantage;
- policies and practices related to the certification process are perceived as major barriers by M/WBEs, largely because of requirements to be certified by each entity and the time and resources required for certification;

Study of Utilization of M/WBEs

- policies and practices related to insurance, bonding, or other types of bid security are perceived by M/WBEs as major barriers to participation, particularly in terms of minorities and women functioning as prime contractors.
- non-advertised informal bid contracting practices have a tendency to exclude minority and women businesses as evidenced by the fact that few received any non-advertised informal bid contracts;

Specific findings on the impact of each agency's policies and procedures on M/WBE participation are found in the following paragraphs.

Impact of City of Sacramento Policies and Procedures. The impact of City policies and procedures on M/WBE participation may be summarized as follows:

Purchasing Supplies, Materials, and Non-Professional Services

- GSPD-89-10 (Policies and Guidelines for Purchase of Supplies and Non-Professional Services) and Resolution 89-202 (Open Market Transaction Procedure) can affect M/WBEs. The Open Market Transaction procedure requires three quotations be obtained for expenditures less than \$25,000 but greater than \$2,000. The policies contain no requirement that M/WBE firms be among those contacted for quotations.

MGT found that these two policies may tend to have an adverse impact on M/WBEs. Some M/WBEs indicated they have never been contacted to provide quotations for products or services. This exclusion eliminates many M/WBE firms from engaging in the kinds of purchases which tend to support many small businesses. It may be noted that with 16,000 vendors in the City's Bidders List, many vendors are never contacted.

- In the case of Open Market Transactions requiring three quotations, the Purchasing Manager has the authority to select a vendor whenever no quotations are received or when two identical bids are received.

Neither of these situations occur frequently. However, should such a situation arise, the Purchasing Manager would not be able to select an M/WBE if no M/WBE firms had been included among those from whom quotations were solicited. Our analysis finds that policies which have the potential for excluding M/WBEs must be carefully monitored to avoid the appearance of systematic exclusion.

Study of Utilization of M/WBEs

- GSPD-87-11 (Requisitioning Procedures for the Purchase and/or Payment of Supplies and Non-Professional Services) provides for open purchase orders up to \$5,000 (Section 2.3). Open purchase orders may be established for the entire fiscal year to purchase supplies and/or materials on a contract basis or on an "as needed" or "as required" basis.

Open purchase orders can be a steady source of income for any business. As reported by M/WBEs, a majority have never benefitted from open purchase orders, many do not know they exist, or how to tap into them. No provisions exist for assuring that M/WBEs participate in open purchase order transactions.

- Section 57.301 (Sacramento City Code) requires advertising at least once in the official newspaper of the City for supplies and services \$25,000 and over.

However, this advertisement does not ensure participation of M/WBE firms nor does it ensure awareness of bid opportunities in minority communities. A number of M/WBEs indicated during the study that bid opportunities need to be more widely circulated and also circulated among minority organizations, churches, and other non-traditional sources.

- Section 57.304 (Bid Security) and 57.309 (Faithful Performance Bonds) tend to place a heavy burden on most M/WBE firms. For example, under 57.309 a firm may even be required to put up 100% of the contract price.

During the study, most M/WBEs indicated to the project team that because of the size of their firms they either cannot get or cannot afford to meet high bid security and bond requirements. Hence, they are barred from bidding.

Contracting Public Projects

- Section 58.103 (Sacramento City Code) prohibits splitting or separating contracts.

As indicated throughout the collection of anecdotal evidence, this policy limits participation of M/WBEs. If some projects could be broken up into smaller units, it would enable some M/WBEs to be more competitive. Currently, many M/WBEs are unable to bid larger projects because they have been unable to secure bonding, insurance, and competitive prices for supplies and other essentials.

- Section 58.301 requires advertising for projects over \$25,000 for 14 days in the City's official newspaper.

Again, this limits circulation in minority communities.

- Article III (Bid Procedure, Sacramento City Code) does not include language pertaining to subcontractors which is important since most M/WBEs are generally subcontractors.

In fact, Chapter 58 provides few if any guidelines with respect to subcontractors, although several aspects of the contracting process such as change orders and supplemental agreements could affect M/WBE subcontractors.

- Section 58.803 outlines efforts to secure M/WBE subcontractor participation by responsible bidders.

As coined by one MBE, these are "weak faith efforts instead of good faith efforts." The steps outlined in 58.803 are weakened by the fact there is very little review and evaluation to ensure the steps are followed. For example, primes are required by 58.803(s) to advertise for at least 10 days "in one or more daily or weekly newspapers, trade association publications, minority or trade oriented publications." However, the anecdotal evidence presented in the public forums and focus groups indicate that this requirement is routinely violated. In fact, one of the MBEs who works as a prime indicated that he gets around this requirement by advertising in out of town newspapers.

Professional Services

- GSPD-89-19 (Professional Services Selection Procedures) states in section 2.2 that preference will be given to Sacramento area based firms.

Participants in the professional services focus group felt that this policy was routinely violated. Several M/WBE representatives related instances where they were told by staff that there was preference for name brand firms over local small firms. Others mentioned they had routinely lost contracts to non-Sacramento based firms.

- GSPD-89-19 does not include any provisions which ensure that M/WBE firms will be routinely notified or considered in the selection process.

Several participants in the focus groups and interviews indicated they have never received an RFP and generally found out about opportunities on their own and usually after the fact.

- Section 2.54 exempts operational services such as engineering, testing, inspections, and investigations from the selection process. There are no provisions for ensuring the participation of M/WBEs in the exempt operational services.

These exempt services are the areas in which a majority of participants in focus group sessions believed the "good old boy" network was more important than expertise and credentials. In fact, an MBE focus group participant shared that most of his business consisted of exempt operational services which he received because he was connected with the "good old boys."

Impact of County of Sacramento Policies and Procedures. Many of the same issues that surfaced in regard to the City also surfaced in relation to the County. For example, M/WBEs had similar concerns that County practices limited access to the purchasing and contracting system and that policies generally inhibit rather than help M/WBE participation. In addition, similar concerns were also raised regarding the certification process.

The specific impact of County policies and procedures on M/WBE participation are summarized as follows:

Purchase of Equipment, Materials, Supplies and Services

- Section D(3)(a)(2) (*Purchasing Manual*) indicates that over 900 long-term contracts have been established for items not carried in central stores. This policy was implemented to reduce the number of repetitive purchases and increase cost effectiveness. No requirement is in the policy for mandatory inclusion of M/WBEs.

In the absence of any language or provisions which encourage M/WBE participation, broader utilization of M/WBEs is likely to be limited by the tendency to conduct business as usual. In other words, if minority firms have not been participating in these types of contracts, they are unlikely to do so without intervention. Evidence of this exclusion can be seen in the reporting by M/WBEs in interviews and focus group sessions that they are unaware of these contracts and have not been the recipient of very many contracts in this category.

- The same potential for exclusion holds true for limited purchase orders which cannot exceed \$300 (Section D(3)).

Our experience has found that staff utilizing limited purchase orders are much more likely to call a firm or business they have used in the past. If an M/WBE firm has no history of being used, it is doubtful if they will receive very many limited purchase orders.

- Section E in the *Purchasing Manual* pertains to bid lists which are used for written formal bids and informal quotations.

We found that a number of M/WBEs assumed that certification automatically places you on the County's bid list. In general, there appeared to be a lack of knowledge among most M/WBEs about the

County's bid list and how to get on it. Obviously, if you are not on the list, you cannot possibly be considered for a bid opportunity.

- Sections E(2) and (3) spell out bonding and insurance requirements, which most M/WBEs find to be problem areas.

For example, the types of security specified in these sections tend to be difficult for a majority of M/WBEs to obtain. Bonding has been described to our project team by M/WBEs as almost impossible to get and the same holds true for insurance. In fact, a number of M/WBEs related to us that they had to put up personal property in order to stay in business.

- Section E(5)(c) outlines bid and quote procedures. In the County system "bid" refers to the formal process and "quote" refers to the informal process for obtaining proposals. Generally, three or more responses for bids and quotes are considered adequate, but no provisions exist to ensure participation by M/WBEs.

In fact, some M/WBEs indicated to us in interviews that they have never been contacted to give a bid or quote, but are familiar with several non-minority persons who get called on a regular basis. Again, this tends to perpetuate business as usual whether it is intentional or unintentional.

Construction and Professional Services

- Some of the key issues in the selection of professional services firms involves getting on the various consultant lists and the actual consultant selection process.

According to most M/WBEs we spoke to during the study, both processes are believed to be tightly controlled and are perceived as a "closed shop" from which M/WBEs are generally excluded.

For example, an MBE in a focus group said he received County work all the time because he knew the system and the players and had been part of it for twenty years. He considered himself one of the good old boys and got phone calls about work on a very regular basis, in contrast to those who have yet to get a call.

- Consultant selection procedures may vary depending on the type of project and the source of funding. Projects involving federal funds generally have well-defined consultant selection procedures which include M/W/DBE requirements. However, other projects may not formally require M/W/DBE participation. In September 1989, the County adopted procedures for development of consultant lists for highway, bridge, and transportation projects through a request for

qualifications/proposals process which required solicitation of qualifications and proposals from M/W/DBEs. Similar provisions were subsequently adopted for watershed master planning projects.

The lack of policy prior to September 1989 had the effect of limiting participation, because if you were not on the lists it was unlikely that you would be considered. A majority of M/WBEs indicated in interviews and focus group sessions that they have never received a contract in this manner, either before or after policy change.

- The absence of policies and procedures which provide guidelines for the prime contractor and subcontractor relationship is also a limiting factor.

During focus groups, some M/WBEs have likened this lack of oversight and monitoring to getting tossed to the wolves. Several issues were consistently raised, including not getting paid by prime contractors for completed work, primes changing the scope of work specified in the bid proposal, and primes generally abusing the prime/subcontractor relationship.

Impact of SHRA Policies and Procedures. As indicated previously, issues related to access, certification, and information about opportunities to engage in contracting and purchasing activities were common across all of the agencies. With regard to SHRA, there were similar issues raised with respect to lack of access to individuals in the system and the need for more information about how the system works.

The impact of SHRA policies and procedures on M/WBE participation may be summarized as follows:

Purchasing Services

- The *Purchasing Procedures Manual*, Section 8 (Open Market Transaction), requires at least three quotes for purchases less than \$5,000 but greater than \$1,000. M/WBE inclusion is not required.

Some M/WBEs indicated in interviews they have not participated very much in Open Market Transactions because the two solicitation methods, verbal or written quotes, do not necessarily provide for or guarantee participation by M/WBEs.

- Non-competitive awards (*Purchasing Procedures Manual*, Section 9) do not require competitive bids, advertisement, or quotations for purchases under \$1,000. These types of purchases are made at the department/division level.

According to our discussions with M/WBEs, non-competitive awards have not provided opportunities for M/WBEs to participate. For M/WBEs who do not have a track record and who are not familiar with key staff, it may be difficult to penetrate certain departments and to break familiar buying or purchasing practices.

- The *Purchasing Procedures Manual*, Section 7, outlines the formal competitive bid procedure used for expenditures over \$25,000. Although the Invitation for Bids (IFB) process provides a variety of methods for inviting bids, including contacting bidders from the MBE/WBE Directory, no mechanism exists for monitoring whether this happens on a consistent basis.

In fact, very few M/WBEs reported to us that they were being invited to bid through direct contact by the agency.

Operational Issues

- SHRA has a policy calling for prompt payment of vendors.

We found that one of the most frequent comments made by M/WBEs during the focus groups and interviews related to doing business with SHRA was the need for faster payment after the service or product is provided. Several indicated to us that they encountered a wait of 60 to 90 days to be paid by SHRA. This payment delay has apparently been a hardship for those with severe cash flow problems.

Professional Services

- Section III (Informal Selection Procedures) of the *Professional and Consulting Services Selection and Retention Procedures Manual (PCSSRP)* outlines informal selection procedures. For solicitations under \$25,000, no advertising is required. For services under \$15,000, a minimum of three oral or written proposals is required. Solicitations are supposed to include M/WBEs.

Based on our experience, in the absence of adequate staff to monitor all solicitations, the degree to which this procedure is consistently followed is questionable. According to our discussions with M/WBEs, some M/WBEs have never been contacted to submit proposals and have found out about opportunities by using other means.

- Section III (*PCSSRP*) also requires inclusion of M/WBEs for amounts over \$15,000.

The same M/WBE concerns on lack of inclusion apply to solicitations in this category as revealed in our discussions with M/WBE owners.

- Section VI and Attachment A (*PCSSRP*) outline SHRA's insurance requirements. SHRA requires a minimum of \$500,000 for comprehensive professional and general liability insurance which may be increased at the discretion of the agency. One million dollars of coverage is required for projects using dangerous equipment. For bids exceeding \$250,000 under the Comprehensive Improvement Assistance Program, one million dollars of coverage is also required. In addition, \$300,000 of coverage is required for automobile liability insurance.

M/WBEs consider the insurance requirements to be excessive and they tend to eliminate a majority of M/WBEs from participating as prime contractors as reported in focus groups and discussions during the study.

- Although Section V(c), M/WBE Proposal Requirements and Conditions (*PCSSRP*), contains language related to contractor/-subcontractor requirements and relationships, most M/WBEs indicate a need for more guidelines and monitoring.

M/WBEs reported concerns with their lack of control in the prime/-subcontractor relationship, according to testimony during the study. Similar to what has been previously stated for other agencies, in the viewpoint of M/WBEs, good faith efforts tend to be weak and some prime contractors tend to take advantage of M/WBEs in terms of adhering to what has been specified in the bid proposal.

- Section II, M/WBE Proposal Requirements and Conditions (*PCSSRP*), indicates that SHRA does not accept certification by agencies other than CALTRANS and also requires certification at bid opening. SHRA will expedite the certification process for M/WBEs who are preparing a bid.

Although SHRA has attempted to answer concerns of M/WBEs over certification, M/WBEs told us nevertheless that the policy gives a negative impression to M/WBEs. They reported that the certification issue seemed to them to be a barrier to make participation more difficult. The message that SHRA will expedite the certification process was not understood by M/WBEs we spoke to since most M/WBEs told us they believed that if you are in the process of being certified by SHRA at the time of bid opening, it should be sufficient. Certification was a major issue for some M/WBEs who felt that the policy was unfair and restrained them from doing business.

Impact of RT Policies and Procedures. Regional Transit is somewhat different from the other three agencies in that RT's DBE program is subject to federal guidelines and provisions for a large proportion of its awards. As a result, RT's policies and procedures related to DBE participation are closely linked to federal mandates.

M/WBEs seeking to participate in RT contracting and purchasing activities indicated similar concerns as with other agencies with regard to not knowing how the system operates and general frustration with the level of participation in contracts and purchases.

The impact of RT policies and procedures on M/WBE participation may be summarized as follows:

Contracting and Purchasing

- RT Administrative Code, Article III requires at least two oral or written price quotes for contracts under \$5,000.

According to our research, many small contracts could be bid on by M/WBEs. However, there is no mechanism for ensuring that M/WBE firms are consistently contacted to provide quotes.

- The same potential for exclusion of M/WBEs holds true for contracts up to \$10,000 which require at least three written quotes.

If an M/WBE firm does not have a history of doing business with RT, the firm is unlikely to receive a call for a quote. The more calls a firm receives, the more likely the firm will eventually get a contract. With more contracts comes familiarity with the system and establishment of a track record, all which increases the possibility of doing more business with RT. For most M/WBEs this is a difficult cycle to penetrate according to our discussions with M/WBEs.

- Section 1.304 (Article III) provides for supplying a written Invitation to Bid to any contractor who requests a copy.

M/WBEs reported to our project team that individual M/WBEs are not routinely provided with this information, although there is a requirement to advertise in local minority newspapers. Some M/WBEs indicated that more timely information on Invitations to Bid and RFPs would help to increase participation by M/WBEs.

- Section 1.309 outlines the request for qualifications (RFQ) process which is used to pre-qualify potential consultants.

Because so few M/WBEs have gone through the pre-qualifying process, they told us they feel they have less access to contracting opportunities. Although RT does not frequently ask firms to prove their qualifications through the RFQ process, M/WBEs feel that the use of non-competitive procurement opportunities favors non-minorities.

- RT spells out multiple reasons for declaring a contract to be sole source, including a firm being the only supplier of a particular supply or service, in Section 1.310. Sole source contracts are another type of non-competitive bid.

M/WBEs' attitude is the same for sole source procurements as for RFQs, as reported to us during interviews and focus group sessions. Even though RT may have defined sole source, M/WBEs see numerous ways to declare a procurement to be "sole source." Therefore, they view sole source contracts as having the potential to be manipulated to exclude them. For example, only one person out of the focus group participants indicated they had obtained sole source contracts with RT. In contrast, several participants stated they were aware of non-minorities who did sole source work on a regular basis. The M/WBEs could not concede that the sole source contracts were based on unique services. The major concern is that it appears that few M/WBEs are ever contacted about non-competitive procurement opportunities and that non-minority firms have an advantage in receiving non-competitive business.

- Section 1.503 calls for the bid security of unsuccessful bidders to be returned no later than 60 days after contract award.

M/WBEs expressed concerns to the project team that 60 days was too long for M/WBEs who had serious cash flow problems. In addition, two M/WBEs indicated that it took longer than 60 days. Some M/WBEs feel this has the effect of limiting the number of M/WBEs willing to participate with RT.

- Section 1.703 addresses change orders.

Several M/WBEs expressed concerns to us during focus groups about the manner in which change orders are handled. The perception is that M/WBE subcontractors usually do not benefit from change orders because prime contractors do not increase the scope of work and payment for M/WBEs. M/WBE subcontractors see the primes as increasing the prime's share of the project, while the subs do not have the opportunity to increase their share. In some cases,

Study of Utilization of M/WBEs

M/WBEs report that the scope of their work sometimes increases, but the amount of dollars for M/WBEs stays the same.

- Section 1.707 calls for progress payments for completed portions of the work.

The perception of M/WBEs we heard is that progress payments apply only to prime contractors. In most cases, M/WBEs indicated to us that they receive payment only after the project is completed. This delay in payment, of course, creates cash flow problems for the M/WBEs.

- RT has a certification process which is mandated by federal regulations and which requires extensive documentation.

RT's certification process was also reviewed as a barrier by M/WBEs according to our discussions with owners. Some consider the process to be more time consuming than the process used by other entities. M/WBEs do not seem to understand that the certification process used by RT is required by the federal guidelines. Others told us that they viewed the certification process as a substantial limitation to increased participation.

- RT requires good faith efforts to be demonstrated if the required goal is not met.

Similar to what was stated for the other agencies, the good faith efforts required by RT were viewed as weak by most M/WBEs to which we spoke. In the absence of stringent and consistent evaluation, most M/WBEs report that prime contractors do not take them seriously and good faith efforts are regularly circumvented by advertising in small papers with limited circulation, failing to allow enough time to respond, and by contacting subs for quotes only on work they do not perform.

DISPARITY FINDINGS FOR THE AGENCIES

The study consisted of four separate inquiries (one per agency) into the utilization of M/WBEs over time and the availability of M/WBE firms over the same time horizon. Disparity, the difference between utilization and availability, was analyzed by the following:

- each agency
 - City of Sacramento
 - County of Sacramento

- SHRA
- RT

- each minority category
 - Black
 - Hispanic
 - Asian
 - American Indian
 - non-minority women

- each business category
 - construction and construction related contracts
 - professional services contracts
 - other services contracts
 - materials and supplies purchasing
 - other services purchasing

- relevant time period
 - each year individually analyzed
 - summary of all years

To summarize our findings, charts were developed to present the level of utilization by year and in summary over the relevant time period for each M/WBE for each business category for each agency. The disparity findings for each minority classification for each of the four governmental agencies are summarized in Exhibits 2 through 31.

The disparity study methodology calculated the market area for construction based on the location of construction prime contractors. When this market area was used for subcontractors, the excluded subcontractor dollars for RT were greater than the dollars included in the market area. For other agencies and for other business categories for RT, the methodology did not exclude significant amounts of subcontractor dollars due from outside the market area. However, for RT construction it did. For this reason, RT is conducting additional research into the construction subcontracting market area as a supplement to the agencies study.

EXHIBIT 2

CITY OF SACRAMENTO

DISPARITY ANALYSIS
CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
FY 1982/83					
BLACK	0.00%	0.98%	0.00	• UNDER UTILIZATION	
HISPANIC	0.00%	2.09%	0.00	• UNDER UTILIZATION	
ASIAN	0.00%	2.74%	0.00	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.06%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	9.75%	9.12%	106.91		OVER UTILIZATION
NON-MINORITY MEN	90.25%	85.02%	106.15		OVER UTILIZATION
FY 1984/85					
BLACK	0.00%	1.21%	0.00	• UNDER UTILIZATION	
HISPANIC	0.57%	3.11%	18.33	• UNDER UTILIZATION	
ASIAN	0.00%	3.05%	0.00	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.06%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	0.18%	9.16%	1.97	• UNDER UTILIZATION	
NON-MINORITY MEN	99.25%	83.41%	118.99		OVER UTILIZATION
FY 1986/87					
BLACK	0.00%	1.57%	0.00	• UNDER UTILIZATION	
HISPANIC	0.01%	4.67%	0.21	• UNDER UTILIZATION	
ASIAN	0.19%	3.43%	5.54	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.07%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	0.14%	9.28%	1.51	• UNDER UTILIZATION	
NON-MINORITY MEN	99.66%	80.96%	123.10		OVER UTILIZATION
FY 1988/89					
BLACK	0.00%	1.94%	0.00	• UNDER UTILIZATION	
HISPANIC	1.95%	6.28%	31.05	• UNDER UTILIZATION	
ASIAN	0.59%	3.80%	15.53	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.08%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	0.09%	9.42%	0.96	• UNDER UTILIZATION	
NON-MINORITY MEN	97.37%	78.48%	124.07		OVER UTILIZATION
FY 1990/91					
BLACK	0.00%	2.44%	0.00	• UNDER UTILIZATION	
HISPANIC	2.38%	8.46%	28.13	• UNDER UTILIZATION	
ASIAN	0.11%	4.27%	2.58	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.09%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	3.25%	9.62%	33.78	• UNDER UTILIZATION	
NON-MINORITY MEN	94.26%	75.12%	125.48		OVER UTILIZATION

Continued on next page

EXHIBIT 2

CITY OF SACRAMENTO

DISPARITY ANALYSIS
CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
SUMMARY /6					
BLACK	0.00%	1.63%	0.00	• UNDER UTILIZATION	
HISPANIC	1.20%	4.92%	24.39	• UNDER UTILIZATION	
ASIAN	0.20%	3.46%	5.78	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.07%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	1.99%	9.32%	21.35	• UNDER UTILIZATION	
NON-MINORITY MEN	96.61%	80.60%	119.86		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of construction and construction related contract dollars awarded to firms.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/92 CITYCONSTR

EXHIBIT 3

CITY OF SACRAMENTO

DISPARITY ANALYSIS

CONSTRUCTION AND CONSTRUCTION RELATED SUBCONTRACTS

MWBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5
FY 1982/83				
BLACK	0.00%	0.98%	0.00	* UNDER UTILIZATION
HISPANIC	0.00%	2.09%	0.00	* UNDER UTILIZATION
ASIAN	0.00%	2.74%	0.00	* UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.06%	0.00	* UNDER UTILIZATION
NON-MINORITY WOMEN	0.00%	9.12%	0.00	* UNDER UTILIZATION
FY 1984/85				
BLACK	0.00%	1.21%	0.00	* UNDER UTILIZATION
HISPANIC	0.03%	3.11%	0.96	* UNDER UTILIZATION
ASIAN	0.00%	3.05%	0.00	* UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.06%	0.00	* UNDER UTILIZATION
NON-MINORITY WOMEN	0.00%	9.16%	0.00	* UNDER UTILIZATION
FY 1986/87				
BLACK	0.05%	1.57%	3.18	* UNDER UTILIZATION
HISPANIC	3.20%	4.67%	68.52	* UNDER UTILIZATION
ASIAN	0.00%	3.43%	0.00	* UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.07%	0.00	* UNDER UTILIZATION
NON-MINORITY WOMEN	0.19%	9.28%	2.05	* UNDER UTILIZATION
FY 1988/89				
BLACK	0.00%	1.94%	0.00	* UNDER UTILIZATION
HISPANIC	2.25%	6.28%	35.83	* UNDER UTILIZATION
ASIAN	0.06%	3.80%	1.58	* UNDER UTILIZATION
AMERICAN INDIAN	0.31%	0.08%	387.50	OVER UTILIZATION
NON-MINORITY WOMEN	0.17%	9.42%	1.80	* UNDER UTILIZATION
FY 1990/91				
BLACK	0.02%	2.44%	0.82	* UNDER UTILIZATION
HISPANIC	3.26%	8.46%	38.53	* UNDER UTILIZATION
ASIAN	0.26%	4.27%	6.09	* UNDER UTILIZATION
AMERICAN INDIAN	0.02%	0.09%	22.22	* UNDER UTILIZATION
NON-MINORITY WOMEN	0.54%	9.62%	5.61	* UNDER UTILIZATION

Continued on next page

EXHIBIT 3

CITY OF SACRAMENTO
DISPARITY ANALYSIS
CONSTRUCTION AND CONSTRUCTION RELATED SUBCONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5
SUMMARY 6/				
BLACK	0.02%	1.63%	1.23	* UNDER UTILIZATION
HISPANIC	2.22%	4.92%	45.10	* UNDER UTILIZATION
ASIAN	0.09%	3.46%	2.60	* UNDER UTILIZATION
AMERICAN INDIAN	0.07%	0.07%	97.22	UNDER UTILIZATION
NON-MINORITY WOMEN	0.24%	9.32%	2.58	* UNDER UTILIZATION

1/ Includes both men and women owned firms; non-minority are omitted because of lack of data.

2/ Percent of subcontract contract dollars awarded to subcontractors for construction and construction related contracts.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An "*" in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/92 SUBDISP(DISSUBC)

EXHIBIT 4

CITY OF SACRAMENTO

DISPARITY ANALYSIS

CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTORS AND SUBCONTRACTORS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
FY 1982/83					
BLACK	0.00%	0.98%	0.00	• UNDER UTILIZATION	
HISPANIC	0.00%	2.09%	0.00	• UNDER UTILIZATION	
ASIAN	0.00%	2.74%	0.00	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.06%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	9.75%	9.12%	106.91		OVER UTILIZATION
NON-MINORITY MEN	90.25%	85.02%	106.15		OVER UTILIZATION
FY 1984/85					
BLACK	0.00%	1.21%	0.00	• UNDER UTILIZATION	
HISPANIC	0.60%	3.11%	19.29	• UNDER UTILIZATION	
ASIAN	0.00%	3.05%	0.00	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.06%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	0.18%	9.16%	1.97	• UNDER UTILIZATION	
NON-MINORITY MEN	99.22%	83.41%	118.95		OVER UTILIZATION
FY 1986/87					
BLACK	0.05%	1.57%	3.18	• UNDER UTILIZATION	
HISPANIC	3.21%	4.67%	68.74	• UNDER UTILIZATION	
ASIAN	0.19%	3.43%	5.54	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.07%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	0.33%	9.28%	3.56	• UNDER UTILIZATION	
NON-MINORITY MEN	96.22%	80.96%	118.85		OVER UTILIZATION
FY 1988/89					
BLACK	0.00%	1.94%	0.00	• UNDER UTILIZATION	
HISPANIC	4.20%	6.28%	66.88	• UNDER UTILIZATION	
ASIAN	0.65%	3.80%	17.11	• UNDER UTILIZATION	
AMERICAN INDIAN	0.31%	0.08%	387.50		OVER UTILIZATION
NON-MINORITY WOMEN	0.26%	9.42%	2.76	• UNDER UTILIZATION	
NON-MINORITY MEN	94.58%	78.48%	120.51		OVER UTILIZATION
FY 1990/91					
BLACK	0.02%	2.44%	0.82	• UNDER UTILIZATION	
HISPANIC	5.64%	8.46%	66.67	• UNDER UTILIZATION	
ASIAN	0.37%	4.27%	8.67	• UNDER UTILIZATION	
AMERICAN INDIAN	0.02%	0.09%	22.22	• UNDER UTILIZATION	
NON-MINORITY WOMEN	3.79%	9.62%	39.40	• UNDER UTILIZATION	
NON-MINORITY MEN	90.16%	75.13%	120.01		OVER UTILIZATION

Continued on next page

EXHIBIT 4

CITY OF SACRAMENTO

DISPARITY ANALYSIS

CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTORS AND SUBCONTRACTORS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5
SUMMARY /6				
BLACK	0.02%	1.63%	1.23	• UNDER UTILIZATION
HISPANIC	3.42%	4.92%	69.51	• UNDER UTILIZATION
ASIAN	0.29%	3.46%	8.38	• UNDER UTILIZATION
AMERICAN INDIAN	0.07%	0.07%	100.00	PARITY
NON-MINORITY WOMEN	2.23%	9.32%	23.93	• UNDER UTILIZATION
NON-MINORITY MEN	93.97%	80.60%	116.59	OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of construction and construction related contract dollars awarded to firms.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/82 SUBDISP(CTYCP&S)

EXHIBIT 5
CITY OF SACRAMENTO
DISPARITY ANALYSIS
PROFESSIONAL SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
FY 1982/83					
BLACK	0.00%	2.71%	0.00	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	0.00%	2.52%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	5.54%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.13%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.17%	19.29%	0.88	* UNDER UTILIZATION	
NON-MINORITY MEN	99.83%	69.81%	143.00		
FY 1984/85					
BLACK	0.00%	2.83%	0.00	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	0.00%	3.15%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	6.35%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.15%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.63%	21.91%	2.88	* UNDER UTILIZATION	
NON-MINORITY MEN	99.37%	65.61%	151.46		
FY 1986/87					
BLACK	0.00%	2.97%	0.00	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	0.00%	3.95%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	7.29%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.17%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	5.28%	24.87%	21.23	* UNDER UTILIZATION	
NON-MINORITY MEN	94.72%	60.76%	155.89		
FY 1988/89					
BLACK	2.98%	3.10%	96.13	UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	0.00%	4.74%	0.00	* UNDER UTILIZATION	
ASIAN	0.55%	8.16%	6.74	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.19%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	2.53%	27.63%	9.16	* UNDER UTILIZATION	
NON-MINORITY MEN	93.93%	56.19%	167.16		
FY 1990/91					
BLACK	0.00%	3.24%	0.00	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	4.17%	5.67%	73.54	* UNDER UTILIZATION	
ASIAN	0.00%	9.15%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.21%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	3.28%	30.69%	10.69	* UNDER UTILIZATION	
NON-MINORITY MEN	92.55%	51.04%	181.33		

Continued on next page.

EXHIBIT 5
 CITY OF SACRAMENTO
 DISPARITY ANALYSIS
 PROFESSIONAL SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
SUMMARY /6					
BLACK	0.68%	2.97%	22.90	* UNDER UTILIZATION	
HISPANIC	1.73%	4.01%	43.19	* UNDER UTILIZATION	
ASIAN	0.13%	7.30%	1.78	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.17%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	2.71%	24.88%	10.89	* UNDER UTILIZATION	
NON-MINORITY MEN	94.76%	60.68%	156.16		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of service contract dollars awarded to firms for professional services.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/92 CITYDISP(PROF_SVC)

EXHIBIT 6

CITY OF SACRAMENTO

DISPARITY ANALYSIS
OTHER SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
FY 1982/83					
BLACK	0.00%	4.11%	0.00	• UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	0.00%	5.41%	0.00	• UNDER UTILIZATION	
ASIAN	9.64%	9.58%	100.63		
AMERICAN INDIAN	0.00%	0.21%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	3.96%	26.34%	15.03	• UNDER UTILIZATION	
NON-MINORITY MEN	86.39%	54.34%	158.98		
FY 1984/85					
BLACK	0.00%	4.44%	0.00	• UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	4.97%	6.67%	74.51	• UNDER UTILIZATION	
ASIAN	11.25%	10.21%	110.19		
AMERICAN INDIAN	0.00%	0.23%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	7.46%	29.31%	25.45	• UNDER UTILIZATION	
NON-MINORITY MEN	76.31%	49.15%	155.26		
FY 1986/87					
BLACK	0.76%	4.79%	15.87	• UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	3.27%	8.22%	39.78	• UNDER UTILIZATION	
ASIAN	18.62%	10.89%	170.98		
AMERICAN INDIAN	0.00%	0.24%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	6.59%	32.73%	20.13	• UNDER UTILIZATION	
NON-MINORITY MEN	70.76%	43.12%	164.10		
FY 1988/89					
BLACK	0.96%	5.12%	18.75	• UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	9.00%	9.68%	92.98	• UNDER UTILIZATION	
ASIAN	6.33%	11.49%	55.09	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.26%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	27.24%	35.88%	75.92	• UNDER UTILIZATION	
NON-MINORITY MEN	56.47%	37.58%	150.27		
FY 1990/91					
BLACK	0.13%	5.46%	2.38	• UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	0.01%	11.41%	0.09	• UNDER UTILIZATION	
ASIAN	7.43%	12.12%	61.30	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.27%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	25.85%	39.39%	65.63	• UNDER UTILIZATION	
NON-MINORITY MEN	66.57%	31.34%	212.41		

Continued on next page

EXHIBIT 6

CITY OF SACRAMENTO

DISPARITY ANALYSIS
OTHER SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5
SUMMARY /6				
BLACK	0.37%	4.78%	7.73	• UNDER UTILIZATION
HISPANIC	3.15%	8.28%	38.05	• UNDER UTILIZATION
ASIAN	9.84%	10.86%	90.62	UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.24%	0.00	• UNDER UTILIZATION
NON-MINORITY WOMEN	15.37%	32.73%	46.96	• UNDER UTILIZATION
NON-MINORITY MEN	71.27%	43.11%	165.34	OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of construction and construction related contract dollars awarded to firms.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '**' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/92 CITYOS

EXHIBIT 7

CITY OF SACRAMENTO

DISPARITY ANALYSIS
PURCHASING EXPENDITURES - MATERIALS AND SUPPLIES

MWBE CLASSIFICATION /1	% OF PURCHASING DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5
FY 1987/88				
BLACK	0.02%	2.71%	0.74	• UNDER UTILIZATION
HISPANIC	1.70%	7.84%	21.68	• UNDER UTILIZATION
ASIAN	0.34%	11.07%	3.07	• UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.25%	0.00	• UNDER UTILIZATION
NON-MINORITY WOMEN	2.03%	24.18%	8.40	• UNDER UTILIZATION
NON-MINORITY MEN	95.91%	53.96%	177.74	OVER UTILIZATION
FY 1988/89				
BLACK	0.19%	2.60%	7.31	• UNDER UTILIZATION
HISPANIC	2.11%	8.32%	25.36	• UNDER UTILIZATION
ASIAN	0.49%	11.90%	4.12	• UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.27%	0.00	• UNDER UTILIZATION
NON-MINORITY WOMEN	2.04%	24.56%	8.31	• UNDER UTILIZATION
NON-MINORITY MEN	95.17%	52.36%	181.76	OVER UTILIZATION
FY 1989/90				
BLACK	0.11%	2.48%	4.44	• UNDER UTILIZATION
HISPANIC	3.17%	8.83%	35.90	• UNDER UTILIZATION
ASIAN	1.35%	12.81%	10.54	• UNDER UTILIZATION
AMERICAN INDIAN	0.03%	0.29%	10.34	• UNDER UTILIZATION
NON-MINORITY WOMEN	4.45%	24.94%	17.84	• UNDER UTILIZATION
NON-MINORITY MEN	90.90%	50.65%	179.47	OVER UTILIZATION
FY 1990/91				
BLACK	1.64%	2.38%	68.91	• UNDER UTILIZATION
HISPANIC	2.80%	9.37%	29.88	• UNDER UTILIZATION
ASIAN	2.88%	13.80%	20.87	• UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.31%	0.00	• UNDER UTILIZATION
NON-MINORITY WOMEN	6.37%	25.33%	25.15	• UNDER UTILIZATION
NON-MINORITY MEN	86.31%	48.82%	176.79	OVER UTILIZATION
FY 1991/92				
BLACK	1.20%	2.14%	56.07	• UNDER UTILIZATION
HISPANIC	3.99%	8.77%	45.50	• UNDER UTILIZATION
ASIAN	5.78%	12.97%	44.56	• UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.29%	0.00	• UNDER UTILIZATION
NON-MINORITY WOMEN	6.46%	24.65%	26.21	• UNDER UTILIZATION
NON-MINORITY MEN	82.56%	50.59%	163.19	OVER UTILIZATION

Continued on next page

EXHIBIT 7

CITY OF SACRAMENTO

DISPARITY ANALYSIS
PURCHASING EXPENDITURES - MATERIALS AND SUPPLIES

M/WBE CLASSIFICATION /1	% OF PURCHASING DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
SUMMARY /6					
BLACK	0.72%	2.46%	29.24	• UNDER UTILIZATION	
HISPANIC	2.84%	8.63%	32.92	• UNDER UTILIZATION	
ASIAN	2.44%	12.51%	19.50	• UNDER UTILIZATION	
AMERICAN INDIAN	0.01%	0.28%	3.55	• UNDER UTILIZATION	
NON-MINORITY WOMEN	4.52%	24.73%	18.28	• UNDER UTILIZATION	
NON-MINORITY MEN	89.48%	51.28%	174.51		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of construction and construction related contract dollars awarded to firms.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An "*" in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/92 CITYPUR_MAT

EXHIBIT 8

CITY OF SACRAMENTO

DISPARITY ANALYSIS
PURCHASING EXPENDITURES - OTHER SERVICES

M/WBE CLASSIFICATION /1	% OF PURCHASING DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5
FY 1987/88				
BLACK	2.52%	5.21%	48.37	• UNDER UTILIZATION
HISPANIC	0.76%	10.52%	7.22	• UNDER UTILIZATION
ASIAN	4.13%	11.56%	35.73	• UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.26%	0.00	• UNDER UTILIZATION
NON-MINORITY WOMEN	0.97%	31.88%	3.04	• UNDER UTILIZATION
NON-MINORITY MEN	91.62%	40.57%	225.83	OVER UTILIZATION
FY 1988/89				
BLACK	3.48%	5.35%	65.05	• UNDER UTILIZATION
HISPANIC	0.55%	11.47%	4.80	• UNDER UTILIZATION
ASIAN	1.93%	11.94%	16.16	• UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.27%	0.00	• UNDER UTILIZATION
NON-MINORITY WOMEN	0.63%	33.18%	1.90	• UNDER UTILIZATION
NON-MINORITY MEN	93.40%	37.79%	247.16	OVER UTILIZATION
FY 1989/90				
BLACK	3.39%	5.50%	61.64	• UNDER UTILIZATION
HISPANIC	1.08%	12.50%	8.64	• UNDER UTILIZATION
ASIAN	1.84%	12.31%	14.95	• UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.28%	0.00	• UNDER UTILIZATION
NON-MINORITY WOMEN	1.95%	36.05%	5.41	• UNDER UTILIZATION
NON-MINORITY MEN	91.73%	31.65%	289.83	OVER UTILIZATION
FY 1990/91				
BLACK	0.92%	5.56%	16.55	• UNDER UTILIZATION
HISPANIC	2.82%	13.68%	20.61	• UNDER UTILIZATION
ASIAN	1.77%	12.75%	13.88	• UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.29%	0.00	• UNDER UTILIZATION
NON-MINORITY WOMEN	2.04%	36.05%	5.66	• UNDER UTILIZATION
NON-MINORITY MEN	92.45%	31.65%	292.10	OVER UTILIZATION
FY 1991/92				
BLACK	0.43%	5.82%	7.39	• UNDER UTILIZATION
HISPANIC	2.60%	14.85%	17.51	• UNDER UTILIZATION
ASIAN	2.03%	13.16%	15.43	• UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.29%	0.00	• UNDER UTILIZATION
NON-MINORITY WOMEN	7.78%	37.61%	20.69	• UNDER UTILIZATION
NON-MINORITY MEN	87.16%	28.26%	308.42	OVER UTILIZATION

Continued on next page

EXHIBIT 8

CITY OF SACRAMENTO

DISPARITY ANALYSIS
PURCHASING EXPENDITURES - OTHER SERVICES

M/WBE CLASSIFICATION /1	% OF PURCHASING DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5
SUMMARY /6				
BLACK	2.04%	5.49%	37.17	• UNDER UTILIZATION
HISPANIC	1.66%	12.60%	13.17	• UNDER UTILIZATION
ASIAN	2.25%	12.34%	18.23	• UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.28%	0.00	• UNDER UTILIZATION
NON-MINORITY WOMEN	2.89%	34.95%	8.27	• UNDER UTILIZATION
NON-MINORITY MEN	91.17%	33.98%	268.27	OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of construction and construction related contract dollars awarded to firms.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/92 CITYPUR_OS

EXHIBIT 9

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS
CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTS

MWBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
FY 1985/86					
BLACK	0.00%	1.63%	0.00	* UNDER UTILIZATION	
HISPANIC	1.58%	4.46%	35.43	* UNDER UTILIZATION	
ASIAN	0.00%	3.83%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.92%	0.08%	1,150.00		OVER UTILIZATION
NON-MINORITY WOMEN	0.04%	9.56%	0.42	* UNDER UTILIZATION	
NON-MINORITY MEN	97.47%	80.44%	121.17		OVER UTILIZATION
FY 1986/87					
BLACK	0.00%	1.81%	0.00	* UNDER UTILIZATION	
HISPANIC	0.41%	5.56%	7.37	* UNDER UTILIZATION	
ASIAN	0.06%	4.07%	1.47	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.09%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.32%	9.55%	13.82	* UNDER UTILIZATION	
NON-MINORITY MEN	98.20%	78.92%	124.43		OVER UTILIZATION
FY 1987/88					
BLACK	0.00%	1.97%	0.00	* UNDER UTILIZATION	
HISPANIC	2.32%	6.51%	35.64	* UNDER UTILIZATION	
ASIAN	0.35%	4.27%	8.20	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.09%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.15%	9.55%	12.04	* UNDER UTILIZATION	
NON-MINORITY MEN	96.19%	77.60%	123.96		OVER UTILIZATION
FY 1988/89					
BLACK	0.00%	2.16%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	7.62%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	4.51%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.10%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.40%	9.56%	4.18	* UNDER UTILIZATION	
NON-MINORITY MEN	99.39%	76.05%	130.69		OVER UTILIZATION
FY 1989/90					
BLACK	1.21%	2.38%	50.84	* UNDER UTILIZATION	
HISPANIC	1.48%	8.94%	16.55	* UNDER UTILIZATION	
ASIAN	8.38%	4.77%	175.68		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.10%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.50%	9.59%	15.64	* UNDER UTILIZATION	
NON-MINORITY MEN	87.42%	74.23%	117.77		OVER UTILIZATION
FY 1990/91					
BLACK	0.05%	2.63%	1.90	* UNDER UTILIZATION	
HISPANIC	0.33%	10.48%	3.15	* UNDER UTILIZATION	
ASIAN	0.74%	5.06%	14.62	* UNDER UTILIZATION	
AMERICAN INDIAN	0.49%	0.11%	445.45		OVER UTILIZATION
NON-MINORITY WOMEN	0.04%	9.63%	0.42	* UNDER UTILIZATION	
NON-MINORITY MEN	98.34%	72.10%	136.39		OVER UTILIZATION

Continued on next page

EXHIBIT 9

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS
CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
SUMMARY /6					
BLACK	0.22%	2.10%	10.49	* UNDER UTILIZATION	
HISPANIC	0.80%	7.26%	11.02	* UNDER UTILIZATION	
ASIAN	1.72%	4.42%	38.93	* UNDER UTILIZATION	
AMERICAN INDIAN	0.20%	0.10%	210.53		OVER UTILIZATION
NON-MINORITY WOMEN	0.66%	9.57%	6.89	* UNDER UTILIZATION	
NON-MINORITY MEN	96.38%	76.56%	125.89		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of construction and construction related contract dollars awarded to firms.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/82 CNTYDISP(CONSTR)

EXHIBIT 10

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS
CONSTRUCTION AND CONSTRUCTION RELATED SUBCONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
FY 1985/86					
BLACK	0.21%	1.63%	12.88	* UNDER UTILIZATION	
HISPANIC	1.07%	4.46%	23.99	* UNDER UTILIZATION	
ASIAN	0.01%	3.83%	0.26	* UNDER UTILIZATION	
AMERICAN INDIAN	0.01%	0.08%	12.50	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.62%	9.56%	6.49	* UNDER UTILIZATION	
FY 1986/87					
BLACK	0.02%	1.81%	1.10	* UNDER UTILIZATION	
HISPANIC	1.12%	5.56%	20.14	* UNDER UTILIZATION	
ASIAN	0.18%	4.07%	4.42	* UNDER UTILIZATION	
AMERICAN INDIAN	0.02%	0.09%	22.22	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.34%	9.55%	3.56	* UNDER UTILIZATION	
FY 1987/88					
BLACK	0.12%	1.97%	6.09	* UNDER UTILIZATION	
HISPANIC	1.34%	6.51%	20.58	* UNDER UTILIZATION	
ASIAN	0.08%	4.27%	1.87	* UNDER UTILIZATION	
AMERICAN INDIAN	0.12%	0.09%	133.33		OVER UTILIZATION
NON-MINORITY WOMEN	0.39%	9.55%	4.08	* UNDER UTILIZATION	
FY 1988/89					
BLACK	0.03%	2.16%	1.39	* UNDER UTILIZATION	
HISPANIC	0.73%	7.62%	9.58	* UNDER UTILIZATION	
ASIAN	0.01%	4.51%	0.22	* UNDER UTILIZATION	
AMERICAN INDIAN	0.05%	0.10%	50.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.46%	9.56%	15.27	* UNDER UTILIZATION	
FY 1989/90					
BLACK	0.00%	2.38%	0.00	* UNDER UTILIZATION	
HISPANIC	1.40%	8.94%	15.66	* UNDER UTILIZATION	
ASIAN	0.00%	4.77%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.05%	0.10%	50.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.54%	9.59%	5.63	* UNDER UTILIZATION	
FY 1990/91					
BLACK	0.02%	2.63%	0.76	* UNDER UTILIZATION	
HISPANIC	0.67%	10.48%	6.39	* UNDER UTILIZATION	
ASIAN	0.03%	5.06%	0.59	* UNDER UTILIZATION	
AMERICAN INDIAN	0.12%	0.11%	109.09		OVER UTILIZATION
NON-MINORITY WOMEN	0.52%	9.63%	5.40	* UNDER UTILIZATION	

Continued on next page

EXHIBIT 10

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS
CONSTRUCTION AND CONSTRUCTION RELATED SUBCONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5
SUMMARY /6				
BLACK	0.05%	2.10%	2.38	* UNDER UTILIZATION
HISPANIC	0.99%	7.26%	13.63	* UNDER UTILIZATION
ASIAN	0.04%	4.42%	0.91	* UNDER UTILIZATION
AMERICAN INDIAN	0.06%	0.10%	63.16	* UNDER UTILIZATION
NON-MINORITY WOMEN	0.80%	9.57%	8.36	* UNDER UTILIZATION

- 1/ Includes both men and women owned firms; non-minority are omitted because of lack of data.
- 2/ Percent of subcontract dollars awarded to subcontractors for construction and construction related contracts.
- 3/ Weighted percent of available firms.
- 4/ Ratio of % utilization to % availability times 100.
- 5/ A disparity index below 80.00 shows substantial level of disparity. An "*" in front of 'under utilization' indicates a substantial level of disparity.
- 6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/82 SUBDISP(DISSUBCO)

EXHIBIT 11

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS

CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTORS AND SUBCONTRACTORS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
FY 1985/86					
BLACK	0.21%	1.63%	12.88	* UNDER UTILIZATION	
HISPANIC	2.65%	4.46%	59.42	* UNDER UTILIZATION	
ASIAN	0.01%	3.83%	0.26	* UNDER UTILIZATION	
AMERICAN INDIAN	0.93%	0.08%	1,162.50		OVER UTILIZATION
NON-MINORITY WOMEN	0.66%	9.56%	6.90	* UNDER UTILIZATION	
NON-MINORITY MEN	95.54%	80.44%	118.77		OVER UTILIZATION
FY 1986/87					
BLACK	0.02%	1.81%	1.10	* UNDER UTILIZATION	
HISPANIC	1.53%	5.56%	27.52	* UNDER UTILIZATION	
ASIAN	0.24%	4.07%	5.90	* UNDER UTILIZATION	
AMERICAN INDIAN	0.02%	0.09%	22.22	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.66%	9.55%	17.38	* UNDER UTILIZATION	
NON-MINORITY MEN	96.53%	78.92%	122.31		OVER UTILIZATION
FY 1987/88					
BLACK	0.12%	1.97%	6.09	* UNDER UTILIZATION	
HISPANIC	3.66%	6.51%	56.22	* UNDER UTILIZATION	
ASIAN	0.43%	4.27%	10.07	* UNDER UTILIZATION	
AMERICAN INDIAN	0.12%	0.09%	133.33		OVER UTILIZATION
NON-MINORITY WOMEN	1.54%	9.55%	16.13	* UNDER UTILIZATION	
NON-MINORITY MEN	94.13%	77.60%	121.30		OVER UTILIZATION
FY 1988/89					
BLACK	0.03%	2.16%	1.39	* UNDER UTILIZATION	
HISPANIC	0.73%	7.62%	9.58	* UNDER UTILIZATION	
ASIAN	0.01%	4.51%	0.22	* UNDER UTILIZATION	
AMERICAN INDIAN	0.05%	0.10%	50.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.86%	9.56%	19.46	* UNDER UTILIZATION	
NON-MINORITY MEN	97.32%	76.05%	127.97		OVER UTILIZATION
FY 1989/90					
BLACK	1.21%	2.38%	50.84	* UNDER UTILIZATION	
HISPANIC	2.88%	8.94%	32.21	* UNDER UTILIZATION	
ASIAN	8.38%	4.77%	175.68		OVER UTILIZATION
AMERICAN INDIAN	0.05%	0.10%	50.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	2.04%	9.59%	21.27	* UNDER UTILIZATION	
NON-MINORITY MEN	85.44%	74.23%	115.10		OVER UTILIZATION
FY 1990/91					
BLACK	0.07%	2.63%	2.66	* UNDER UTILIZATION	
HISPANIC	1.00%	10.48%	9.54	* UNDER UTILIZATION	
ASIAN	0.77%	5.06%	15.22	* UNDER UTILIZATION	
AMERICAN INDIAN	0.61%	0.11%	554.55		OVER UTILIZATION
NON-MINORITY WOMEN	0.56%	9.63%	5.82	* UNDER UTILIZATION	
NON-MINORITY MEN	96.99%	72.10%	134.52		OVER UTILIZATION

Continued on next page

EXHIBIT 11

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS

CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTORS AND SUBCONTRACTORS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
SUMMARY /6					
BLACK	0.27%	2.10%	12.88	* UNDER UTILIZATION	
HISPANIC	1.79%	7.26%	24.65	* UNDER UTILIZATION	
ASIAN	1.76%	4.42%	39.83	* UNDER UTILIZATION	
AMERICAN INDIAN	0.26%	0.10%	273.68		OVER UTILIZATION
NON-MINORITY WOMEN	1.46%	9.57%	15.25	* UNDER UTILIZATION	
NON-MINORITY MEN	94.46%	76.56%	123.39		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of construction and construction related contract plus subcontract dollars awarded.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An "*" in front of 'under utilization' indicates a substantial level of disparity

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/92 CNTYDISP(CTRP&S)

EXHIBIT 12

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS
PROFESSIONAL SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
FY 1985/86					
BLACK	0.00%	2.69%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	3.16%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	6.45%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.15%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.39%	23.81%	1.64	* UNDER UTILIZATION	
NON-MINORITY MEN	99.61%	63.74%	156.28		OVER UTILIZATION
FY 1986/87					
BLACK	0.00%	2.76%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	3.52%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	6.86%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.16%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.00%	25.28%	0.00	* UNDER UTILIZATION	
NON-MINORITY MEN	100.00%	61.42%	162.81		OVER UTILIZATION
FY 1987/88					
BLACK	0.00%	2.83%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	3.84%	0.00	* UNDER UTILIZATION	
ASIAN	3.87%	7.23%	53.53	* UNDER UTILIZATION	
AMERICAN INDIAN	1.45%	0.16%	906.25		OVER UTILIZATION
NON-MINORITY WOMEN	0.25%	26.56%	0.94	* UNDER UTILIZATION	
NON-MINORITY MEN	94.43%	59.38%	159.03		OVER UTILIZATION
FY 1988/89					
BLACK	0.00%	2.90%	0.00	* UNDER UTILIZATION	
HISPANIC	0.75%	4.19%	17.90	* UNDER UTILIZATION	
ASIAN	0.83%	7.61%	10.91	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.17%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	6.31%	27.90%	22.62	* UNDER UTILIZATION	
NON-MINORITY MEN	92.10%	57.24%	160.90		OVER UTILIZATION
FY 1989/90					
BLACK	0.00%	2.97%	0.00	* UNDER UTILIZATION	
HISPANIC	1.74%	4.57%	38.07	* UNDER UTILIZATION	
ASIAN	2.67%	8.01%	33.33	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.18%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	19.13%	29.30%	65.29	* UNDER UTILIZATION	
NON-MINORITY MEN	76.46%	54.97%	139.09		OVER UTILIZATION
FY 1990/91					
BLACK	0.29%	3.04%	9.54	* UNDER UTILIZATION	
HISPANIC	2.16%	4.98%	43.37	* UNDER UTILIZATION	
ASIAN	0.12%	8.44%	1.42	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.19%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	20.54%	30.77%	66.75	* UNDER UTILIZATION	
NON-MINORITY MEN	76.89%	52.57%	146.26		OVER UTILIZATION

Continued on next page

EXHIBIT 12

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS
PROFESSIONAL SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
SUMMARY /6					
BLACK	0.08%	2.87%	2.79	* UNDER UTILIZATION	
HISPANIC	1.00%	4.04%	24.73	* UNDER UTILIZATION	
ASIAN	1.99%	7.43%	26.77	* UNDER UTILIZATION	
AMERICAN INDIAN	0.51%	0.17%	302.97		OVER UTILIZATION
NON-MINORITY WOMEN	9.95%	27.27%	36.49	* UNDER UTILIZATION	
NON-MINORITY MEN	86.48%	58.22%	148.54		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of contract dollars awarded to firms for professional services.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/82 CNTYDISP(PROF_SVC)

EXHIBIT 13

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS
OTHER SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
FY 1985/86					
BLACK	0.00%	4.99%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	9.94%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	10.65%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.24%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	100.00%	26.64%	375.38		
NON-MINORITY MEN	0.00%	47.53%	0.00	* UNDER UTILIZATION	
FY 1986/87					
BLACK	0.00%	5.12%	0.00	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	25.80%	11.15%	231.39		
ASIAN	0.00%	11.15%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.25%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	9.64%	28.46%	33.87	* UNDER UTILIZATION	
NON-MINORITY MEN	64.57%	43.86%	147.22		
FY 1987/88					
BLACK	0.00%	5.24%	0.00	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	0.00%	12.22%	0.00	* UNDER UTILIZATION	
ASIAN	0.29%	11.59%	2.50	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.26%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.00%	30.05%	0.00	* UNDER UTILIZATION	
NON-MINORITY MEN	99.71%	40.64%	245.35		
FY 1988/89					
BLACK	0.00%	5.36%	0.00	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	0.00%	13.38%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	12.05%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.27%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.69%	31.73%	2.17	* UNDER UTILIZATION	
NON-MINORITY MEN	99.31%	37.21%	266.89		
FY 1989/90					
BLACK	0.00%	5.49%	0.00	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	0.00%	14.65%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	12.53%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.28%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	13.95%	33.50%	41.64	* UNDER UTILIZATION	
NON-MINORITY MEN	86.05%	33.55%	256.48		
FY 1990/91					
BLACK	0.00%	5.62%	0.00	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	0.00%	16.05%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	13.02%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.29%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	27.67%	35.38%	78.21	* UNDER UTILIZATION	
NON-MINORITY MEN	72.33%	29.64%	244.03		

Continued on next page

EXHIBIT 13

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS
OTHER SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
SUMMARY /6					
BLACK	0.00%	5.30%	0.00	* UNDER UTILIZATION	
HISPANIC	4.87%	12.90%	37.76	* UNDER UTILIZATION	
ASIAN	0.04%	11.83%	0.34	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.27%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	9.41%	30.96%	30.39	* UNDER UTILIZATION	
NON-MINORITY MEN	85.68%	38.74%	221.18		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of contract dollars awarded to firms for other services.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '**' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/02 CNTYDISP(OS)

EXHIBIT 14

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS
PURCHASE ORDERS - MATERIALS AND SUPPLIES

MWBE CLASSIFICATION /1	% OF PURCHASE ORDER DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
FY 1987/88					
BLACK	0.08%	2.64%	3.03	* UNDER UTILIZATION	
HISPANIC	0.44%	6.34%	6.94	* UNDER UTILIZATION	
ASIAN	5.72%	9.88%	57.89	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.23%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.73%	24.16%	7.16	* UNDER UTILIZATION	
NON-MINORITY MEN	92.04%	56.75%	162.19		OVER UTILIZATION
FY 1988/89					
BLACK	0.14%	2.55%	5.49	* UNDER UTILIZATION	
HISPANIC	2.49%	6.69%	37.22	* UNDER UTILIZATION	
ASIAN	0.05%	10.45%	0.48	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.24%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	4.88%	24.54%	19.89	* UNDER UTILIZATION	
NON-MINORITY MEN	92.43%	55.54%	166.42		OVER UTILIZATION
FY 1989/90					
BLACK	0.08%	2.45%	3.27	* UNDER UTILIZATION	
HISPANIC	1.69%	7.05%	23.97	* UNDER UTILIZATION	
ASIAN	0.07%	11.06%	0.63	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.25%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	3.16%	24.92%	12.68	* UNDER UTILIZATION	
NON-MINORITY MEN	95.00%	54.25%	175.12		OVER UTILIZATION
FY 1990/91					
BLACK	0.00%	2.37%	0.00	* UNDER UTILIZATION	
HISPANIC	2.00%	7.44%	26.88	* UNDER UTILIZATION	
ASIAN	1.02%	11.74%	8.69	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.27%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.97%	25.30%	7.79	* UNDER UTILIZATION	
NON-MINORITY MEN	95.01%	52.88%	179.67		OVER UTILIZATION

Continued on next page

EXHIBIT 14

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS
PURCHASE ORDERS - MATERIALS AND SUPPLIES

M/WBE CLASSIFICATION /1	% OF PURCHASE ORDER DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
SUMMARY /6					
BLACK	0.05%	2.50%	2.00	* UNDER UTILIZATION	
HISPANIC	1.93%	6.88%	28.05	* UNDER UTILIZATION	
ASIAN	0.83%	10.78%	7.70	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.25%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	2.81%	24.73%	11.36	* UNDER UTILIZATION	
NON-MINORITY MEN	94.38%	54.86%	172.05		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of purchasing dollars awarded to firms for materials and supplies.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/92 CNTYDISP(PUR_MAT)

EXHIBIT 15

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS
PURCHASE ORDERS - OTHER SERVICES

M/WBE CLASSIFICATION /1	% OF PURCHASE ORDER DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
FY 1987/88					
BLACK	4.11%	6.65%	61.80	* UNDER UTILIZATION	
HISPANIC	12.56%	12.90%	97.36	UNDER UTILIZATION	
ASIAN	0.31%	10.69%	2.90	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.28%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.85%	28.68%	2.96	* UNDER UTILIZATION	
NON-MINORITY MEN	82.17%	40.80%	201.40		OVER UTILIZATION
FY 1988/89					
BLACK	2.35%	6.76%	34.76	* UNDER UTILIZATION	
HISPANIC	10.56%	14.21%	74.31	* UNDER UTILIZATION	
ASIAN	0.39%	11.19%	3.49	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.29%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.60%	30.32%	1.98	* UNDER UTILIZATION	
NON-MINORITY MEN	86.09%	37.22%	231.30		OVER UTILIZATION
FY 1989/90					
BLACK	0.01%	6.88%	0.15	* UNDER UTILIZATION	
HISPANIC	2.24%	15.65%	14.31	* UNDER UTILIZATION	
ASIAN	3.37%	11.72%	28.75	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.31%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.36%	32.03%	1.12	* UNDER UTILIZATION	
NON-MINORITY MEN	94.03%	32.06%	293.29		OVER UTILIZATION
FY 1990/91					
BLACK	1.95%	7.00%	27.86	* UNDER UTILIZATION	
HISPANIC	0.36%	17.24%	2.09	* UNDER UTILIZATION	
ASIAN	2.71%	12.27%	22.09	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.32%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.79%	33.91%	2.33	* UNDER UTILIZATION	
NON-MINORITY MEN	94.19%	29.41%	320.27		OVER UTILIZATION

Continued on next page

EXHIBIT 15

COUNTY OF SACRAMENTO

DISPARITY ANALYSIS
PURCHASE ORDERS - OTHER SERVICES

MWBE CLASSIFICATION /1	% OF PURCHASE ORDER DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
SUMMARY /6					
BLACK	1.74%	6.82%	25.50	* UNDER UTILIZATION	
HISPANIC	4.31%	15.00%	28.73	* UNDER UTILIZATION	
ASIAN	2.13%	11.47%	18.57	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.30%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.64%	31.24%	2.05	* UNDER UTILIZATION	
NON-MINORITY MEN	91.18%	34.87%	261.47		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of other service purchasing dollars awarded to firms.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An "*" in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/82 (CNTYDISP/PUR_OS)

EXHIBIT 16

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS
CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5		
CY 1985						
BLACK	0.00%	0.85%	0.00	• UNDER UTILIZATION		
HISPANIC	1.51%	2.18%	69.27	• UNDER UTILIZATION		
ASIAN	0.00%	2.35%	0.00	• UNDER UTILIZATION		
AMERICAN INDIAN	0.00%	0.07%	0.00	• UNDER UTILIZATION		
NON-MINORITY WOMEN	0.72%	8.82%	8.16	• UNDER UTILIZATION		
NON-MINORITY MEN	97.77%	85.74%	114.03			OVER UTILIZATION
CY 1986						
BLACK	0.00%	1.04%	0.00	• UNDER UTILIZATION		
HISPANIC	0.00%	2.66%	0.00	• UNDER UTILIZATION		
ASIAN	0.20%	2.59%	7.72	• UNDER UTILIZATION		
AMERICAN INDIAN	0.00%	0.06%	0.00	• UNDER UTILIZATION		
NON-MINORITY WOMEN	0.94%	8.92%	10.54	• UNDER UTILIZATION		
NON-MINORITY MEN	98.86%	84.71%	116.70			OVER UTILIZATION
CY 1987						
BLACK	0.00%	1.28%	0.00	• UNDER UTILIZATION		
HISPANIC	0.98%	3.26%	30.06	• UNDER UTILIZATION		
ASIAN	0.86%	2.88%	29.86	• UNDER UTILIZATION		
AMERICAN INDIAN	0.00%	0.06%	0.00	• UNDER UTILIZATION		
NON-MINORITY WOMEN	0.15%	9.04%	1.66	• UNDER UTILIZATION		
NON-MINORITY MEN	98.01%	83.45%	117.45			OVER UTILIZATION
CY 1988						
BLACK	0.00%	1.49%	0.00	• UNDER UTILIZATION		
HISPANIC	0.57%	3.77%	15.12	• UNDER UTILIZATION		
ASIAN	7.23%	3.13%	230.99			OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.06%	0.00	• UNDER UTILIZATION		
NON-MINORITY WOMEN	4.58%	9.14%	50.11	• UNDER UTILIZATION		
NON-MINORITY MEN	87.62%	82.42%	106.31			OVER UTILIZATION
CY 1989						
BLACK	4.50%	1.73%	260.12		OVER UTILIZATION	
HISPANIC	0.00%	4.36%	0.00	• UNDER UTILIZATION		
ASIAN	4.54%	3.41%	133.14			OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.05%	0.00	• UNDER UTILIZATION		
NON-MINORITY WOMEN	1.77%	9.24%	19.16	• UNDER UTILIZATION		
NON-MINORITY MEN	89.19%	81.21%	109.83			OVER UTILIZATION
CY 1990						
BLACK	0.00%	2.02%	0.00	• UNDER UTILIZATION		
HISPANIC	0.20%	5.04%	3.97	• UNDER UTILIZATION		
ASIAN	3.59%	3.72%	96.51	• UNDER UTILIZATION		
AMERICAN INDIAN	0.00%	0.05%	0.00	• UNDER UTILIZATION		
NON-MINORITY WOMEN	1.94%	9.35%	20.75	• UNDER UTILIZATION		
NON-MINORITY MEN	94.27%	79.81%	118.12			OVER UTILIZATION

Continued on next page

EXHIBIT 16

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS
CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5
SUMMARY /6				
BLACK	0.43%	1.40%	30.68	• UNDER UTILIZATION
HISPANIC	0.63%	3.55%	17.77	• UNDER UTILIZATION
ASIAN	1.57%	3.01%	52.10	• UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.06%	0.00	• UNDER UTILIZATION
NON-MINORITY WOMEN	0.94%	9.09%	10.35	• UNDER UTILIZATION
NON-MINORITY MEN	96.42%	82.89%	116.32	OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of construction and construction related contract dollars awarded to firms.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial disparity. An "*" in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/18/92 SHRADISPCONSTR

EXHIBIT 17

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS
CONSTRUCTION AND CONSTRUCTION RELATED SUBCONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
CY 1985					
BLACK	0.00%	0.85%	0.00	* UNDER UTILIZATION	
HISPANIC	0.31%	2.18%	14.22	* UNDER UTILIZATION	
ASIAN	0.00%	2.35%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.07%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.14%	8.82%	1.59	* UNDER UTILIZATION	
CY 1986					
BLACK	0.00%	1.04%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	2.66%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	2.59%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.06%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.40%	8.92%	4.48	* UNDER UTILIZATION	
CY 1987					
BLACK	0.03%	1.28%	2.34	* UNDER UTILIZATION	
HISPANIC	0.12%	3.26%	3.68	* UNDER UTILIZATION	
ASIAN	0.00%	2.88%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.06%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.09%	9.04%	1.00	* UNDER UTILIZATION	
CY 1988					
BLACK	0.00%	1.49%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	3.77%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	3.13%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.51%	0.06%	850.00		OVER UTILIZATION
NON-MINORITY WOMEN	0.11%	9.14%	1.20	* UNDER UTILIZATION	
CY 1989					
BLACK	0.04%	1.73%	2.31	* UNDER UTILIZATION	
HISPANIC	0.06%	4.36%	1.38	* UNDER UTILIZATION	
ASIAN	0.00%	3.41%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.28%	0.05%	560.00		OVER UTILIZATION
NON-MINORITY WOMEN	2.76%	9.24%	29.87	* UNDER UTILIZATION	
CY 1990					
BLACK	0.00%	2.02%	0.00	* UNDER UTILIZATION	
HISPANIC	0.77%	5.04%	15.28	* UNDER UTILIZATION	
ASIAN	0.03%	3.72%	0.81	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.05%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.27%	9.35%	13.58	* UNDER UTILIZATION	

Continued on next page

EXHIBIT 17

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS
CONSTRUCTION AND CONSTRUCTION RELATED SUBCONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
SUMMARY /6					
BLACK	0.02%	1.40%	1.43	*	UNDER UTILIZATION
HISPANIC	0.26%	3.55%	7.33	*	UNDER UTILIZATION
ASIAN	0.00%	3.01%	0.00	*	UNDER UTILIZATION
AMERICAN INDIAN	0.05%	0.06%	85.71		UNDER UTILIZATION
NON-MINORITY WOMEN	0.53%	9.09%	5.83	*	UNDER UTILIZATION

1/ Includes both men and women owned firms; non-minority are omitted because of lack of data.

2/ Percent of subcontract dollars awarded to subcontractors for construction and construction related contracts.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/82 SUBSHRA (DISSUBSHLWK1)

EXHIBIT 18

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS

CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTORS AND SUBCONTRACTORS

MWBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
CY 1985					
BLACK	0.00%	0.85%	0.00	* UNDER UTILIZATION	
HISPANIC	1.82%	2.18%	83.49	UNDER UTILIZATION	
ASIAN	0.00%	2.35%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.07%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.86%	8.82%	9.75	* UNDER UTILIZATION	
NON-MINORITY MEN	97.32%	85.74%	113.51		OVER UTILIZATION
CY 1986					
BLACK	0.00%	1.04%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	2.66%	0.00	* UNDER UTILIZATION	
ASIAN	0.20%	2.59%	7.72	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.06%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.34%	8.92%	15.02	* UNDER UTILIZATION	
NON-MINORITY MEN	98.46%	84.71%	116.23		OVER UTILIZATION
CY 1987					
BLACK	0.03%	1.28%	2.34	* UNDER UTILIZATION	
HISPANIC	1.10%	3.26%	33.74	* UNDER UTILIZATION	
ASIAN	0.86%	2.88%	29.86	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.06%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.24%	9.04%	2.65	* UNDER UTILIZATION	
NON-MINORITY MEN	97.77%	83.45%	117.16		OVER UTILIZATION
CY 1988					
BLACK	0.00%	1.49%	0.00	* UNDER UTILIZATION	
HISPANIC	0.57%	3.77%	15.12	* UNDER UTILIZATION	
ASIAN	7.23%	3.13%	230.99		OVER UTILIZATION
AMERICAN INDIAN	0.51%	0.06%	850.00		OVER UTILIZATION
NON-MINORITY WOMEN	4.69%	9.14%	51.31	* UNDER UTILIZATION	
NON-MINORITY MEN	87.00%	82.42%	105.56		OVER UTILIZATION
CY 1989					
BLACK	4.54%	1.73%	262.43		OVER UTILIZATION
HISPANIC	0.06%	4.36%	1.38	* UNDER UTILIZATION	
ASIAN	4.54%	3.41%	133.14		OVER UTILIZATION
AMERICAN INDIAN	0.28%	0.05%	560.00		OVER UTILIZATION
NON-MINORITY WOMEN	4.53%	9.24%	49.03	* UNDER UTILIZATION	
NON-MINORITY MEN	86.05%	81.21%	105.96		OVER UTILIZATION
CY 1990					
BLACK	0.00%	2.02%	0.00	* UNDER UTILIZATION	
HISPANIC	0.97%	5.04%	19.25	* UNDER UTILIZATION	
ASIAN	3.62%	3.72%	97.31	UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.05%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	3.21%	9.35%	34.33	* UNDER UTILIZATION	
NON-MINORITY MEN	94.27%	79.81%	118.12		OVER UTILIZATION

Continued on next page

EXHIBIT 18

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS

CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTORS AND SUBCONTRACTORS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	DISPARATE IMPACT OF UTILIZATION /5	
SUMMARY /6					
BLACK	0.45%	1.40%	32.10	* UNDER UTILIZATION	
HISPANIC	0.89%	3.55%	25.11	* UNDER UTILIZATION	
ASIAN	1.57%	3.01%	52.10	* UNDER UTILIZATION	
AMERICAN INDIAN	0.05%	0.06%	85.71	UNDER UTILIZATION	
NON-MINORITY WOMEN	1.47%	9.09%	16.18	* UNDER UTILIZATION	
NON-MINORITY MEN	96.42%	82.89%	116.32		OVER UTILIZATION

1/ Includes both men and women owned firms; non-minority are omitted because of lack of data.

2/ Percent of construction and construction related contract dollars plus subcontract dollars awarded to firms.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/92 SHRADISPCP&S

EXHIBIT 19

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS
PROFESSIONAL SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
CY 1985					
BLACK	0.00%	2.21%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	2.17%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	5.22%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.12%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	6.22%	23.16%	26.86	* UNDER UTILIZATION	
NON-MINORITY MEN	93.78%	67.13%	139.70		OVER UTILIZATION
CY 1986					
BLACK	0.00%	2.27%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	2.40%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	5.48%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.13%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	8.62%	24.47%	35.23	* UNDER UTILIZATION	
NON-MINORITY MEN	91.38%	65.25%	140.05		OVER UTILIZATION
CY 1987					
BLACK	0.00%	2.34%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	2.65%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	5.76%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.13%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.33%	25.87%	1.28	* UNDER UTILIZATION	
NON-MINORITY MEN	99.67%	63.25%	157.58		OVER UTILIZATION
CY 1988					
BLACK	0.25%	2.40%	10.42	* UNDER UTILIZATION	
HISPANIC	0.04%	2.87%	1.39	* UNDER UTILIZATION	
ASIAN	0.00%	5.99%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.14%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	10.21%	27.07%	37.72	* UNDER UTILIZATION	
NON-MINORITY MEN	89.50%	61.53%	145.46		OVER UTILIZATION
CY 1989					
BLACK	0.00%	2.47%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	3.10%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	6.24%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.14%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	12.08%	28.33%	42.64	* UNDER UTILIZATION	
NON-MINORITY MEN	87.92%	59.72%	147.22		OVER UTILIZATION
CY 1990					
BLACK	3.01%	2.54%	118.50		OVER UTILIZATION
HISPANIC	0.66%	3.36%	19.64	* UNDER UTILIZATION	
ASIAN	0.00%	6.50%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.15%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	16.46%	29.65%	55.51	* UNDER UTILIZATION	
NON-MINORITY MEN	79.86%	57.81%	138.14		OVER UTILIZATION

Continued on next page

EXHIBIT 19

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS
PROFESSIONAL SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
SUMMARY /6:					
BLACK	0.66%	2.37%	27.83	* UNDER UTILIZATION	
HISPANIC	0.14%	2.76%	5.08	* UNDER UTILIZATION	
ASIAN	0.00%	5.87%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.14%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	9.51%	26.43%	35.99	* UNDER UTILIZATION	
NON-MINORITY MEN	89.80%	62.45%	143.80		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of contract dollars awarded to firms for professional services.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/82 SHRADISPPROF_SVC

EXHIBIT 20

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS
OTHER SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
CY 1985					
BLACK	9.63%	4.48%	214.96		OVER UTILIZATION
HISPANIC	0.00%	5.61%	0.00	* UNDER UTILIZATION	
ASIAN	18.67%	10.00%	186.70		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.22%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.00%	30.59%	0.00	* UNDER UTILIZATION	
NON-MINORITY MEN	71.70%	49.10%	146.03		OVER UTILIZATION
CY 1986					
BLACK	7.66%	4.66%	164.38		OVER UTILIZATION
HISPANIC	43.21%	6.22%	694.69		OVER UTILIZATION
ASIAN	22.03%	10.27%	214.51		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.23%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.00%	32.39%	0.00	* UNDER UTILIZATION	
NON-MINORITY MEN	27.10%	46.23%	58.62	* UNDER UTILIZATION	
CY 1987					
BLACK	0.00%	4.86%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	6.88%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	10.56%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.24%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	5.03%	31.31%	16.07	* UNDER UTILIZATION	
NON-MINORITY MEN	94.97%	43.15%	220.09		OVER UTILIZATION
CY 1988					
BLACK	14.69%	5.03%	292.05		OVER UTILIZATION
HISPANIC	10.53%	7.46%	141.15		OVER UTILIZATION
ASIAN	0.00%	10.80%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.24%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	40.12%	35.95%	111.60		OVER UTILIZATION
NON-MINORITY MEN	34.67%	40.53%	85.54	UNDER UTILIZATION	
CY 1989					
BLACK	7.23%	5.20%	139.04		OVER UTILIZATION
HISPANIC	9.20%	8.08%	113.86		OVER UTILIZATION
ASIAN	4.88%	11.05%	44.16	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.25%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	11.64%	37.68%	30.89	* UNDER UTILIZATION	
NON-MINORITY MEN	67.05%	37.75%	177.62		OVER UTILIZATION
CY 1990					
BLACK	4.20%	5.38%	78.07	* UNDER UTILIZATION	
HISPANIC	3.06%	8.75%	34.97	* UNDER UTILIZATION	
ASIAN	0.00%	11.30%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.25%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	32.03%	39.50%	81.09	UNDER UTILIZATION	
NON-MINORITY MEN	60.71%	34.82%	174.35		OVER UTILIZATION

Continued on next page

EXHIBIT 20

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS
OTHER SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
SUMMARY /6					
BLACK	6.36%	4.94%	128.88		OVER UTILIZATION
HISPANIC	11.36%	7.17%	158.51		OVER UTILIZATION
ASIAN	7.69%	10.66%	72.12	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.24%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	16.66%	34.57%	48.19	* UNDER UTILIZATION	
NON-MINORITY MEN	57.93%	41.93%	138.16		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of contract dollars awarded to firms for other services.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial disparity. An '**' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/92 SHRADISP (OS.WK1)

EXHIBIT 21

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS
PURCHASE ORDERS - MATERIALS AND SUPPLIES

M/WBE CLASSIFICATION /1	% OF PURCHASE ORDER DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX 4/	LEVEL OF UTILIZATION /5	
CY 1987					
BLACK	8.20%	3.11%	263.67		OVER UTILIZATION
HISPANIC	1.43%	8.10%	17.65	• UNDER UTILIZATION	
ASIAN	5.98%	11.00%	54.36	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.25%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	5.14%	23.46%	21.91	• UNDER UTILIZATION	
NON-MINORITY MEN	79.25%	54.08%	146.54		OVER UTILIZATION
CY 1988					
BLACK	0.98%	3.14%	31.21	• UNDER UTILIZATION	
HISPANIC	1.16%	9.11%	12.73	• UNDER UTILIZATION	
ASIAN	11.04%	12.59%	87.69	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.28%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	13.36%	25.21%	52.99	• UNDER UTILIZATION	
NON-MINORITY MEN	73.46%	49.67%	147.90		OVER UTILIZATION
CY 1989					
BLACK	0.46%	5.13%	8.97	• UNDER UTILIZATION	
HISPANIC	0.54%	14.11%	3.83	• UNDER UTILIZATION	
ASIAN	5.24%	19.90%	26.33	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.45%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	4.52%	27.19%	16.62	• UNDER UTILIZATION	
NON-MINORITY MEN	89.24%	34.60%	257.92		OVER UTILIZATION
CY 1990					
BLACK	0.47%	3.21%	14.64	• UNDER UTILIZATION	
HISPANIC	0.77%	11.52%	6.68	• UNDER UTILIZATION	
ASIAN	13.32%	16.54%	80.53	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.37%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	6.91%	29.09%	23.75	• UNDER UTILIZATION	
NON-MINORITY MEN	78.53%	39.28%	199.92		OVER UTILIZATION
CY 1991					
BLACK	0.58%	3.24%	17.90	• UNDER UTILIZATION	
HISPANIC	0.74%	12.96%	5.71	• UNDER UTILIZATION	
ASIAN	2.03%	18.98%	10.70	• UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.42%	0.00	• UNDER UTILIZATION	
NON-MINORITY WOMEN	2.53%	31.24%	8.10	• UNDER UTILIZATION	
NON-MINORITY MEN	94.12%	33.16%	283.84		OVER UTILIZATION

Continued on next page

EXHIBIT 21

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS
PURCHASE ORDERS - MATERIALS AND SUPPLIES

M/WBE CLASSIFICATION /1	% OF PURCHASE ORDER DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX 4/	LEVEL OF UTILIZATION /5	
SUMMARY /6					
BLACK	1.59%	3.57%	44.59	* UNDER UTILIZATION	
HISPANIC	0.86%	11.16%	7.71	* UNDER UTILIZATION	
ASIAN	7.24%	15.80%	45.82	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.35%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	5.95%	27.24%	21.84	* UNDER UTILIZATION	
NON-MINORITY MEN	84.36%	42.16%	200.10		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of construction and construction related contract dollars awarded to firms.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/02 SHRAIPUR_MAT

EXHIBIT 22

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS
PURCHASE ORDERS - OTHER SERVICES

MWBE CLASSIFICATION /1	% OF PURCHASE ORDER DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
CY 1987					
BLACK	3.13%	4.70%	66.60	* UNDER UTILIZATION	
HISPANIC	5.06%	6.91%	73.23	* UNDER UTILIZATION	
ASIAN	16.64%	10.25%	162.34		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.23%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	3.29%	34.29%	9.59	* UNDER UTILIZATION	
NON-MINORITY MEN	71.88%	43.62%	164.79		OVER UTILIZATION
CY 1988					
BLACK	4.57%	4.87%	93.84	UNDER UTILIZATION	
HISPANIC	10.22%	7.48%	136.63		OVER UTILIZATION
ASIAN	10.55%	10.49%	100.57		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.24%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	3.83%	36.04%	10.63	* UNDER UTILIZATION	
NON-MINORITY MEN	70.83%	40.88%	173.26		OVER UTILIZATION
CY 1989					
BLACK	2.16%	5.05%	42.77	* UNDER UTILIZATION	
HISPANIC	21.14%	8.10%	260.99		OVER UTILIZATION
ASIAN	11.61%	10.75%	108.00		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.24%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	10.22%	37.87%	26.99	* UNDER UTILIZATION	
NON-MINORITY MEN	54.87%	37.99%	144.43		OVER UTILIZATION
CY 1990					
BLACK	1.86%	5.24%	35.50	* UNDER UTILIZATION	
HISPANIC	4.90%	8.78%	55.81	* UNDER UTILIZATION	
ASIAN	12.17%	11.00%	110.64		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.25%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	3.40%	39.79%	8.54	* UNDER UTILIZATION	
NON-MINORITY MEN	77.67%	34.95%	222.23		OVER UTILIZATION
CY 1991					
BLACK	4.97%	5.43%	91.53	UNDER UTILIZATION	
HISPANIC	17.30%	9.51%	181.91		OVER UTILIZATION
ASIAN	14.82%	11.27%	131.50		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.25%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	3.57%	41.81%	8.54	* UNDER UTILIZATION	
NON-MINORITY MEN	59.34%	31.73%	187.02		OVER UTILIZATION

Continued on next page

EXHIBIT 22

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY (SHRA)

DISPARITY ANALYSIS
PURCHASE ORDERS - OTHER SERVICES

M/WBE CLASSIFICATION /1	% OF PURCHASE ORDER DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
SUMMARY /6					
BLACK	3.41%	5.06%	67.42	* UNDER UTILIZATION	
HISPANIC	13.35%	8.16%	163.68		OVER UTILIZATION
ASIAN	13.25%	10.75%	123.23		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.24%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	5.22%	37.96%	13.75	* UNDER UTILIZATION	
NON-MINORITY MEN	64.78%	37.83%	171.22		OVER UTILIZATION

- 1/ Includes both men and women owned firms.
- 2/ Percent of construction and construction related contract dollars awarded to firms.
- 3/ Weighted percent of available firms.
- 4/ Ratio of % utilization to % availability times 100.
- 5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.
- 6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

11/17/92 SHRA/PUR_OS

EXHIBIT 23

SACRAMENTO REGIONAL TRANSIT DISTRICT (RT)

DISPARITY ANALYSIS
CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
FY 1984/85					
BLACK	0.00%	1.21%	0.00	* UNDER UTILIZATION	
HISPANIC	0.02%	2.41%	0.83	* UNDER UTILIZATION	
ASIAN	0.00%	3.35%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.07%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.00%	8.93%	0.00	* UNDER UTILIZATION	
NON-MINORITY MEN	99.98%	84.02%	119.00		OVER UTILIZATION
FY 1986/87					
BLACK	0.00%	1.59%	0.00	* UNDER UTILIZATION	
HISPANIC	12.09%	3.60%	335.83		OVER UTILIZATION
ASIAN	16.58%	4.36%	380.28		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.10%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	10.27%	9.02%	113.86		OVER UTILIZATION
NON-MINORITY MEN	61.05%	81.34%	75.06	* UNDER UTILIZATION	
FY 1988/89					
BLACK	0.00%	1.97%	0.00	* UNDER UTILIZATION	
HISPANIC	15.81%	4.81%	328.69		OVER UTILIZATION
ASIAN	13.84%	5.40%	256.30		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.12%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	4.65%	9.12%	50.99	* UNDER UTILIZATION	
NON-MINORITY MEN	65.70%	78.58%	83.61	UNDER UTILIZATION	
FY 1990/91					
BLACK	0.00%	2.50%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	6.45%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	6.80%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.15%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.00%	9.26%	0.00	* UNDER UTILIZATION	
NON-MINORITY MEN	100.00%	74.84%	133.62		OVER UTILIZATION
SUMMARY /6					
BLACK	0.00%	1.82%	0.00	* UNDER UTILIZATION	
HISPANIC	2.91%	4.32%	67.40	* UNDER UTILIZATION	
ASIAN	3.24%	4.98%	65.09	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.11%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.63%	9.08%	17.95	* UNDER UTILIZATION	
NON-MINORITY MEN	92.22%	79.70%	115.72		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of construction and construction related contract dollars awarded to firms.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

EXHIBIT 24

SACRAMENTO REGIONAL TRANSIT DISTRICT (RT)

DISPARITY ANALYSIS

CONSTRUCTION AND CONSTRUCTION RELATED SUBCONTRACTS

MWBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
FY 1984/85					
BLACK	1.58%	1.21%	130.58		OVER UTILIZATION
HISPANIC	6.15%	2.41%	255.19		OVER UTILIZATION
ASIAN	0.43%	3.35%	12.84	* UNDER UTILIZATION	
AMERICAN INDIAN	0.33%	0.07%	471.43		OVER UTILIZATION
NON-MINORITY WOMEN	2.11%	8.93%	23.63	* UNDER UTILIZATION	
FY 1986/87					
BLACK	0.05%	1.59%	3.14	* UNDER UTILIZATION	
HISPANIC	0.13%	3.60%	3.61	* UNDER UTILIZATION	
ASIAN	0.05%	4.36%	1.15	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.10%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.07%	9.02%	0.78	* UNDER UTILIZATION	
FY 1988/89					
BLACK	1.70%	1.97%	86.29	UNDER UTILIZATION	
HISPANIC	0.83%	4.81%	17.26	* UNDER UTILIZATION	
ASIAN	1.68%	5.40%	31.11	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.12%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.69%	9.12%	18.53	* UNDER UTILIZATION	
FY 1990/91					
BLACK	0.00%	2.50%	0.00	* UNDER UTILIZATION	
HISPANIC	0.69%	6.45%	10.70	* UNDER UTILIZATION	
ASIAN	0.45%	6.80%	6.62	* UNDER UTILIZATION	
AMERICAN INDIAN	1.75%	0.15%	1,166.67		OVER UTILIZATION
NON-MINORITY WOMEN	1.05%	9.26%	11.34	* UNDER UTILIZATION	
SUMMARY /6					
BLACK	0.95%	1.82%	52.27	* UNDER UTILIZATION	
HISPANIC	3.33%	4.32%	77.13	* UNDER UTILIZATION	
ASIAN	0.38%	4.98%	7.63	* UNDER UTILIZATION	
AMERICAN INDIAN	0.30%	0.11%	272.73		OVER UTILIZATION
NON-MINORITY WOMEN	1.31%	9.08%	14.42	* UNDER UTILIZATION	

NOTE: More subcontracting dollars were found outside the market area than inside. RT is conducting additional research in the construction subcontracting market area as a supplement to the agency study.

1/ Includes both men and women owned firms.

2/ Percent of construction and construction related subcontract dollars awarded to subcontractors.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

EXHIBIT 25

SACRAMENTO REGIONAL TRANSIT DISTRICT (RT)

DISPARITY ANALYSIS

CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTORS AND SUBCONTRACTORS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
FY 1984/85					
BLACK	1.58%	1.21%	130.58		OVER UTILIZATION
HISPANIC	6.17%	2.41%	256.02		OVER UTILIZATION
ASIAN	0.43%	3.35%	12.84	* UNDER UTILIZATION	
AMERICAN INDIAN	0.33%	0.07%	471.43		OVER UTILIZATION
NON-MINORITY WOMEN	2.11%	8.93%	23.63	* UNDER UTILIZATION	
NON-MINORITY MEN	89.38%	84.02%	106.38		OVER UTILIZATION
FY 1986/87					
BLACK	0.05%	1.59%	3.14	* UNDER UTILIZATION	
HISPANIC	12.22%	3.60%	339.44		OVER UTILIZATION
ASIAN	16.63%	4.36%	381.42		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.10%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	10.34%	9.02%	114.63		OVER UTILIZATION
NON-MINORITY MEN	60.76%	81.34%	74.70	* UNDER UTILIZATION	
FY 1988/89					
BLACK	1.70%	1.97%	86.29	UNDER UTILIZATION	
HISPANIC	16.64%	4.81%	345.95		OVER UTILIZATION
ASIAN	15.52%	5.40%	287.41		OVER UTILIZATION
AMERICAN INDIAN	0.00%	0.12%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	6.34%	9.12%	69.52	* UNDER UTILIZATION	
NON-MINORITY MEN	59.80%	78.55%	76.13	* UNDER UTILIZATION	
FY 1990/91					
BLACK	0.00%	2.50%	0.00	* UNDER UTILIZATION	
HISPANIC	0.69%	6.45%	10.70	* UNDER UTILIZATION	
ASIAN	0.45%	6.80%	6.62	* UNDER UTILIZATION	
AMERICAN INDIAN	1.75%	0.15%	1,166.67		OVER UTILIZATION
NON-MINORITY WOMEN	1.05%	9.26%	11.34	* UNDER UTILIZATION	
NON-MINORITY MEN	96.06%	74.84%	128.35		OVER UTILIZATION
SUMMARY /6:					
BLACK	0.95%	1.82%	52.27	* UNDER UTILIZATION	
HISPANIC	6.24%	4.32%	144.53		OVER UTILIZATION
ASIAN	3.62%	4.98%	72.73	* UNDER UTILIZATION	
AMERICAN INDIAN	0.30%	0.11%	272.73		OVER UTILIZATION
NON-MINORITY WOMEN	2.94%	9.08%	32.37	* UNDER UTILIZATION	
NON-MINORITY MEN	85.95%	79.70%	107.85		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of construction and construction related prime contract dollars plus subcontract dollars awarded to firms.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

EXHIBIT 26

SACRAMENTO REGIONAL TRANSIT DISTRICT (RT)

DISPARITY ANALYSIS
PROFESSIONAL SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
FY 1984/85					
BLACK	0.00%	2.60%	0.00	*	UNDER UTILIZATION
HISPANIC	0.00%	2.34%	0.00	*	UNDER UTILIZATION
ASIAN	0.00%	5.29%	0.00	*	UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.12%	0.00	*	UNDER UTILIZATION
NON-MINORITY WOMEN	11.02%	22.93%	48.06	*	UNDER UTILIZATION
NON-MINORITY MEN	88.98%	66.73%	133.34		OVER UTILIZATION
FY 1986/87					
BLACK	0.00%	2.74%	0.00	*	UNDER UTILIZATION
HISPANIC	0.01%	2.89%	0.35	*	UNDER UTILIZATION
ASIAN	0.00%	5.91%	0.00	*	UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.14%	0.00	*	UNDER UTILIZATION
NON-MINORITY WOMEN	71.67%	25.73%	278.55		OVER UTILIZATION
NON-MINORITY MEN	28.32%	62.60%	45.24	*	UNDER UTILIZATION
FY 1988/89					
BLACK	0.71%	2.87%	24.74	*	UNDER UTILIZATION
HISPANIC	0.42%	3.41%	12.32	*	UNDER UTILIZATION
ASIAN	0.00%	6.47%	0.00	*	UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.15%	0.00	*	UNDER UTILIZATION
NON-MINORITY WOMEN	36.17%	28.28%	127.90		OVER UTILIZATION
NON-MINORITY MEN	62.70%	58.82%	106.60		OVER UTILIZATION
FY 1990/91					
BLACK	0.00%	3.02%	0.00	*	UNDER UTILIZATION
HISPANIC	0.00%	4.02%	0.00	*	UNDER UTILIZATION
ASIAN	0.00%	7.09%	0.00	*	UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.17%	0.00	*	UNDER UTILIZATION
NON-MINORITY WOMEN	60.49%	31.08%	194.63		OVER UTILIZATION
NON-MINORITY MEN	39.51%	54.62%	72.34	*	UNDER UTILIZATION
SUMMARY /6					
BLACK	0.19%	2.81%	6.77	*	UNDER UTILIZATION
HISPANIC	0.11%	3.16%	3.48	*	UNDER UTILIZATION
ASIAN	0.00%	6.19%	0.00	*	UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.15%	0.00	*	UNDER UTILIZATION
NON-MINORITY WOMEN	46.34%	27.01%	171.60		OVER UTILIZATION
NON-MINORITY MEN	53.36%	60.69%	87.92		UNDER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of contract dollars awarded to firms for professional services.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

EXHIBIT 27

SACRAMENTO REGIONAL TRANSIT DISTRICT (RT)

DISPARITY ANALYSIS
PROFESSIONAL SERVICES SUBCONTRACTORS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
FY 1984/85					
BLACK	0.00%	2.60%	0.00	*	UNDER UTILIZATION
HISPANIC	0.00%	2.34%	0.00	*	UNDER UTILIZATION
ASIAN	0.00%	5.29%	0.00	*	UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.12%	0.00	*	UNDER UTILIZATION
NON-MINORITY WOMEN	0.00%	22.93%	0.00	*	UNDER UTILIZATION
FY 1986/87					
BLACK	0.00%	2.74%	0.00	*	UNDER UTILIZATION
HISPANIC	0.00%	2.89%	0.00	*	UNDER UTILIZATION
ASIAN	0.00%	5.91%	0.00	*	UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.14%	0.00	*	UNDER UTILIZATION
NON-MINORITY WOMEN	0.00%	25.73%	0.00	*	UNDER UTILIZATION
FY 1988/89					
BLACK	0.00%	2.87%	0.00	*	UNDER UTILIZATION
HISPANIC	0.00%	3.41%	0.00	*	UNDER UTILIZATION
ASIAN	0.37%	6.47%	5.72	*	UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.15%	0.00	*	UNDER UTILIZATION
NON-MINORITY WOMEN	0.85%	28.28%	3.01	*	UNDER UTILIZATION
FY 1990/91					
BLACK	0.00%	3.02%	0.00	*	UNDER UTILIZATION
HISPANIC	0.00%	4.02%	0.00	*	UNDER UTILIZATION
ASIAN	0.00%	7.09%	0.00	*	UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.17%	0.00	*	UNDER UTILIZATION
NON-MINORITY WOMEN	0.00%	31.08%	0.00	*	UNDER UTILIZATION
SUMMARY /6					
BLACK	0.00%	2.81%	0.00	*	UNDER UTILIZATION
HISPANIC	0.00%	3.16%	0.00	*	UNDER UTILIZATION
ASIAN	0.09%	6.19%	1.45	*	UNDER UTILIZATION
AMERICAN INDIAN	0.00%	0.15%	0.00	*	UNDER UTILIZATION
NON-MINORITY WOMEN	0.22%	27.01%	0.81	*	UNDER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of subcontract dollars awarded to subcontractors for professional services.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

EXHIBIT 28

SACRAMENTO REGIONAL TRANSIT DISTRICT (RT)

DISPARITY ANALYSIS
PROFESSIONAL SERVICES PRIME CONTRACTORS AND SUBCONTRACTORS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
FY 1984/85					
BLACK	0.00%	2.60%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	2.34%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	5.29%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.12%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	11.02%	22.93%	48.06	* UNDER UTILIZATION	
NON-MINORITY MEN	88.98%	66.73%	133.34		OVER UTILIZATION
FY 1986/87					
BLACK	0.00%	2.74%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	2.89%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	5.91%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.14%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	71.67%	25.73%	278.55		OVER UTILIZATION
NON-MINORITY MEN	28.33%	62.60%	45.26	* UNDER UTILIZATION	
FY 1988/89					
BLACK	0.71%	2.87%	24.74	* UNDER UTILIZATION	
HISPANIC	0.42%	3.41%	12.32	* UNDER UTILIZATION	
ASIAN	0.37%	6.47%	5.72	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.15%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	37.02%	28.28%	130.91		OVER UTILIZATION
NON-MINORITY MEN	61.48%	58.82%	104.52		OVER UTILIZATION
FY 1990/91					
BLACK	0.00%	3.02%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	4.02%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	7.09%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.17%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	60.49%	31.08%	194.63		OVER UTILIZATION
NON-MINORITY MEN	39.51%	54.62%	72.34	* UNDER UTILIZATION	
SUMMARY /6					
BLACK	0.19%	2.81%	6.77	* UNDER UTILIZATION	
HISPANIC	0.11%	3.16%	3.48	* UNDER UTILIZATION	
ASIAN	0.09%	6.19%	1.45	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.15%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	46.56%	27.01%	172.41		OVER UTILIZATION
NON-MINORITY MEN	53.05%	60.69%	87.41	UNDER UTILIZATION	

1/ Includes both men and women owned firms.

2/ Percent of contract dollars awarded to prime contractors and subcontractors for professional services.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

EXHIBIT 29

SACRAMENTO REGIONAL TRANSIT DISTRICT (RT)

DISPARITY ANALYSIS
OTHER SERVICES PRIME CONTRACTS

M/WBE CLASSIFICATION /1	% OF CONTRACT DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
FY 1984/85					
BLACK	24.39%	4.65%	524.52		OVER UTILIZATION
HISPANIC	2.54%	5.64%	45.04	* UNDER UTILIZATION	
ASIAN	1.03%	9.59%	10.74	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.22%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	47.75%	30.35%	157.33		OVER UTILIZATION
NON-MINORITY MEN	24.30%	49.55%	49.04	* UNDER UTILIZATION	
FY 1986/87					
BLACK	5.56%	5.02%	110.76		OVER UTILIZATION
HISPANIC	2.76%	6.89%	40.06	* UNDER UTILIZATION	
ASIAN	6.90%	10.14%	68.05	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.23%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	23.51%	34.03%	69.09	* UNDER UTILIZATION	
NON-MINORITY MEN	61.27%	43.68%	140.27		OVER UTILIZATION
FY 1988/89					
BLACK	0.00%	5.35%	0.00	* UNDER UTILIZATION	
HISPANIC	0.00%	8.07%	0.00	* UNDER UTILIZATION	
ASIAN	0.00%	10.63%	0.00	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.24%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	23.76%	37.38%	63.56	* UNDER UTILIZATION	
NON-MINORITY MEN	76.24%	38.33%	198.90		OVER UTILIZATION
FY 1990/91					
BLACK	0.00%	5.71%	0.00	* UNDER UTILIZATION	
HISPANIC	0.87%	9.44%	9.22	* UNDER UTILIZATION	
ASIAN	3.26%	11.15%	29.24	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.25%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	5.48%	41.10%	13.33	* UNDER UTILIZATION	
NON-MINORITY MEN	90.39%	32.35%	279.41		OVER UTILIZATION
SUMMARY /6					
BLACK	4.37%	5.18%	84.32	UNDER UTILIZATION	
HISPANIC	1.83%	7.51%	24.37	* UNDER UTILIZATION	
ASIAN	4.55%	10.38%	43.84	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.24%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	20.05%	35.72%	56.14	* UNDER UTILIZATION	
NON-MINORITY MEN	69.21%	40.98%	168.90		OVER UTILIZATION

NOTE: After study completion but before report publication, questions arose about the reclassification of some contracts. Changing some contracts from construction to other services changes the summary disparity index and level of utilization. Blacks' disparity index would be 42.15 and Hispanics' would be 268.40.

- 1/ Includes both men and women owned firms.
- 2/ Percent of contract dollars awarded to firms for other services.
- 3/ Weighted percent of available firms.
- 4/ Ratio of % utilization to % availability times 100.
- 5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.
- 6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

12/03/92 RTDISP08

SACRAMENTO REGIONAL TRANSIT DISTRICT (RT)

DISPARITY ANALYSIS
PURCHASING EXPENDITURES - MATERIALS AND SUPPLIES

M/WBE CLASSIFICATION 1/	% OF PURCHASING DOLLARS 2/	% OF AVAILABLE FIRMS 3/	DISPARITY INDEX 4/	LEVEL OF UTILIZATION 5/	
FY 1986/87					
BLACK	1.06%	3.16%	33.54	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	1.24%	6.61%	18.76	* UNDER UTILIZATION	
ASIAN	0.46%	9.49%	4.85	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.24%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.10%	23.59%	4.66	* UNDER UTILIZATION	
NON-MINORITY MEN	96.15%	56.92%	168.92		
FY 1987/88					
BLACK	0.15%	3.06%	4.90	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	7.06%	7.05%	100.14		
ASIAN	0.11%	10.21%	1.08	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.25%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	0.96%	24.16%	3.97	* UNDER UTILIZATION	
NON-MINORITY MEN	91.72%	55.27%	165.95		
FY 1988/89					
BLACK	0.07%	2.96%	2.36	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	8.72%	7.52%	115.96		
ASIAN	0.07%	11.00%	0.64	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.27%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.97%	24.74%	7.96	* UNDER UTILIZATION	
NON-MINORITY MEN	89.17%	53.50%	166.67		
FY 1989/90					
BLACK	0.11%	2.87%	3.83	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	15.81%	8.03%	196.89		
ASIAN	1.06%	11.86%	8.94	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.29%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	3.88%	25.34%	15.31	* UNDER UTILIZATION	
NON-MINORITY MEN	79.15%	51.62%	153.33		
FY 1990/91					
BLACK	0.12%	2.78%	4.32	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	11.74%	8.57%	136.99		
ASIAN	0.44%	12.80%	3.44	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.31%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	3.05%	25.94%	11.76	* UNDER UTILIZATION	
NON-MINORITY MEN	84.65%	49.60%	170.67		
SUMMARY 6/					
BLACK	0.39%	2.97%	13.15	* UNDER UTILIZATION	OVER UTILIZATION
HISPANIC	7.60%	7.56%	100.58		
ASIAN	0.39%	11.07%	3.52	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.27%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	1.94%	24.75%	7.84	* UNDER UTILIZATION	
NON-MINORITY MEN	89.68%	53.38%	168.00		

1/ Includes both men and women owned firms.

2/ Percent of purchasing dollars awarded to vendors for materials and supplies.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

SACRAMENTO REGIONAL TRANSIT DISTRICT (RT)

DISPARITY ANALYSIS
PURCHASING EXPENDITURES - OTHER SERVICES

M/WBE CLASSIFICATION /1	% OF PURCHASING DOLLARS /2	% OF AVAILABLE FIRMS /3	DISPARITY INDEX /4	LEVEL OF UTILIZATION /5	
FY 1986/87					
BLACK	0.56%	5.44%	10.29	* UNDER UTILIZATION	
HISPANIC	0.00%	11.42%	0.00	* UNDER UTILIZATION	
ASIAN	0.16%	11.55%	1.39	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.26%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	18.17%	28.15%	64.55	* UNDER UTILIZATION	
NON-MINORITY MEN	81.10%	43.29%	187.34		OVER UTILIZATION
FY 1987/88					
BLACK	0.72%	5.53%	13.02	* UNDER UTILIZATION	
HISPANIC	0.87%	12.52%	6.95	* UNDER UTILIZATION	
ASIAN	1.40%	12.04%	11.63	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.27%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	8.50%	29.70%	28.62	* UNDER UTILIZATION	
NON-MINORITY MEN	88.51%	39.94%	221.61		OVER UTILIZATION
FY 1988/89					
BLACK	5.99%	5.64%	106.21		OVER UTILIZATION
HISPANIC	1.54%	13.72%	11.22	* UNDER UTILIZATION	
ASIAN	1.66%	12.56%	13.22	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.28%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	28.55%	31.34%	91.10	UNDER UTILIZATION	
NON-MINORITY MEN	62.26%	36.46%	170.76		OVER UTILIZATION
FY 1989/90					
BLACK	0.04%	5.75%	0.70	* UNDER UTILIZATION	
HISPANIC	0.56%	15.03%	3.73	* UNDER UTILIZATION	
ASIAN	4.04%	13.10%	30.84	* UNDER UTILIZATION	
AMERICAN INDIAN	0.40%	0.30%	133.33		OVER UTILIZATION
NON-MINORITY WOMEN	28.55%	33.08%	86.31	UNDER UTILIZATION	
NON-MINORITY MEN	66.42%	32.75%	202.81		OVER UTILIZATION
FY 1990/91					
BLACK	0.00%	5.86%	0.00	* UNDER UTILIZATION	
HISPANIC	0.04%	16.47%	0.24	* UNDER UTILIZATION	
ASIAN	1.83%	13.66%	13.40	* UNDER UTILIZATION	
AMERICAN INDIAN	0.00%	0.31%	0.00	* UNDER UTILIZATION	
NON-MINORITY WOMEN	41.17%	34.92%	117.90		OVER UTILIZATION
NON-MINORITY MEN	56.95%	28.78%	197.88		OVER UTILIZATION
SUMMARY /6					
BLACK	1.53%	5.64%	27.11	* UNDER UTILIZATION	
HISPANIC	0.55%	13.83%	3.98	* UNDER UTILIZATION	
ASIAN	1.50%	12.58%	11.92	* UNDER UTILIZATION	
AMERICAN INDIAN	0.05%	0.28%	17.61	* UNDER UTILIZATION	
NON-MINORITY WOMEN	24.24%	31.44%	77.10	* UNDER UTILIZATION	
NON-MINORITY MEN	72.14%	36.24%	199.04		OVER UTILIZATION

1/ Includes both men and women owned firms.

2/ Percent of purchasing dollars awarded to vendors for other services.

3/ Weighted percent of available firms.

4/ Ratio of % utilization to % availability times 100.

5/ A disparity index below 80.00 shows substantial level of disparity. An '*' in front of 'under utilization' indicates a substantial level of disparity.

6/ For the % of contract dollars shown in the summary, the percent is the actual percent of utilization for the period of the study. For the % of available firms shown in the summary, the percent is the average of the percent of available firms.

ANECDOTAL FINDINGS

Several methods of gathering anecdotal data were used in the disparity study to determine the linkage between the under utilization of M/WBEs and discrimination in the marketplace. The data collection techniques included personal interviews, focus groups, and public forums.

Our findings from the anecdotal information are as follows:

- according to our interviews, four M/WBE owners who conducted business with the City perceived problems they had with the City were based on race or gender discrimination (approximately 10%);
- according to our interviews, eleven M/WBE owners who conducted business with the County believed problems they had with the County were based on race or gender discrimination (approximately 25%);
- according to our interviews, six M/WBE owners who conducted business with SHRA stated that problems they encountered with SHRA were based on race or gender discrimination (approximately 33%);
- according to our interviews, three M/WBE owners who conducted business with RT stated that problems they encountered with RT were based on race or gender discrimination (approximately 16%);
- M/WBEs reported they had limited access to information and staff in the agencies;
- M/WBEs found cultural insensitivity by selected staff within the four agencies;
- M/WBEs complained about the lack of any formal monitoring requirement by contracting officers and departments within the agencies;
- M/WBEs discovered slow payment by agencies and double standards. Participation was limited due to the requirements of products or contract specifications. These factors reduced the ability of M/WBEs to be rewarded such a product or contract.
- M/WBEs found a lack of awareness of and insensitivity to the different treatment afforded to minority and women businesses in comparison to non-minority businesses. MBEs perceived this insensitivity was widespread in each of the four agencies;

Study of Utilization of M/WBEs

- M/WBEs perceived a preference on the part of the agencies to conduct business with established larger firms, which they perceived as white-owned firms;
- M/WBEs found that deceptive practices and favoritism by non-minority businesses limit M/WBE participation;
- M/WBEs found discriminatory practices and attitudes on the part of non-minority firms are prevalent in the marketplace;
- M/WBEs found barriers such as inability to acquire adequate bonding, insurance, and financing limit M/WBE participation;
- M/WBEs found actions of trade unions limit entry into trades.

ALTERNATIVE PROGRAMS

Crosby and subsequent cases require that race and gender-neutral programs be considered before, or in conjunction with, race and gender-based programs. The four agencies currently have some race and gender-neutral programs in place, such as:

- bidders conferences
- workshops on doing business with the agency
- other training sessions
- vendor list maintenance
- M/W/DBE directory publishing and maintenance
- membership in organizations devoted to M/WBE outreach
- distribution of project bid packages to M/WBE plan rooms
- operation of bid announcement telephone lines
- advance notice for upcoming bid opportunities
- advertisements of bid opportunities in general circulation and minority focus newspapers

Study of Utilization of M/WBEs

- outreach to M/WBE trade organizations
- participation in trade fairs, conferences, and workshops oriented to M/WBE groups

Although each of the four agencies has implemented race-neutral programs for several years, disparity has been found in each one for some race or gender group in each business category.

Other alternative programs which some agencies could operate fall into two main categories, financial assistance/loan programs and training and technical assistance. The types of financial assistance/loan programs would include:

- capital financing for business start-up or expansion
- working capital loans
- bonding guarantees or waivers

Financial assistance/loan programs can be costly, leading many governments to decline to operate these types of programs, given the fiscal demands on local governments. Other programs in the financial area provide advice and assistance on the technical aspects of obtaining financing from other sources, but do not actually provide the financing itself.

Training and technical assistance programs frequently provide training, technical assistance, and consultation in:

- business plan development
- general business counseling
- marketing/new venture analysis
- other critical areas such as putting together bid documents

Again other programs operated in the area by other groups currently provide the above assistance and are available to M/WBEs. We have found in other studies that compiling

and providing information on available technical assistance provide a significant method of using race and gender-neutral means to improve M/WBE performance. Specific technical assistance by the entity on its own policies and procedures is frequently very valuable to M/WBEs desiring to increase their participation in contracting and purchasing.

RECOMMENDATIONS

To implement the model M/WBE program, the agencies should take some specific steps to reflect the findings of this study. The recommendations for the four agencies include:

- **Race-Neutral Methods**

1. The agencies should continue the race-neutral methods already in place with increased emphasis on effective monitoring and enforcement.
2. The agencies should place more emphasis on breaking large projects into small projects which M/WBEs can bid as primes.
3. The agencies should waive or reduce bonding and insurance requirements on small projects to enable more M/WBEs to bid.
4. As part of the M/WBE certification process, the agencies should provide a detailed listing of existing programs available to assist M/WBEs in the Sacramento area. The agencies should combine forces to develop the listing, rather than duplicating their efforts.
5. The agencies should establish a joint certification process where only one agency is charged with all M/WBE certifications. (Such a joint certification agency is used by several local government groups around the country.) Each agency would need to have similar certification requirements to assure M/WBEs would be certified for all local programs. The certification process should, to the extent possible, parallel the federal requirements for DBEs. For those locally certified M/WBEs who also wish to be certified for federal programs, the same database should be used so that only the additional federally required information is requested, rather than starting over from scratch.

6. The agencies should establish reciprocal M/WBE certification agreements with other governmental agencies in the Sacramento area. An ultimate goal should be for M/WBEs to be able to go to one location and become certified for every program in the area.

■ **Qualified M/WBEs**

1. Only M/WBEs which have sought to participate in the jurisdiction should be eligible for the M/WBE programs. M/WBE firms from outside the area must be able to demonstrate that they have attempted to participate in the jurisdiction and are not newcomers. Attempts at participation in the jurisdiction should include such activities as:
 - registering as a vendor;
 - making a sales call on an agency or prime contractor;
 - obtaining a local business license;
 - submitting a bid to an agency or prime contractor.

An out of area or newly established firm should be active in Sacramento for at least one year before it stops being a newcomer, and gains eligibility to participate in the M/WBE program.

■ **M/WBE Classifications**

1. Only M/WBEs from classifications which have experienced a substantial level of disparity in a business category by an agency should be eligible to participate in that agency's M/WBE program. No goals should be set for non-affected classifications.
2. The definition for American Indians for the local programs should only include American Indians. Since no evidence of discrimination against businesses owned by Aleuts or Alaskan Natives was found, those groups should be removed from the definition.
3. To avoid double-counting, minority women-owned firms should be classified with their minority designation for local programs. Goals should also be established based on the availability of the combined minority male and female firms for each minority classification and for each business category. It is permissible to track M/WBE utilization for reports and record keeping at a more detailed level, such as tracking Black female professional services firms' utilization.

4. The WBE classification should be for non-minority women-owned firms, only. Goals should be established based on the availability of non-minority women-owned firms for each business category.
5. For federal programs, the minority and women classifications as mandated in 49 CFR section 23.5 should be followed.
6. A business size standard or some measure of economic disadvantage should be implemented to direct the benefits of the M/WBE program to those most affected by discrimination. The business size standards used in federal programs would be the easiest to administer and lead to consistency in programs. Use of a size standard will have little effect on the estimates of availability of M/WBE vendors since our data show that almost all M/WBE firms in the Sacramento area are small businesses.
7. A graduation plan for M/WBEs should be implemented. M/WBE firms should not stay in the program forever. A policy should be established that when an M/WBE firm exceeds the business size standard for a small business, it should graduate from the program.
8. The nomenclature for M/WBE classifications should be flexible. The political desires of groups in the area should be considered when settling on the appropriate name for a minority classification.

■ **Goal Setting**

1. Overall annual goals for each M/WBE classification should be established based on the projected availability of M/WBE firms eligible to participate in the programs for that year. Each agency's Goals Committee should set annual overall utilization goals which should eventually generally align with availability. The projected availability of M/WBEs for each agency for FY 1991/92 is presented in the sections which follow. The overall M/WBE utilization goals provide a benchmark for measuring agency achievements.
2. Each year, the overall annual goals for each M/WBE classification should be updated to reflect the projected M/WBE growth rate, utilization patterns, and contracting opportunities. M/WBE availability data should be updated regularly (at a minimum, every five years), especially if major changes in the marketplace occur.

3. To provide flexibility, goals on individual projects should be determined based on the availability of M/WBEs for the specific type of work being contemplated, including the subcontractable portions. Upcoming projects should be reviewed on a quarterly basis by a goal setting committee which should include M/WBE program staff and department staff. After close analysis, on some projects, no M/WBEs may be available in a very specialized field, which would result in no goal being set. For other projects, numerous M/WBEs may be available, leading to an individual project goal higher than the agency's overall annual goal for that category.
- **Flexible Goals - Race and Gender-Conscious Goals Programs**
 1. Goals should be set on a project by project basis by a Goals Committee. The chair of the Goals Committee should be the M/WBE program director, with staff from the contract issuing departments included when their projects are discussed.
 2. Goals should be broken out by minority and gender classifications eligible for participation in each business category based on availability.
 3. Implementation of goals should be particularly directed at economically disadvantaged M/WBEs.
 4. M/WBE primes should also be subject to M/WBE provisions for subcontractors, unless the M/WBE prime is performing over 50% of the work with its own forces.
 5. Local set-asides should not be implemented at this time. Set-asides are quotas which require the agency to allocate a certain portion or the entire project for M/WBE participation exclusively. The courts do not view local set-asides as flexible, and would be more likely to strike down a local set-aside program than a goals program. Local set-asides should be used only after other more flexible methods fail.
 6. A closely evaluated process should be implemented to assure that non-minority primes make good faith efforts to obtain M/WBEs as subcontractors. A good faith effort committee should review all attempts to prove a good faith effort and report quarterly on its findings. The specific actions required to establish a good faith effort should be spelled out, including:
 - advertising in the Sacramento Bee (using euphemisms, such as general circulation newspapers may allow primes to circumvent the intent);

- advertising in newspapers directed at M/WBEs;
 - attending the pre-bid conference;
 - attending quarterly M/WBE forums;
 - inviting M/WBE subcontractors to review the prime's bid specifications without charge;
 - accepting sealed bids from subcontractors, without bid shopping;
 - calling potential M/WBE subs to solicit bids in their areas of expertise;
 - assuring that first tier subs actively solicit M/WBEs as second tier subs;
 - assuring that subs have adequate time to prepare bids;
 - mailing registered letters to M/WBEs who conduct appropriate lines of business to solicit bids.
7. The agencies should have a policy of waiving the M/WBE subcontracting goals for those firms who affirm that they will conduct all work using their own forces. Although construction firms frequently use subcontractors, professional services and other services firms use subcontractors only occasionally.
 8. The success of prime contractors in utilization of M/WBE subcontractors consistent with program goals should be a factor in awarding contracts.
 9. The M/WBE programs should have a sunset provision to evaluate the need for continuing them.
 10. The goals committee should have the authority when no M/WBEs are available to bid on a project to waive a goal prior to advertisement.
 11. Bid documents for prime contracts should include signed statements from the M/WBE subs that they intend to work on the project. During the project, the M/WBE director should be involved in approving any substitutions of M/WBE subs named in the bid. Sanctions should be imposed on any prime who fails to use M/WBEs as provided in the bid documents.
- **Flexible Goals - Race and Gender-Conscious Bid-Preference Programs**
 1. The agencies should change existing bid evaluation policies in order to give bid preference points (e.g., 5%) to minority and women-owned firms qualified to participate. The 9th

Circuit found that King County's bid preference process was narrowly tailored.

2. The agencies should develop a policy to provide bid preference points to majority firms who are engaged in a joint venture with minority and women firms.
3. The agencies should develop a policy to provide bid preference points to majority firms who actively use minority and women-owned firms on non-public work and those who mentor or provide other types of assistance to minority and women firms.
4. Bid documents for prime contracts should include signed statements from the M/WBE subs that they intend to work on the project. During the project, the M/WBE director should be involved in approving any substitutions of M/WBE subs named in the bid. Sanctions should be imposed on any prime who fails to use M/WBEs as provided in the bid documents.

M/WBE Program Recommendations for the City of Sacramento

Based on our findings for the City in Chapter 5.0, the City should implement a race and gender-based goals program for M/WBE classifications in the indicated business categories as shown in exhibits 32 through 37. Although some race or gender groups may not be eligible (due to the historical lack of disparity) to participate in preferential programs for some business categories, the City should ensure that these groups are encouraged to participate in general purchasing and contracting. The utilization of any excluded M/WBE classifications should be monitored to assure that the City does not inadvertently under utilize these groups.

The City should establish overall goals for each eligible M/WBE classification for each business category after taking into account the following four factors:

- The estimated availability of each M/WBE classification in the relevant market area (see exhibits 32 through 37);
- The expected growth in number and capacity of each M/WBE classification each year;

Study of Utilization of M/WBEs

- The type and number of contracting opportunities projected for the next year;
- The utilization of each M/WBE classification achieved for the current year.

The City should attempt to increase overall goals and utilization of M/WBEs each year until utilization is generally in line with availability. Once the utilization goal for that year is reached, goals for subsequent years should be increased until utilization for each M/WBE classification is generally in line with market area availability. The following factors may limit the ability of the City generally to align utilization with availability immediately:

- M/WBEs may need time and experience to learn the proper methods for preparing and winning bids;
- the City might lack upcoming projects in specific trade areas which have numerous M/WBEs available for bidding;
- M/WBEs may need time to build financial capacity to complete larger projects;
- M/WBEs must be sought out and encouraged to bid on City contracts and purchases.

The overall goals for each M/WBE classification in each business category should provide the basis for the establishment of individual project goals for locally funded projects by the City's Goals Committee. On federally-funded projects, the M/WBE qualifications and required goals set by the federal agency should be followed.

To assist the City in establishing its M/WBE goals, Exhibit 32 through 37 provide:

- the utilization of each M/WBE classification in the most recent year analyzed;
- the utilization of each M/WBE classification over the entire study period;

Study of Utilization of M/WBEs

- whether the M/WBE classification was substantially under utilized over the entire study period and therefore eligible for the M/WBE program;
- estimated availability for 1992.

Availability was projected for FY 1991/92 based on 1982 and 1987 actual data (the most recent two years of available data) from the Census Bureau for both M/WBE and non-minority firms. Because future projections tend to progressively lose their reliability as the number of years are extended beyond the most recent actual data year and our 1992 availability estimates are already five years beyond 1987, our last actual data points, we highly recommend that the City update its M/WBE availability data (exhibits 32 through 37) as soon as the U.S. Census releases the results of its 1992 surveys of minority and women-owned businesses.

EXHIBIT 32

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS FOR CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTS

CITY OF SACRAMENTO

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.00%	0.00%	Yes	2.8%
Hispanic	2.38%	1.20%	Yes	9.8%
Asian	0.11%	0.20%	Yes	4.5%
American Indian	0.00%	0.00%	Yes	0.1%
Non-minority Women	3.25%	1.99%	Yes	9.7%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 33

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR CONSTRUCTION AND CONSTRUCTION RELATED SUBCONTRACTS

CITY OF SACRAMENTO

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.02%	0.02%	Yes	2.8%
Hispanic	3.26%	2.22%	Yes	9.8%
Asian	0.26%	0.09%	Yes	4.5%
American Indian	0.02%	0.07%	No	0.1%
Non-minority Women	0.54%	0.24%	Yes	9.7%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 34

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR PROFESSIONAL SERVICES PRIME CONTRACTS

CITY OF SACRAMENTO

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.00%	0.68%	Yes	3.3%
Hispanic	4.17%	1.73%	Yes	6.2%
Asian	0.00%	0.13%	Yes	9.7%
American Indian	0.00%	0.00%	Yes	0.2%
Non-minority Women	3.28%	2.71%	Yes	32.3%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 35

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR OTHER SERVICES CONTRACTS

CITY OF SACRAMENTO

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.13%	0.37%	Yes	5.7%
Hispanic	0.01%	3.15%	Yes	12.4%
Asian	7.43%	9.84%	No	12.5%
American Indian	0.00%	0.00%	Yes	0.3%
Non-minority Women	25.85%	15.37%	Yes	41.3%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 36

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR MATERIALS AND SUPPLIES PURCHASES

CITY OF SACRAMENTO

M/WBE Classification	1991/92 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	1.20%	0.72%	Yes	2.1%
Hispanic	3.99%	2.84%	Yes	8.8%
Asian	5.78%	2.44%	Yes	12.9%
American Indian	0.00%	0.01%	Yes	0.3%
Non-minority Women	6.46%	4.52%	Yes	25.3%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 37

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR OTHER SERVICES PURCHASES

CITY OF SACRAMENTO

M/WBE Classification	1991/92 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.43%	2.04%	Yes	5.8%
Hispanic	2.60%	1.66%	Yes	14.9%
Asian	2.03%	2.25%	Yes	13.2%
American Indian	0.00%	0.00%	Yes	0.3%
Non-minority Women	7.78%	2.89%	Yes	37.6%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

M/WBE Program Recommendations for the County of Sacramento

Based on our findings for the County in Chapter 6.0, the County should implement a race and gender-based goals program for M/WBE classifications in the indicated business categories as shown in exhibits 38 through 43. Although some race or gender groups may not be eligible (due to the historical lack of disparity) to participate in preferential programs for some business categories, the County should ensure that these groups are encouraged to participate in general purchasing and contracting. The utilization of any excluded M/WBE classifications should be monitored to assure that the County does not inadvertently under utilize these groups.

The County should establish overall goals for each eligible M/WBE classification for each business category after taking into account the following four factors:

- The estimated availability of each M/WBE classification in the relevant market area (see exhibits 38 through 43);

Study of Utilization of M/WBEs

- The expected growth in number and capacity of each M/WBE classification each year;
- The type and number of contracting opportunities projected for the next year;
- The utilization of each M/WBE classification achieved for the current year.

The County should attempt to increase overall goals and utilization of M/WBEs each year until utilization is generally in line with availability. Once the utilization goal for that year is reached, goals for subsequent years should be increased until utilization for each M/WBE classification is generally in line with market area availability. The following factors may limit the ability of the County generally to align utilization with availability immediately:

- M/WBEs may need time and experience to learn the proper methods for preparing and winning bids;
- the County might lack upcoming projects in specific trade areas which have numerous M/WBEs available for bidding;
- M/WBEs may need time to build financial capacity to complete larger projects;
- M/WBEs must be sought out and encouraged to bid on County contracts and purchases.

The overall goals for each M/WBE classification in each business category should provide the basis for the establishment of individual project goals for locally funded projects by the County's Goals Committee. On federally-funded projects, the M/WBE qualifications and required goals set by the federal agency should be followed.

To assist the County in establishing its M/WBE goals, Exhibit 38 through 43 provide:

- the utilization of each M/WBE classification in the most recent year analyzed;

Study of Utilization of M/WBEs

- the utilization of each M/WBE classification over the entire study period;
- whether the M/WBE classification was substantially under utilized over the entire study period and therefore eligible for the M/WBE program;
- estimated availability for 1992.

Availability was projected for FY 1991/92 based on 1982 and 1987 actual data (the most recent two years of available data) from the Census Bureau for both M/WBE and non-minority firms. Because future projections tend to progressively lose their reliability as the number of years are extended beyond the most recent actual data year and our 1992 availability estimates are already five years beyond 1987, our last actual data points, we highly recommend that the County update its M/WBE availability data (exhibits 38 through 43) as soon as the U.S. Census releases the results of its 1992 surveys of minority and women-owned businesses.

EXHIBIT 38

**UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTS**

COUNTY OF SACRAMENTO

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.05%	0.22%	Yes	2.9%
Hispanic	0.33%	0.80%	Yes	12.3%
Asian	0.74%	1.72%	Yes	5.4%
American Indian	0.49%	0.20%	No	0.1%
Non-minority Women	0.04%	0.66%	Yes	9.7%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 39

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR CONSTRUCTION AND CONSTRUCTION RELATED SUBCONTRACTS

COUNTY OF SACRAMENTO

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.02%	0.05%	Yes	2.9%
Hispanic	0.67%	0.99%	Yes	12.3%
Asian	0.03%	0.04%	Yes	5.4%
American Indian	0.12%	0.06%	Yes	0.1%
Non-minority Women	0.52%	0.80%	Yes	9.7%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 40

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR PROFESSIONAL SERVICES CONTRACTS

COUNTY OF SACRAMENTO

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.29%	0.08%	Yes	3.1%
Hispanic	2.16%	1.00%	Yes	5.4%
Asian	0.12%	1.99%	Yes	8.9%
American Indian	0.00%	0.51%	No	0.2%
Non-minority Women	20.54%	9.95%	Yes	32.3%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 41

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR OTHER SERVICES CONTRACTS

COUNTY OF SACRAMENTO

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.00%	0.00%	Yes	5.8%
Hispanic	0.00%	4.87%	Yes	17.6%
Asian	0.00%	0.04%	Yes	13.5%
American Indian	0.00%	0.00%	Yes	0.3%
Non-minority Women	27.67%	9.41%	Yes	37.4%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 42

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR MATERIALS AND SUPPLIES PURCHASES

COUNTY OF SACRAMENTO

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.00%	0.05%	Yes	2.3%
Hispanic	2.00%	1.93%	Yes	7.9%
Asian	1.02%	0.83%	Yes	12.5%
American Indian	0.00%	0.00%	Yes	0.3%
Non-minority Women	1.97%	2.81%	Yes	25.7%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 43

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR OTHER SERVICES PURCHASES

COUNTY OF SACRAMENTO

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	1.95%	1.74%	Yes	7.1%
Hispanic	0.36%	4.31%	Yes	14.9%
Asian	2.71%	2.13%	Yes	12.8%
American Indian	0.00%	0.00%	Yes	0.3%
Non-minority Women	0.79%	0.64%	Yes	35.8%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

M/WBE Program Recommendations for SHRA

Based on our findings for SHRA in Chapter 7.0, SHRA should implement a race and gender-based goals program for M/WBE classifications in the indicated business categories as shown in exhibits 44 through 49. Although some race or gender groups may not be eligible (due to the historical lack of disparity) to participate in preferential programs for some business categories, SHRA should ensure that these groups are encouraged to participate in general purchasing and contracting. The utilization of any excluded M/WBE classifications should be monitored to assure that SHRA does not inadvertently under utilize these groups.

SHRA should establish overall goals for each eligible M/WBE classification for each business category after taking into account the following four factors:

Study of Utilization of M/WBEs

- The estimated availability of each M/WBE classification in the relevant market area (see exhibits 44 through 49);
- The expected growth in number and capacity of each M/WBE classification each year;
- The type and number of contracting opportunities projected for the next year;
- The utilization of each M/WBE classification achieved for the current year.

SHRA should attempt to increase overall goals and utilization of M/WBEs each year until utilization is generally in line with availability. Once the utilization goal for that year is reached, goals for subsequent years should be increased until utilization for each M/WBE classification is generally in line with market area availability. The following factors may limit the ability of SHRA generally to align utilization with availability immediately:

- M/WBEs may need time and experience to learn the proper methods for preparing and winning bids;
- SHRA might lack upcoming projects in specific trade areas which have numerous M/WBEs available for bidding;
- M/WBEs may need time to build financial capacity to complete larger projects;
- M/WBEs must be sought out and encouraged to bid on SHRA contracts and purchases.

The overall goals for each M/WBE classification in each business category should provide the basis for the establishment of individual project goals for locally funded projects by SHRA's Goals Committee. On federally-funded projects, the M/WBE qualifications and required goals set by the federal agency should be followed.

To assist SHRA in establishing its M/WBE goals, Exhibit 44 through 49 provide:

- the utilization of each M/WBE classification in the most recent year analyzed;

Study of Utilization of M/WBEs

- the utilization of each M/WBE classification over the entire study period;
- whether the M/WBE classification was substantially under utilized over the entire study period and therefore eligible for the M/WBE program;
- estimated availability for 1992.

Availability was projected for CY 1992 based on 1982 and 1987 actual data (the most recent two years of available data) from the Census Bureau for both M/WBE and non-minority firms. Because future projections tend to progressively lose their reliability as the number of years are extended beyond the most recent actual data year and our 1992 availability estimates are already five years beyond 1987, our last actual data points, we highly recommend that SHRA update its M/WBE availability data (exhibits 44 through 49) as soon as the U.S. Census releases the results of its 1992 surveys of minority and women-owned businesses.

EXHIBIT 44

**UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTS**

SHRA

M/WBE Classification	1990 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.00%	0.43%	Yes	2.7%
Hispanic	0.20%	0.63%	Yes	6.8%
Asian	3.59%	1.57%	Yes	4.5%
American Indian	0.00%	0.00%	Yes	0.1%
Non-minority Women	1.94%	0.94%	Yes	9.6%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 45

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR CONSTRUCTION AND CONSTRUCTION RELATED SUBCONTRACTS

SHRA

M/WBE Classification	1990 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.00%	0.02%	Yes	2.7%
Hispanic	0.77%	0.26%	Yes	6.8%
Asian	0.03%	0.00%	Yes	4.5%
American Indian	0.00%	0.05%	No	0.1%
Non-minority Women	1.27%	0.53%	Yes	9.6%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 46

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR PROFESSIONAL SERVICES CONTRACTS

SHRA

M/WBE Classification	1990 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	3.01%	0.66%	Yes	2.7%
Hispanic	0.66%	0.14%	Yes	3.9%
Asian	0.00%	0.00%	Yes	7.1%
American Indian	0.00%	0.00%	Yes	0.2%
Non-minority Women	16.46%	9.51%	Yes	32.5%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 47

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR OTHER SERVICES CONTRACTS

SHRA

M/WBE Classification	1990 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	4.20%	6.36%	No	5.8%
Hispanic	3.06%	11.36%	No	10.3%
Asian	0.00%	7.69%	Yes	11.8%
American Indian	0.00%	0.00%	Yes	0.3%
Non-minority Women	32.03%	16.66%	Yes	43.4%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 48

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR MATERIALS AND SUPPLIES PURCHASES

SHRA

M/WBE Classification	1991 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.58%	1.59%	Yes	3.3%
Hispanic	0.74%	0.86%	Yes	14.6%
Asian	2.03%	7.24%	Yes	21.8%
American Indian	0.00%	0.00%	Yes	0.5%
Non-minority Women	2.53%	5.95%	Yes	33.5%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 49

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR OTHER SERVICES PURCHASES

SHRA

M/WBE Classification	1991 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	4.97%	3.41%	Yes	5.6%
Hispanic	17.30%	13.35%	No	10.3%
Asian	14.82%	13.25%	No	11.5%
American Indian	0.00%	0.00%	Yes	0.3%
Non-minority Women	3.57%	5.22%	Yes	43.9%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

M/WBE Program Recommendations for RT

Based on our findings RT in Chapter 8.0, the RT should implement a race and gender-based goals program for M/WBE classifications in the indicated business categories as shown in exhibits 50 through 55. Although some race or gender groups may not be eligible (due to the historical lack of disparity) to participate in preferential programs for some business categories, RT should ensure that these groups are encouraged to participate in general purchasing and contracting. The utilization of any excluded M/WBE classifications should be monitored to assure that RT does not inadvertently under utilize these groups.

RT should establish overall goals for each eligible M/WBE classification for each business category after taking into account the following four factors:

Study of Utilization of M/WBEs

- The estimated availability of each M/WBE classification in the relevant market area (see exhibits 50 through 55);
- The expected growth in number and capacity of each M/WBE classification each year;
- The type and number of contracting opportunities projected for the next year;
- The utilization of each M/WBE classification achieved for the current year.

RT should attempt to increase overall goals and utilization of M/WBEs each year until utilization is generally in line with availability. Once the utilization goal for that year is reached, goals for subsequent years should be increased until utilization for each M/WBE classification is generally in line with market area availability. The following factors may limit the ability of RT generally to align utilization with availability immediately:

- M/WBEs may need time and experience to learn the proper methods for preparing and winning bids;
- RT might lack upcoming projects in specific trade areas which have numerous M/WBEs available for bidding;
- M/WBEs may need time to build financial capacity to complete larger projects;
- M/WBEs must be sought out and encouraged to bid on RT contracts and purchases.

The overall goals for each M/WBE classification in each business category should provide the basis for the establishment of individual project goals for locally funded projects by RT's Goals Committee. On federally-funded projects, the M/WBE qualifications and required goals set by the federal agency should be followed.

To assist RT in establishing its M/WBE goals, Exhibit 50 through 55 provide:

- the utilization of each M/WBE classification in the most recent year analyzed;

Study of Utilization of M/WBEs

- the utilization of each M/WBE classification over the entire study period;
- whether the M/WBE classification was substantially under utilized over the entire study period and therefore eligible for the M/WBE program;
- estimated availability for 1992.

Availability was projected for FY 91/92 based on 1982 and 1987 actual data (the most recent two years of available data) from the Census Bureau for both M/WBE and non-minority firms. Because future projections tend to progressively lose their reliability as the number of years are extended beyond the most recent actual data year and our 1992 availability estimates are already five years beyond 1987, our last actual data points, we highly recommend that RT update its M/WBE availability data (exhibits 50 through 55) as soon as the U.S. Census releases the results of its 1992 surveys of minority and women-owned businesses.

EXHIBIT 50

**UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR CONSTRUCTION AND CONSTRUCTION RELATED PRIME CONTRACTS**

RT

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.00%	0.00%	Yes	2.8%
Hispanic	0.00%	2.91%	Yes	7.5%
Asian	0.00%	3.24%	Yes	7.7%
American Indian	0.00%	0.00%	Yes	0.2%
Non-minority Women	0.00%	1.63%	Yes	9.4%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 51

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR CONSTRUCTION AND CONSTRUCTION RELATED SUBCONTRACTS

RT

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.00%	0.95%	Yes	2.8%
Hispanic	0.69%	3.33%	Yes	7.5%
Asian	0.45%	0.38%	Yes	7.7%
American Indian	1.75%	0.30%	No	0.2%
Non-minority Women	1.05%	1.31%	Yes	9.4%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 52

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR PROFESSIONAL SERVICES CONTRACTS

RT

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.00%	0.19%	Yes	2.7%
Hispanic	0.00%	0.11%	Yes	3.9%
Asian	0.00%	0.00%	Yes	7.1%
American Indian	0.00%	0.00%	Yes	0.2%
Non-minority Women	60.49%	46.34%	No	32.5%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 53

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR OTHER SERVICES CONTRACTS

RT

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For GoalSetting 1992**
Black	0.00%	4.37%	Yes	5.9%
Hispanic	0.87%	1.83%	No	10.2%
Asian	3.26%	4.55%	Yes	11.4%
American Indian	0.00%	0.00%	Yes	0.3%
Non-minority Women	5.48%	20.05%	Yes	43.1%

Note: After study completion but before report publication, questions arose about the reclassification of some contracts. Changing some contracts from construction to other services changes the summary disparity index and level of utilization. Blacks' disparity index would be 42.15 and Hispanics' would be 268.40

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 54

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR MATERIALS AND SUPPLIES PURCHASES

RT

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For GoalSetting 1992**
Black	0.12%	0.39%	Yes	2.7%
Hispanic	11.74%	7.60%	No	9.2%
Asian	0.44%	0.39%	Yes	13.8%
American Indian	0.00%	0.00%	Yes	0.3%
Non-minority Women	3.05%	1.94%	Yes	26.6%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.

EXHIBIT 55

UTILIZATION AND AVAILABILITY OF M/WBE FIRMS
FOR OTHER SERVICES PURCHASES

RT

M/WBE Classification	1990/91 Utilization	Average Utilization Over the Study Period	Under Utilization*	Estimated Availability For Goal Setting 1992**
Black	0.00%	1.53%	Yes	6.0%
Hispanic	0.04%	0.55%	Yes	18.1%
Asian	1.83%	1.50%	Yes	14.3%
American Indian	0.00%	0.05%	Yes	0.3%
Non-minority Women	41.17%	24.24%	Yes	36.9%

* Based on the comparison of % utilization to % availability during the study period. Substantial under utilization (below 80.00) would demonstrate adverse or disparate impact.

** 1992 availability is based upon extrapolating the annual percentage growth in number of firms in each classification between 1982 and 1987.