

**City of Waco, TX**  
*2024 Disparity Study*

**City of Waco**  
2024 Disparity Study  
MARCH 18, 2024

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**MGT of America Consulting, LLC**  
4320 West Kennedy Blvd.  
Tampa, Florida 33609

# Executive Summary

## Introduction

The City of Waco, TX (City) retained MGT of America Consulting, LLC (MGT) to conduct the City's 2024 availability and disparity study. The City's study analyzed procurement activity from October 1, 2016, to September 30, 2021 encompassing Fiscal Years 2017 to 2021 for Construction, Architecture & Engineering, Professional Services, Other Services, and Goods. The objectives of this study were to determine whether race, ethnicity, or gender effects a firm's ability to conduct business with the City, the City passively operates in a discriminatory marketplace, in soliciting and awarding contracts M/WBEs; and determine if a legally justified need exists for a M/WBE supplier diversity program in accordance with the guidelines set forth by the Supreme Court and relevant subsequent cases.

## STUDY SCOPE AND DATA PARAMETERS

The scope of the disparity study included defining the City's market area and analyzing procurement data for prime and subcontractors. MGT staff compiled and reconciled electronic data provided by the City to develop a master set of prime and subcontractor contract data into a Master Utilization Database to support the needs of the Study. MGT utilized the City's financial data as the source of prime data which was combined with the subcontractor data collected via a survey of the primes. MGT merged the subcontractor data with the prime data to create the Master Utilization Database. To link the subcontractor data to its appropriate prime contract, a standard contract ID across both data sets was used.

Once MGT completed the data collection process and entered all contract data in a master database, MGT cleaned and prepared the collected data. The data preparation included ensuring consistent firm variables such as name and address, assigning missing race and gender information, assigning missing primary NAICS codes, filling in missing address information, ensuring all paid dollar amounts were accurate (project and prime and subcontracting levels), and identifying significantly incomplete projects. Once this database of collected data was finalized, it was added to the database of contracts that were not included in the sampling universe and proceeded to analysis.

## MARKET AREA

In determining a relevant market area, MGT abides by a 75 percent majority rule of agency spending with deference to programmatic considerations to prescribe an appropriate geographic boundary. To establish the appropriate geographic boundaries for the study, the "relevant" market area was isolated according to the 75 percent standard. These market areas are defined by geographic units such as counties and states, based on the following considerations: 1) the courts have accepted the use of standard geographic units in conducting equal employment opportunity and disparity studies; 2) geographic units are externally determined, so there are no subjective determinations, and 3) U.S. Census and other federal agencies routinely collect data by geographic unit.

Based on the market area analysis results conducted for each business category, the recommended relevant market area are the 50 counties within the City Market Area. **Chapter 4** details the exact localities utilized.

## Key Findings

### Finding A: M/WBE Utilization *(Chapter 5, Appendix B)*

In **Table E-1**, the utilization analysis shows that non-M/WBE firms are utilized at higher rates than their M/WBE counterparts. The City’s utilization of non-M/WBE firms totaled 92.92 percent, while 7.08 percent went to M/WBE firms. Overall, the highest utilization rates among M/WBE classifications included Hispanic American firms accounting for 5.92 percent of dollars spent and nonminority females accounting for 1.16 percent of dollars spent. Hispanic American firms had the greatest utilization in Construction at 9.18 percent or \$24.36 million, followed by nonminority female firms in Other Services at 3.72 percent or \$1.37 million.<sup>1</sup>

TABLE E-1.  
UTILIZATION ANALYSIS  
BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES

BUSINESS OWNERSHIP CLASSIFICATION	ALL	Construction	Architecture & Engineering	Professional Services	Other Services	Goods
African Americans	\$770,379.93	\$309,141.00	\$0.00	\$0.00	\$461,238.93	\$0.00
Asian Americans	\$86,512.51	\$0.00	\$0.00	\$1,885.10	\$0.00	\$84,627.41
Hispanic Americans	\$24,476,333.90	\$24,361,007.06	\$0.00	\$0.00	\$0.00	\$115,326.84
Native Americans	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTAL MINORITY FIRMS</b>	<b>\$25,333,226.34</b>	<b>\$24,670,148.06</b>	<b>\$0.00</b>	<b>\$1,885.10</b>	<b>\$461,238.93</b>	<b>\$199,954.25</b>
Nonminority Female Firms	\$4,946,945.02	\$3,034,453.15	\$0.00	\$38,009.39	\$1,370,667.99	\$503,814.49
<b>TOTAL M/WBE FIRMS</b>	<b>\$30,280,171.36</b>	<b>\$27,704,601.21</b>	<b>\$0.00</b>	<b>\$39,894.49</b>	<b>\$1,831,906.92</b>	<b>\$703,768.74</b>
TOTAL Non-M/WBE Firms	\$397,633,523.63	\$237,794,004.73	\$5,335,764.04	\$5,732,693.87	\$35,023,662.54	\$113,747,398.45
<b>TOTAL FIRMS</b>	<b>\$427,913,694.99</b>	<b>\$265,498,605.94</b>	<b>\$5,335,764.04</b>	<b>\$5,772,588.36</b>	<b>\$36,855,569.46</b>	<b>\$114,451,167.19</b>
BUSINESS OWNERSHIP CLASSIFICATION	ALL	Construction	Architecture & Engineering	Professional Services	Other Services	Goods
African Americans	0.18%	0.12%	0.00%	0.00%	1.25%	0.00%
Asian Americans	0.02%	0.00%	0.00%	0.03%	0.00%	0.07%
Hispanic Americans	5.72%	9.18%	0.00%	0.00%	0.00%	0.10%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY FIRMS</b>	<b>5.92%</b>	<b>9.29%</b>	<b>0.00%</b>	<b>0.03%</b>	<b>1.25%</b>	<b>0.17%</b>
Nonminority Female Firms	1.16%	1.14%	0.00%	0.66%	3.72%	0.44%
<b>TOTAL M/WBE FIRMS</b>	<b>7.08%</b>	<b>10.43%</b>	<b>0.00%</b>	<b>0.69%</b>	<b>4.97%</b>	<b>0.61%</b>
TOTAL Non-M/WBE Firms	92.92%	89.57%	100.00%	99.31%	95.03%	99.39%

Source: Chapter 5, Utilization Analysis.

<sup>1</sup> Chapter 5, Utilization Analysis

## Finding B: Availability Estimates (Chapter 4, Appendix B)

A reliable estimation of the number of firms *willing* and *able* to provide each of the respective services is an essential element in the determination of disparity. Post-*Croscon* case law has not prescribed a single approach to deriving firm availability, and agencies have used various means to estimate pools of available vendors that have withstood legal scrutiny.

MGT calculates availability based on a “custom census” approach. This approach is the most accurate for calculating availability at its most granular level. An in-depth explanation of this approach is provided in **Chapter 4**. Detailed availability results by business category and 4-digit NAICS code are provided in **Appendix B**. The availability estimates by procurement category are illustrated in **Table E-2**.

TABLE E-2.  
ESTIMATION OF AVAILABLE FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	ALL	Construction	Architecture & Engineering	Professional Services	Other Services	Goods
African Americans	1.79%	1.42%	3.77%	10.08%	5.31%	1.01%
Asian Americans	1.72%	0.81%	0.25%	4.02%	2.31%	0.05%
Hispanic Americans	2.63%	3.16%	3.99%	1.75%	7.79%	0.23%
Native Americans	0.42%	0.29%	0.16%	0.92%	0.47%	0.01%
<b>TOTAL MINORITY FIRMS</b>	<b>9.08%</b>	<b>5.69%</b>	<b>8.18%</b>	<b>16.77%</b>	<b>15.89%</b>	<b>1.30%</b>
Nonminority Female Firms	21.49%	36.23%	33.17%	17.84%	11.35%	10.11%
<b>TOTAL M/WBE FIRMS</b>	<b>30.57%</b>	<b>41.92%</b>	<b>41.35%</b>	<b>34.61%</b>	<b>27.24%</b>	<b>11.41%</b>
TOTAL Non-M/WBE Firms	69.43%	58.08%	58.65%	65.39%	72.76%	88.59%

Source: Chapter 4, Availability Analysis.

## Finding C: Disparity (Chapter 5, Appendix B)

This section includes the results of the disparity ratios calculated in **Chapter 5**. MGT’s disparity index methodology yields an easily calculable value, understandable in its interpretation, and universally comparable. A disparity in utilization within the minority- and female-owned firms can be assessed concerning the utilization of nonminority- and male-owned firms.

These overall results show that among M/WBE firms combined there is disparity in all categories. Only in Construction do you find no disparity for Hispanic American firms. Additionally, as a total M/WBE classification, all procurement categories find substantial and statistically significant disparity. Detailed disparity results by business category and 4-digit NAICS code are provided in **Appendix B**.

TABLE E-3.  
DISPARITY RATIO SUMMARY ANALYSIS

Procurement Category	All	Construction	Architecture & Engineering	Professional Services	Other Services	Goods
African Americans	Disparity	Disparity	Disparity	<b>Disparity</b>	<b>Disparity</b>	Disparity
Asian Americans	Disparity	Disparity	Disparity	<b>Disparity</b>	<b>Disparity</b>	No Disparity
Hispanic Americans	No Disparity	No Disparity	Disparity	<b>Disparity</b>	Disparity	Disparity
Native Americans	Disparity	Disparity	Disparity	<b>Disparity</b>	<b>Disparity</b>	Disparity
MBE Firms	Disparity	Disparity	Disparity	<b>Disparity</b>	<b>Disparity</b>	Disparity
Nonminority Females	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>
Total M/WBE Firms	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>

**BOLD** indicates substantial statistically significant disparity.

### Finding D: Private Sector *(Chapter 6)*

The private sector analyses looked at whether there was evidence of discrimination in the private sector marketplace that supports The City’s continuance of its MBE program to avoid becoming a passive participant in discrimination. Analysis of the U.S. Census 2012 SBO data, 2017 ABS data, and the PUMS 2016-2020 data demonstrate, that marketplace discrimination exists for M/WBE firms operating in the private sector within The City’s marketplace.

Findings from the U.S Census 2012 SBO and 2017 ABS data indicate substantial disparities exist for most M/WBE firms across industry sectors resembling the procurement categories identified for this study.

Analysis of the 2016-2020 PUMS data shows that M/WBE wages were significantly less than those of nonminority males, holding all other variables constant, and M/WBE firms were significantly less likely than nonminority males to be self-employed. If they were self-employed, most M/WBE firms earned significantly less in 2016-2020 than self-employed nonminority males, holding all other variables constant. Analysis of observed vs. predicted self-employment rates show that marketplace discrimination impacted these rates. Further, this analysis indicates that holding all factors consistent, race, ethnicity, and gender play a role in the lower level of self-employment for M/WBEs.

A review of access to credit indicates that minorities and females tend to receive less than the requested amount of credit when they are approved than nonminority men; they are approved for credit less frequently than nonminority males, and that credit costs them more than nonminority males.

## Finding E: Qualitative/Anecdotal (Chapter 6)

This qualitative and anecdotal data examined the qualitative evidence from M/WBE firms about the discriminatory obstacles they face in the study market area and their experiences working with The City, The City's prime contractors, and within the private sector. The evidence found that M/WBE firms face business-related discrimination in the relevant marketplace at substantially higher rates than non-M/WBEs. Additionally, the results show that M/WBE firms that were solicited for projects with M/WBE goals are seldom or never solicited for projects without goals. The relative lack of solicitation of M/WBEs in the absence of affirmative efforts by The City and other public entities in the relevant market area shows that business discrimination continues to be a barrier to M/WBE business opportunities.

The qualitative evidence suggests that M/WBEs face discriminatory barriers to full and equitable participation in public and private sector contracts in the City market. The results also shows that M/WBE firms face business-related discrimination in the relevant marketplace at substantially higher rates than non-M/WBEs. Additionally, the results show that M/WBE firms that were solicited for projects with M/WBE goals are seldom or never solicited for projects without goals. The relative lack of solicitation of M/WBEs in the absence of affirmative efforts by The City and other public entities in the relevant market area shows that business discrimination continues to be a barrier to M/WBE business opportunities.

## Selected Practices

Finally, in **Chapter 8** MGT presented industry best practices for supplier diversity programs. This included:

- ❖ **Best Practice A: Small Business Prime Contracting Programs**
  - **Rotation of Bidders**
  - **Small Business Set-asides/Sheltered Markets**
  - **Race-neutral Joint Ventures**
  - **Construction Management, Request for Proposals, and Design-build**
  - **SBE Prime Contractors Assistance**
- ❖ **Best Practice B: Small Business Program for Subcontracts**
  - **Small Business Project Goals**
- ❖ **Best Practice C: Inclusion in Financial and Professional Services**
- ❖ **Best Practice D: Outreach**
- ❖ **Best Practice E: Service-disabled Veterans/Veterans Programs**
- ❖ **Best Practice F: Enhance Data Collection**
- ❖ **Best Practice G: Adopt an Audit Clause for Contracts**
- ❖ **Best Practice H: Specific RFPs/RFQs for A&E Procurements**
- ❖ **Best Practice I: Combined Race-neutral and Race-conscious Programs**

# 1 Introduction

## 1.1 Introduction

The City of Waco (City) retained MGT of America Consulting, LLC (MGT) to conduct an availability and disparity study. The goal of the Disparity Study (Study) is to determine if there are any disparities between the utilization of minority or women business enterprises (M/WBEs) compared to the availability of M/WBEs in the marketplace who are ready, willing, and able to perform work, and whether such disparities provide evidence of the effects of race, ethnicity, and gender on a firm's ability to do business. Additionally, the Study will provide evidence of whether there is quantitative or qualitative evidence of the effects of race, ethnicity, and gender on a firm's ability to do business in the private markets in which the City conducts business. MGT examined the statistical data using the following business categories:

- ◆ Construction
- ◆ Architecture & Engineering
- ◆ Professional Services
- ◆ Other Services
- ◆ Goods

The Study analyzes whether a disparity exists between the number of available M/WBEs providing goods or services in the above business categories (availability) and the number who are actually contracting with the City as a prime contractor or subcontractor (utilization).

The City of Waco in Texas is the county seat of McLennan County and is located between the cities of Austin and Dallas. The City has a population of 138,486 according to the 2020 U.S. Census and is home to Baylor University, Providence Health Center, and manufacturing and food and beverage production businesses including L3 Technologies, American Income Life Insurance, Texas Farm Bureau Insurance, Rainbow International, Alco Fastening Systems, Allergan, Cargill Foods, H.E.B., Mars Wrigley, Refresco, and Sanderson Farms.

## 1.2 Study Team

The MGT team who conducted the City's Disparity Study is the most experienced and skilled team in the disparity study business. MGT staff has extensive social science research experience and experience in all aspects of disparity research. The experience of our team enables us to navigate the challenges, obstacles, and volatility associated with conducting a thorough Disparity Study, which can derail even the most well-planned and executed study.

Chapter Sections	
1.1	Introduction
1.2	Study Team
1.3	Overview of Study Approach
1.4	Report Organization
1.5	Glossary of Terms

## 1.2.1 MGT Project Team

MGT is a Tampa-based research and management consulting firm delivering innovative social impact solutions to clients in various aspects in the public sector. Since 1990, MGT has conducted over 225 disparity and disparity-related studies. The team of experts who dedicated their time, attention, and expertise to this study includes:

- ♦ **Mr. Andres Bernal, J.D., Vice President of Disparity Services, Legal Advisor, Quantitative and Qualitative Methodology Lead**
- ♦ **Vernetta Mitchell, Director of Disparity Services, Project Director/Subconsultant Manager/Qualitative Lead**
- ♦ **Debby Kreit, Manager, Internal Project Manager**
- ♦ **Corlisha Mitchell, Senior Consultant, Quantitative/Qualitative Researcher**
- ♦ **Haita Toure, Consultant, Qualitative Researcher**
- ♦ **Walter Benitez, Consultant, Data Manager.**

## 1.2.2 MGT Subconsultants

### **Mario Trevino – Innovative Strategies**

Mr. Treviño is a nationally recognized expert in the business diversity/inclusion and minority, women, local, and disadvantaged business economic development. As past Chairman of the Airport Minority Advisory Council (AMAC), the leading organization promoting minority/women-owned business (disadvantaged business) participation in our nation's airports, his technical expertise, leadership, and vision transformed the airport industry's approach to and programs affecting disadvantaged business consideration and inclusion. He was lauded as a leading expert in disadvantaged business development and technical implementation during his fifteen-year tenure at Dallas/Fort Worth International Airport and was awarded various national awards, including the Department of Transportation's DBE Program of the Year. Prior to establishing Innovative Strategies, Mr. Treviño served the U.S. Small Business Administration (SBA) in a career capacity as Associate and Assistant Administrator where he instituted and oversaw the government's national Small Disadvantaged Business (SDB) certification program and established the SBA's Marketing and Outreach Office. He served in various senior level capacities at Dallas/Fort Worth International Airport overseeing economic development and specialized air service development efforts before working at SBA. Recognized as an M/WBE business development expert, Mr. Treviño has served as a subject matter expert in legal cases, and in a consultant capacity to many public and private organizations.

### **Rincon and Associates, LLC**

Dr. Rincón has primary responsibility for research design and statistical analysis. Over the past 40 years, Dr. Rincón has provided consulting services to a broad range of academic, public and private organizations. These projects have involved quantitative studies (i.e., telephone, mail, online, mixed-mode surveys) qualitative studies (i.e., focus groups, ethnographic studies, in-depth interviews), and demographic and statistical analyses. He is a research psychologist with 33 years of experience working in research organizations and has conducted numerous studies of general population and multicultural



consumers in major U.S. markets. Dr. Rincón has provided expert witness testimony on various issues and addressed key topics on radio, television, newspapers, and various public forums. Dr. Rincón has taught Mass Communications Research at The University of North Texas – Denton; Statistics, Hispanic Marketing, Survey Research Methods, and Methods of Research in Public Relations at Southern Methodist University (SMU); and Survey Analysis at The University of Texas at Dallas. Dr. Rincon is currently an Associate with the SMU Tower Center for Political Studies.

### **Fishman, Jackson and Ronquillo PPL**

Marcos Ronquillo has partnered with MGT in the past and practices in the areas of business and corporate law, commercial civil litigation, and international public law. Mr. Ronquillo was responsible for conducting the legal framework for this study. He has over 30 years of trial experience representing governmental agencies, such as the Dallas Independent School District and the Federal Deposit Insurance Corporation. He also represents Fortune 500 companies in high-profile controversies involving public policy and social concerns.

Mr. Ronquillo is the former President of the Dallas Mexican American Bar Association, the former Chairman of the Dallas Hispanic Chamber of Commerce, and the former National Chairman of the University of Notre Dame, Hispanic Alumni Association. In 2011, he was honored by Hispanic Business Magazine as one of the "100 Most Influential Hispanics" in the United States and by Latino Leaders Magazine with its prestigious "Maestro Award for Leadership." He also won the Outstanding Lawyer of the Year Award from the Texas Mexican Bar Association

## **1.3 Overview of Study Approach**

The City's study includes procurement activity during October 1, 2016, to September 30, 2021 encompassing Fiscal Years 2017 to 2021. The objectives of this study were:

- ◆ Determine whether race, ethnicity, or gender effects a firm's ability to be solicited or awarded contracts in Construction, Architecture & Engineering, Professional Services, Other Services, and Goods to M/WBEs.
- ◆ Determine if a legally justified need exists for a supplier diversity program in accordance with the guidelines set forth by the Supreme Court and relevant subsequent cases.

The Study analyzed contracting opportunities in these procurement categories in order to identify with particularity whether a statistical disparity exists. A statistical disparity demonstrates whether race, ethnicity, or gender effects a firm's ability to participate in private sector and/or lingering effects of past discrimination exist that give rise to

### **RESEARCH QUESTIONS**

These research questions are embedded in relevant chapters throughout this report.

1. Is there factual predicate evidence to support a race- and gender-conscious M/WBE program for the City?
2. How does case law inform the research methodology for the City's disparity study?
3. Are there disparities between the availability and utilization of M/WBE primes and subcontractors?
4. If so, what is the cause of the disparity? Is there other evidence that supports and/or explains why there is disparity?
5. Does race, ethnicity, or gender effects firm's ability to conduction business it the private sector?
6. Is there qualitative evidence of discrimination towards M/WBE firms in the marketplace?

a compelling governmental interest for a supplier diversity program.

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

- ◆ Establish data parameters and finalize the work plan.
- ◆ Conduct a legal review.
- ◆ Review the City’s policies, procedures, and programs.
- ◆ Conduct public engagement meetings.
- ◆ Determine the City’s geographic and product markets.
- ◆ Conduct market area and utilization analyses.
- ◆ Determine the availability of qualified firms.
- ◆ Analyze prime and subcontractor utilization and availability for disparity.
- ◆ Analyze disparities in the private sector.
- ◆ Conduct a survey of business owners.
- ◆ Collect and analyze anecdotal information.
- ◆ Prepare and present draft and final reports for the study.

## 1.4 Report Organization

In addition to this introductory chapter, the City’s Disparity Study report consists of:

<b>CHAPTER 2</b>	<b>LEGAL FRAMEWORK</b>  <b>Chapter 2</b> presents the legal framework and an overview of the controlling legal precedents that impact remedial procurement programs with a particular concentration on the United States Court of Appeals for the Fifth Circuit.
<b>CHAPTER 3</b>	<b>REVIEW OF POLICIES, PROCEDURES, AND PROGRAMS</b>  Chapter 3 provides MGT’s analysis of the City’s race- and gender-neutral and race- and gender-conscious policies, procedures, and programs.
<b>CHAPTER 4</b>	<b>MARKET AREA AND AVAILABILITY ANALYSES</b>  <b>Chapter 4</b> presents the methodology used to determine the City’s relevant market area, and the availability estimates of M/WBEs in the City’s geographic and product markets of construction, architecture & engineering, professional services, other services, and goods procurement.
<b>CHAPTER 5</b>	<b>UTILIZATION AND DISPARITY ANALYSES</b>  <b>Chapter 5</b> presents the analyses of vendor utilization by the City for the business category procurements and the disparity between the availability and utilization of M/WBEs by the City.

<b>CHAPTER 6</b>	<b>PRIVATE SECTOR ANALYSIS</b> <b>Chapter 6</b> provides an analysis of the disparities present in the private sector and the effect on M/WBEs. This private sector analysis demonstrates why the City’s race and gender-conscious programs and goals may be necessary to ensure it does not become a passive participant in private sector discrimination.
<b>CHAPTER 7</b>	<b>QUALITATIVE ANALYSIS</b> <b>Chapter 7</b> contains an analysis of qualitative data collected from the survey of business owners, one-on-one interviews, and public meetings.
<b>CHAPTER 8</b>	<b>FINDINGS AND RECOMMENDATIONS/BEST PRACTICES</b> <b>Chapter 8</b> provides a summary of the findings and /best practices based upon the analyses presented in this study.
<b>APPENDICES</b>	The appendices contain additional analyses and supporting documentation and data.

MGT recommends reading the Disparity Study in its entirety to understand the basis for the findings and conclusions presented in **Chapter 8, Findings and Recommendations/Best Practices**.

## 1.5 Glossary of Terms

This glossary contains definitions of common terms and acronyms used throughout the City’s Disparity Study. Additional and more detailed definitions can be found in various chapters of the report.

Aspirational Goal	A benchmark percentage of spending by an agency with a particular group over a period of time. The aspirational goal is typically an annual goal.
Qualitative Database	A compiled list of utilized firms, registered vendors, and certification lists developed from several different sources, including Dun & Bradstreet. This list was used to develop the pool of available firms to participate in the anecdotal activities.
Awards	Awards reflect anticipated dollar amounts a prime contractor or vendor are scheduled to receive upon completion of a contract.
Combined Statistical Area	Combined Statistical Area (CSA) are geographic entities defined by the U.S. Office of Management and Budget (OMB) for use by Federal statistical agencies in collecting, tabulating, and publishing Federal statistics.
Contract	All types of City agreements, to include direct payments and purchase orders, for the procurement of goods and services.
Custom Census	Custom census involves using Dun & Bradstreet as a source of business availability. A short survey is conducted on a random sample of firms supplied by

	Dun & Bradstreet, requesting specific information, i.e. ethnic and gender status, willingness to work on City projects.
DBE	An acronym for a Disadvantaged Business Enterprise. A DBE is a for-profit business which is at least 51% owned and controlled by one or more socially or economically disadvantaged individuals, whose personal net worth does not exceed the US Department of Transportation’s current threshold.
Direct Payment	Payment made to prime contractors or vendors without the development of a contract.
Disparity Index/ Disparity Ratio	The ratio of the percentage of utilization and the percentage of availability for a particular demographic group times 100. Disparities were calculated for primes and subcontractors for each of the business categories.
Disparity Study	A study that reviews and analyzes the utilization and availability of disadvantaged, minority- and women-owned businesses in a particular market area to determine if disparity exists in the awarding of contracts to minority and women business enterprises by a public entity.
Expenditures	Expenditures are payments made by the City to primes and payments made by primes to subcontractors.
Good Faith Efforts	Documented evidence of the primes’ efforts to meet established project goals to contract with M/WBE firms.
Intermediate Scrutiny	The second level of federal judicial review to determine whether certain governmental policies are constitutional. Less demanding than “strict scrutiny.”
Lowest Responsible, Responsive Bidder	An entity that provides the lowest price, has responded to the needs of the requestor, and has not violated statutory requirements for vendor eligibility.
M/WBE	An acronym for a minority, or woman-owned business enterprise. An MWBE is a business that is at least 51% owned and operated by one or more individuals who are African American, Asian American, Hispanic American, Native American or Nonminority Women.
Master Utilization Database	A database that maintains firms who have conducted business with the City and were paid by the City for goods and services.
MBE	An acronym for a minority-owned business enterprise. An MBE is a business that is at least 51% owned and operated by one or more individuals who are African American, Asian American, Hispanic American, or Native American.
Non-M/WBE	An acronym for firms not identified as minority- or women-owned.
Passive Discrimination	The act of perpetuating discrimination by awarding contracts to firms that discriminate against minority and women-owned firms.

Prima Facie	Evidence which is legally sufficient to establish a fact or a case unless disproved or rebutted.
Prime	The contractor or vendor to whom a purchase order or contract is issued by the City.
Private Sector	The for-profit part of the national economy that is not under direct government control.
Procurement Category	The type of service or good provided under a contract awarded. The categories analyzed are construction, construction-related professional services, general services, and goods and commodities.
Project Goals	Goals placed on an individual project or contract, as opposed to aspirational goals placed on overall agency spending.
Public Sector	The non-profit part of the economy that is controlled by the government.
PUMS	An acronym for Public Use Microdata Sample. PUMS contains records for a sample of housing units with information on the characteristics of each unit and each person in it. PUMS files are available from the American Community Survey (ACS) and the Decennial Census.
Purchase Order	A commercial document and first official offer issued by a buyer to a seller, indicating types, quantities, and agreed prices for products or services.
Qualitative	A personal account of experiences of businesses doing business with or attempting to do business with the City collected through surveys, interviews, and public hearings.
Regression Analysis	A technique for modeling and analyzing several variables when the focus is on the relationship between a dependent variable and one or more independent variables. More specifically, regression analysis helps one understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held constant. For the purpose of this study, a multivariate regression analysis was used to examine the influence of an owner's race and gender on gross revenues reported by firms participating in a survey of vendors administered during the study.
Relevant Geographic Market	The geographical area where the firms that have been awarded the majority of City contract dollars are located.
Sole Source	The contracting or purchasing of goods or services, without bidding, when performance or price competition for a product are not available; when a needed product is available from only one source of supply; or when standardization or compatibility is the overriding consideration

Statistically Significant	The likelihood that a result or relationship is caused by something other than mere random chance. Statistical hypothesis testing is traditionally employed to determine if a result is statistically significant or not. This provides a "p-value" representing the probability that random chance could explain the result. In general, a 5% or lower p-value is considered to be statistically significant.
Strict Scrutiny	The highest level of federal judicial review to determine whether certain governmental policies are constitutional. Applies to race-conscious programs.
Subcontractor	A vendor or contractor providing goods or services to a prime contractor or vendor under contract with the City.
Utilization	Examines the expenditures and awards made to primes and subcontractors in the City's geographic market area for each procurement category. The utilization data is presented as the dollars spent or awarded and the percentage of the total dollars by racial, ethnic, and gender classification.
WBE	An acronym for a women-owned business enterprise. A WBE is a business that is at least 51% owned and operated by one or more nonminority women.

## 2 Legal Review

### 2.1 Introduction

This chapter provides a legal background for the Disparity Study and a context for the statistical analysis and anecdotal data that are its components. The material that follows does not constitute legal advice to the City of Waco (Waco) on minority and women business enterprise (M/WBE) programs, affirmative action, or any other matter. Instead, it provides a context for the statistical and anecdotal analysis that appears in subsequent chapters of this report. It is the customary MGT chapter for the Fifth Circuit and the State of Texas on this subject-matter, reviewed for recent cases at the time of publishing this chapter.

The Supreme Court decisions in *Richmond v. J. A. Croson Co. (Croson)*,<sup>2</sup> and *Adarand v. Peña (Adarand III)*<sup>3</sup> established and applied the legal framework that governs race- and gender-conscious procurement programs. These cases held that strict scrutiny should be the standard by which race-conscious governmental programs should be reviewed, including programs of federal, state, and local governments. In particular, the courts held that to survive a constitutional challenge under a strict scrutiny standard, a *race*-conscious governmental procurement program must be (1) justified by a compelling governmental interest in remedying identified discrimination in the marketplace; and (2) narrowly tailored to remedy that discrimination.

Decisions of the Fifth Circuit offer the most directly binding authority to the City. Other circuit court cases outside of the Fifth Circuit offer persuasive authority where the Fifth Circuit does not directly address all aspects of a legally defensible M/WBE program. This review also addresses the most pertinent cases outside of the Fifth Circuit.

### 2.2 Scrutiny Standards for Race- and Gender-Specific Programs

#### 2.2.1 Strict Scrutiny - *Richmond v. J. A. Croson Co.* as Applied to State and Local Governments

Justice O'Connor in *Croson* established the framework for testing the validity of race-based programs in state and local governments. In 1983, the Richmond City Council (Council) adopted a Minority Business Utilization Plan (the Plan). In adopting the Plan, the Council relied on information that showed that there was, "no direct evidence of race discrimination on the part of the city" in its contracting activities

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<sup>2</sup> *Richmond v. J. A. Croson Co.*, 488 U.S. 469 (1989). It should be noted that as it relates to this analysis, *Croson* refers to the Court's opinion delivered by Justice O'Connor in Parts I, III-B, and IV. Parts II, III-A, and V were plurality opinions delivered by Justice O'Connor.

<sup>3</sup> *Adarand Constructors v. Peña*, 515 U.S. 200 (1995).

and no “evidence that the city’s prime contractors had discriminated against minority-owned subcontractors.”<sup>4</sup>

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

J.A. Croson Company, a non-MBE mechanical plumbing and heating contractor, filed a lawsuit against the City of Richmond, alleging that the Plan was unconstitutional because it violated the Equal Protection Clause of the Fourteenth Amendment of the United States Constitution. After a considerable record of litigation and appeals, the Fourth Circuit Court of Appeals struck down the Richmond Plan, and the Supreme Court affirmed this decision.<sup>5</sup> The Supreme Court determined that strict scrutiny was the appropriate standard of judicial review for MBE programs, which means that a race-conscious program must be based on a compelling governmental interest and be narrowly tailored to achieve its objectives. This standard requires a firm evidentiary basis for concluding that the underutilization of minorities is a product of past discrimination.<sup>6</sup>

## 2.2.2 Intermediate Scrutiny

The Supreme Court has not addressed the specific issue of a gender-based classification in the context of a woman-owned business enterprise (WBE) program. *Croson* was limited to the review of an MBE program. In evaluating gender-based classifications, the Court has used what some call “intermediate scrutiny,” a less stringent standard of review than the “strict scrutiny” applied to race-based classifications. Intermediate scrutiny requires that classifying persons based on sex “must carry the burden of showing an exceedingly persuasive justification for the classification.”<sup>7</sup>

In the intermediate level of scrutiny, some degree of discrimination must be demonstrated in a particular industry before a gender-specific remedy may be instituted in that industry. In *Coral Construction Company v. King County* 941 F.2d 910 (9<sup>th</sup> Cir. 1991), *cert. denied*, 502 U.S. 1033 (1992),<sup>8</sup> the Ninth Circuit Court of Appeals noted that, “The mere recitation of a benign, compensatory purpose will not automatically shield a gender-specific program from constitutional scrutiny.”<sup>9</sup>

Although the United States Supreme Court has not ruled directly on the type of scrutiny it would use for a Women-Owned Business Enterprise (WBE) program, the lower federal courts have applied the “intermediate” scrutiny level of review rather than the strict scrutiny applicable to race-conscious

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<sup>4</sup> *Croson*, 488 U.S. at 480.

<sup>5</sup> *Id.* at 511.

<sup>6</sup> *Id.* at 488.

<sup>7</sup> *Miss. Univ. for Women v. Hogan*, 458 U.S. 718, 724 (1982). See also *Kirchberg v. Feenstra*, 450 U.S. 455, 461 (1981); *Pers. Adm’r of Mass. v. Feeney*, 442 U.S. 256, 273 (1979).

<sup>8</sup> 961 F.2d 910 (9<sup>th</sup> Cir. 1991), *cert. denied*, 502 U.S. 1033 (1992).

<sup>9</sup> *Coral Construction v. King County*, 941 F.2d at 932.



programs.<sup>10</sup> However, the Ninth Circuit has ruled that a gender-based remedial program is subject to intermediate scrutiny “supported by an ‘exceedingly persuasive justification’ and substantially related to the achievement of that underlying objective.”<sup>11</sup> In *Engineering Contractors Assoc. of South Florida v. Metropolitan Dade County*, the Eleventh Circuit Court of Appeals recognized that the U.S. Supreme Court’s decision in *United States v. Virginia*, 518 U.S. 515 (1996) may have “signaled” a heightened level of scrutiny by stating that a governmental agency must demonstrate an “exceedingly persuasive justification” for that action. However, the court concluded that, unless and until the United States Supreme Court indicated otherwise, intermediate scrutiny remains the applicable constitutional standard in gender discrimination cases, and a gender-conscious program may be upheld as long as it is substantially related to an important governmental objective.<sup>12</sup>

In, *Kossman Contracting v. City of Houston*, the court found that the remedial plan at issue survived strict scrutiny, and as such the court did not need to discuss the tenets of intermediate scrutiny or evaluate the 2013 Program under that standard<sup>13</sup>.

## 2.3 Strict Scrutiny Analysis

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

### 2.3.1 Compelling Governmental Interest

*Croson* identified two necessary factors for establishing racial discrimination sufficiently to demonstrate a compelling governmental interest in establishing an MBE program. First, there needs to be identified discrimination in the relevant market.<sup>14</sup> Second, “the governmental actor enacting the set-aside program must have somehow perpetuated the discrimination to be remedied by the program,”<sup>15</sup> either actively or at least passively with “the infusion of tax dollars into a discriminatory industry.”<sup>16</sup>

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<sup>10</sup> See, e.g., *Concrete Works II*, 321 F.3d 950 (10<sup>th</sup> Cir. 2003); *Coral Construction Co. v. King County*, 941 F.2d 910 (9<sup>th</sup> Cir. 1991); *Philadelphia*, 91 F.3d 586 (3<sup>d</sup> Cir. 1996); *Engineering Contractors Association of South Florida, Inc., et. al. v. Metropolitan Dade County, et. al.*, (“*Engineering Contractors*”), 122 F.3d 895 (11<sup>th</sup> Cir. 1997).

<sup>11</sup> *AGC v. California*, 713 F.3d 1187, 1195 (9<sup>th</sup> Cir. 2013). *United States v. Virginia Military Institute*, 518 U.S. 515 (1996); *Mississippi University for Women v. Hogan*, 458 U.S. 718 (1982); *Michigan Road Builders Ass’n., Inc. v. Milliken*, 834 F.2d 583, 595 (6<sup>th</sup> Cir. 1987); *Associated General Contractors of California v. City and County of San Francisco*, 813 F.2d 922, 940 (9<sup>th</sup> Cir. 1987).

<sup>12</sup> *Engineering Contractors*, 122 F.3d at 908 (11<sup>th</sup> Cir. 1997).

<sup>13</sup> *Kossman Contracting v. City of Houston.*, No. H-14-1203, 2016 U.S. Dist. LEXIS 37708, at 48 n.152 (S.D. Tex. Feb. 16, 2016).

<sup>14</sup> *Croson*, 488 U.S. at 492, 509-10.

<sup>15</sup> *Coral Const. Co. v. King County*, 941 F.2d 910, 916 (9<sup>th</sup> Cir. 1991).

<sup>16</sup> *Id.* at 922.

### 2.3.1.1 Statistical Evidence

The Court in *Croson* indicated that the proper statistical evaluation would compare the percentage of qualified MBEs in the relevant market with the percentage of total municipal construction dollars awarded to them.<sup>17</sup> In *Croson*, Justice O'Connor recognized statistical measures of disparity that compared the number of qualified and available M/WBEs with the rate of state construction dollars actually awarded to M/WBEs to demonstrate discrimination in the local construction industry.<sup>18</sup> To meet this more precise requirement, courts including in the Ninth circuit, have accepted the use of a disparity index.<sup>19</sup>

#### 2.3.1.1.1 Availability

An accurate determination of availability permits the government to meet the requirement that it “determine the precise scope of the injury it seeks to remedy” by its program.<sup>20</sup> Following *Croson's* guidance on availability, lower courts have considered how legislative bodies may determine the scope of the injury sought to be remedied by an MBE program. As such, courts have rejected studies where the methods used to measure availability were considered insufficient. For instance, in *W.H. Scott Construction Co.*, the Fifth Circuit rejected a study that “was restricted to the letting of prime contracts by the City under the City’s Program; [and which] did not include an analysis of the availability and utilization of qualified minority subcontractors, the relevant statistical pool, in the City’s construction projects.”<sup>21</sup>

In particular, M/WBEs are deemed to be “available” if they are ready, willing, and able to perform. In determining availability of M/WBEs, the approach utilized to assess the universe of available firms should neither be too overinclusive or underinclusive. The “Custom Census” approach for identifying the pool of available firms has been favorably approved by several courts. In *Northern Contracting*, the plaintiff attempted to argue that IDOT miscalculated the number of DBEs by using a custom census instead of a count of the number of DBEs registered and prequalified by IDOT. The Seventh Circuit upheld the broader custom census count of DBEs, concluding that it reflected an attempt by IDOT to arrive at more accurate numbers than what would be possible through a use of the registered vendors list.<sup>22</sup>

#### 2.3.1.1.2 Relevant Market Area

Another issue in availability analysis is the definition of the relevant market area. Specifically, the question is whether the relevant market area should be defined as the area from which a specific percentage of purchases are made, the area in which a specific percentage of qualified, willing, and able contractors may be located, or the area determined by a fixed geopolitical boundary. To be narrowly tailored, a minority preference program must establish utilization goals that bear a close relationship to minority firms’ availability in a particular market. In *Croson* for example, one of the constitutional

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<sup>17</sup> *Croson*, 488 U.S. at 501-02.

<sup>18</sup> *Id.* at 503-04.

<sup>19</sup> *AGC v. Caltrans*, 713 F.3d 1187, 1196 (9th Cir. 2013). See also, *H.B. Rowe, Inc. v. Tippett*, 615 F.3d 233, 243-44 (4th Cir. 2010); *Engineering Contractors*, 122 F.3d at 914; *Concrete Works IV*, 321 F.3d at 962-67.

<sup>20</sup> *Id.* at 498.

<sup>21</sup> 199 F.3d at 218.

<sup>22</sup> *N. Contracting, Inc. v. Illinois*, 473 F.3d 715, 723 (7th Cir. 2007).

shortcomings that the court identified in the Richmond program was the city's use of the proportion of minorities in the local population to establish the 30 percent quota.<sup>23</sup> The court explained that this numerical goal “rest[ed] upon the completely unrealistic assumption that minorities will choose a particular trade in lockstep proportion to their representation in the local population.”<sup>24</sup> The Ninth Circuit Court of Appeals clarified in *Coral Construction* that a DBE (or MBE) program must limit its geographical scope to the boundaries of the enacting jurisdiction.<sup>25</sup>

The Supreme Court has not specifically established how the relevant market area should be defined, but some circuit courts have done so, including the Tenth Circuit in *Concrete Works II*.<sup>26</sup> In that case, a non-M/WBE construction company argued that, under *Croson*, Denver's affirmative action program could only rely on data from within the City and County of Denver—not from the larger six-county Denver Metropolitan Statistical Area (MSA). The Tenth Circuit disagreed, holding “[t]he relevant area in which to measure discrimination, then, is the local construction market, but that is not necessarily confined by jurisdictional boundaries.”<sup>27</sup> The court further stated that “[i]t is important that the pertinent data closely relate to the jurisdictional area of the municipality whose program we scrutinize, but here Denver's contracting activity, insofar as construction work is concerned, is closely related to the Denver MSA.”<sup>28</sup> Because more than 80 percent of Denver Department of Public Works construction and design contracts were awarded to firms located within the Denver MSA, the Tenth Circuit held that the appropriate market area was the Denver MSA, not the City and County of Denver alone.<sup>29</sup> Accordingly, data from the Denver MSA was “adequately particularized for strict scrutiny purposes.”<sup>30</sup>

### 2.3.1.1.3 Ability

Another availability consideration is whether the firms being considered are able to perform a particular service. Those who challenge affirmative action often question whether M/WBE firms have the “capacity” to perform specific services. In *H.B. Rowe, Inc. v. Tippett*, from the Fourth Circuit, the court noted that capacity does not have the same force for relatively small subcontracts. In addition, the study for NCDOT contained a regression analysis indicating that “African American ownership had a significant negative impact on firm revenue unrelated to firm capacity or experience.”<sup>31</sup>

In *Concrete Works IV* the court noted that “MWBE construction firms are generally smaller and less experienced because of discrimination....Additionally, we do not read *Croson* to require disparity studies that measure whether construction firms are able to perform a particular contract.”<sup>32</sup>

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<sup>23</sup> *Croson*, 488 U.S. at 729-730.

<sup>24</sup> *Western States Paving*, 407 F.3d at 995.

<sup>25</sup> *Coral Construction*, 941 F.2d at 925.

<sup>26</sup> *Concrete Works of Colorado, Inc. v. City and Cnty. of Denver*, 36 F.3d 1513, 1520 (10th Cir. 1994).

<sup>27</sup> *Id.*

<sup>28</sup> *Id.*

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

<sup>30</sup> *Id.*

<sup>31</sup> *H.B. Rowe Co., Inc. v. Tippett*, 615 F.3d 233, 247 (4th Cir. 2010).

<sup>32</sup> *Concrete Works IV*, 321 F.3d 950, 981, 983 (10th Cir. 2003).

### 2.3.1.1.4 Disparity Index

In the *Rowe* decision, the plaintiff noted that there was no substantial disparity when the percentage of subcontractors was used compared to their availability. However, the Fourth Circuit stated that “[t]he State pointed to evidence that prime contractors used minority businesses for low-value work in order to comply with the Department’s goals.”<sup>33</sup> Along these lines, the Fourth Circuit noted that the average subcontract awarded to nonminority male subcontractors was more than double the size of subcontracts won by MBE subcontractors.<sup>34</sup>

The Fifth Circuit considered what evidence would suffice to show discrimination in the relevant market in *W.H. Scott Construction Co.*<sup>35</sup> The court noted that “other courts considering equal protection challenges to minority-participation programs have looked to disparity indices, or to computation of disparity percentages, in determining whether *Croson’s* evidentiary burden is satisfied.”<sup>36</sup> At the same time, the Fifth Circuit stated that it was not attempting to “craft a precise mathematical formula to assess the quantum of evidence that rises to the *Croson* ‘strong basis in evidence’ benchmark.”<sup>37</sup>

#### Statistical Significance in Disparity Studies

While courts have indicated that anecdotal evidence may suffice without statistical evidence, no case without statistical evidence has been given serious consideration by any circuit court. In practical effect, courts require statistical evidence. Further, the statistical evidence needs to be held to appropriate professional standards.<sup>38</sup> In *Rowe*, the court noted that the NCDOT study focused on disparity ratios lower than 80 percent and conducted t-tests of statistical significance.<sup>39</sup>

The Eleventh Circuit has addressed the role of statistical significance in assessing levels of disparity in public contracting. Generally, disparity indices of 80 percent or higher—indicating close to full participation—are not considered significant.<sup>40</sup> The court referenced the Equal Employment Opportunity Commission’s disparate impact guidelines, which establish the 80 percent test as the threshold for determining a *prima facie* case of discrimination.<sup>41</sup> According to the Eleventh Circuit, no circuit that has explicitly endorsed using disparity indices has held that an index of 80 percent or greater is probative of discrimination, but they have held that indices below 80 percent indicate “significant disparities.”<sup>42</sup>

In support of the use of standard deviation analyses to test the statistical significance of disparity indices, the Eleventh Circuit observed that “[s]ocial scientists consider a finding of two standard deviations significant, meaning there is about one chance in 20 that the explanation for the deviation

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<sup>33</sup> *H.B. Rowe, Inc. v. Tippett*, 615 F.3d at 243-244.

<sup>34</sup> *Id.* at 245.

<sup>35</sup> 199 F.3d 206.

<sup>36</sup> *Id.* at 218.

<sup>37</sup> *Id.* at 218 n.11.

<sup>38</sup> *Contractors Ass’n v. City of Philadelphia*, 91 F.3d 586, 603 (3d Cir. 1996).

<sup>39</sup> *H.B. Rowe, Inc. v. Tippett*, 615 F.3d at 245.

<sup>40</sup> *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 914.

<sup>41</sup> *Id.* at 914, citing 29 C.F.R. § 1607.4D (concerning the disparate impact guidelines and threshold used in employment cases).

<sup>42</sup> *Id.* at 914, citing *Contrs. Ass’n of E. Pennsylvania, Inc.*, 6 F.3d at 1005 (crediting disparity index of 4 percent) and *Concrete Works II*, 36 F.3d at 1524 (crediting disparity indices ranging from 0 percent to 3.8 percent).

could be random and the deviation must be accounted for by some factor other than chance.”<sup>43</sup> With standard deviation analyses, the reviewer can determine whether the disparities are substantial or statistically significant, lending further statistical support to a finding of discrimination. On the other hand, if such analyses can account for the apparent disparity, the study will have little if any weight as evidence of discrimination.

Further, the interpretations of the studies must not assume discrimination has caused the disparities, but must account for alternative explanations of the statistical patterns.<sup>44</sup> The Third and Fifth Circuits have also indicated that statistics about prime contracting disparity have little, if any, weight when the eventual M/WBE program offers its remedies solely to subcontractors.<sup>45</sup> In *Engineering Contractors* there was a separate analysis of prime contracting and subcontracting.<sup>46</sup>

### 2.3.1.1.5 Burden of Proof

The *Croson* decision imposes the original burden of proof upon the government to demonstrate that a challenged program is supported by documented evidence of past discrimination or current discrimination. The plaintiff then has the burden to prove that the program is unconstitutional through various methods such as the flawed methodology used by the government to show that past or present discrimination exists, the race-neutral reasons for the disparity, or the existence of controverting data.<sup>47</sup>

In *Western States Paving*, the constitutionality of the requirement that contractors use race and gender-based criteria when awarding sub-contracts was challenged both “on its face” and “as applied.” A program can be constitutional “on its face” when it is unconstitutional in all circumstances of its application. The court in *Western States Paving* found that the federal DBE regulations and their authorizing statute in TEA-21 were constitutional, and therefore, the federal DBE program is constitutional “on its face.” For example, as the court held in *Western States Paving*, the U.S. Congress could find that discrimination exists across the country and therefore, there is a compelling need for the program. The court also found that the federal DBE regulations were narrowly tailored for the national contracting industry.

On the other hand, a program can be constitutional “on its face” but unconstitutional “as applied” in a particular case. For example, while discrimination exists across the country, it may not exist in the jurisdiction that has the race- and gender-based case.

The Ninth Circuit Court of Appeals in *Western States Paving* held that the state of Washington failed to prove that there was adequate evidence of discrimination within the state’s contracting market and thus failed to meet its burden of demonstrating that its DBE program was narrowly tailored. The Ninth Circuit in *Western States* established a two-prong test: (1) the agency must establish the presence of

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<sup>43</sup> *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 914 quoting *Peightal v. Metropolitan Dade County*, 26 F.3d 1545, 1556 n.16 (11<sup>th</sup> Cir. 1994) (quoting *Waisome v. Port Authority*, 948 F.2d 1370, 1376 (2<sup>nd</sup> Cir. 1991)).

<sup>44</sup> *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d at 922.

<sup>45</sup> *Contrs. Ass’n of E. Pennsylvania, Inc.*, 91 F.3d at 599 (3<sup>rd</sup> Cir.); *W.H. Schott Constr. Co.*, 199 F.3d at 218 (5<sup>th</sup> Cir.)

<sup>46</sup> *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d 895, 920.

<sup>47</sup> See, e.g., *Concrete Works of Colo. v. City & County of Denver*, 321 F.3d 950, 959 (10<sup>th</sup> Cir. 2003), citing *Wygant v. Jackson Bd. of Education*, 476 U.S. 267, 277-78 (1986) (“The ultimate burden remains with the [plaintiff] to demonstrate the unconstitutionality of an affirmative-action program”).

discrimination in its own transportation industry, and (2) the affirmative action program must be “limited to those groups that have actually suffered discrimination.”<sup>48</sup> The Court discussed several ways in which the state’s evidence was insufficient:

- ♦ The state had not conducted a valid statistical study to establish the existence of discrimination in the highway contracting industry;
- ♦ The Washington State Department of Transportation’s (WSDOT) calculation of the capacity of DBEs to do work was flawed because it failed to account for the effects of past race-conscious programs on current DBE participation;
- ♦ The disparity between DBE participation on contracts with and without affirmative action components did not provide any evidence of discrimination;
- ♦ A small disparity between the proportion of DBE firms in the state and the percentage of funds awarded to DBEs in race-neutral contracts (2.7% in the case of WSDOT) was entitled to little weight as evidence of discrimination, because it did not account for other factors that may affect the relative capacity of DBEs to undertake contracting work;
- ♦ This small statistical disparity was not enough, standing alone, to demonstrate the existence of discrimination. To demonstrate discrimination, a larger disparity would be required;
- ♦ WSDOT did not present any anecdotal evidence of discrimination; and
- ♦ The affidavits required by 49 CFR 26.67(a), in which DBEs certify that they are socially and economically disadvantaged, did not constitute evidence of the presence of discrimination.

Consequently, the court found that the WSDOT DBE program was unconstitutional “as applied.”<sup>49</sup>

The *Western States Paving* case noted that, although narrow tailoring does not require exhaustion of every conceivable race-neutral alternative, “it does require serious, good faith consideration of workable race-neutral alternatives.” *Grutter v. Bollinger*, 539 U.S. 306, 339, 123 S.Ct. 2325, 156 L.Ed.2d 304 (2003); also see *Adarand III*, 515 U.S. at 237-38 (when undertaking narrow tailoring analysis, courts must inquire “whether there was any consideration of the use of race-neutral means to increase minority business participation in government contracting” (internal quotation marks omitted).

TEA-21 DBE regulations place a preference on the use of race-neutral means, including informational and instructional programs targeted toward all small businesses, to achieve a government’s DBE utilization goal. The regulations require a state to “meet the maximum feasible portion of [its] overall goal by using race-neutral means.” 49 C.F.R. § 26.51(a). Only when race-neutral efforts prove inadequate do the regulations authorize a state to resort to race-conscious measures to achieve the remainder of its DBE utilization goal. *Western States Paving* recognized “[w]e therefore are dealing here with [regulations] that emphasize the continuing need to employ non-race-conscious methods even as the need for race-conscious remedies is recognized.”<sup>50</sup> However, the Ninth Circuit in *Western States*

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<sup>48</sup> *Western States Paving*, 407 F.3d at 997-99. This two-prong test was re-affirmed in *AGC v. Caltrans*, 713 F.3d 1187, 1196 (9<sup>th</sup> Cir. 2013).

<sup>49</sup> *Id.* at 993 (citing *United States v. Paradise*, 480 U.S. 149 (1987)).

<sup>50</sup> *Id.* at 994 (citing *Adarand VII*, 228 F.3d at 1179).

*Paving* and *AGC v. Caltrans* held that states are not required “to independently meet this aspect of narrow tailoring...”<sup>51</sup> That is, states are not required to first actually implement race-neutral programs and evaluate their success prior to implementing race-conscious programs. States must consider race-neutral programs without implementing them.

*Western States Paving* also emphasizes the need for flexibility to show narrow tailoring in the DBE program. The court noted that a quota system is the hallmark of an inflexible affirmative action program. The court quoted *Grutter* stating that “[w]hile [q]uotas impose a fixed number or percentage which must be attained, or which cannot be exceeded, a permissible goal requires only a good-faith effort to come within a range demarcated by the goal itself.”<sup>52</sup> The court recognized that the TEA-21 DBE regulations explicitly prohibit the use of quotas.<sup>53</sup> Moreover, where race-conscious contracting goals are used, prime contractors can meet that goal either by subcontracting the requisite amount of work to DBEs or by demonstrating good faith efforts to do so.<sup>54</sup> A recipient of federal funds, likewise, cannot be penalized by the federal government for failing to attain its DBE utilization goal as long as it undertakes good faith compliance efforts.<sup>55</sup> TEA-21 therefore provides for a flexible system of contracting goals that contrasts sharply with the rigid quotas invalidated in *Croson*.<sup>56</sup>

With regard to burden of proof the Eleventh Circuit stated that once the proponent of affirmative action, introduces its statistical proof as evidence of its remedial purpose, thereby supplying the [district] court with the means for determining that [it] had a firm basis for concluding that remedial action was appropriate, it is incumbent upon the nonminority [employees] to prove their case; they continue to bear the ultimate burden of persuading the [district] court that the [public employer's] evidence did not support an inference of prior discrimination and thus a remedial purpose, or that the plan instituted on the basis of this evidence was not sufficiently “narrowly tailored.”<sup>57</sup>

### 2.3.1.1.6 Staleness of Data and Time Period of Study

A few cases have addressed the issue of the quantity and currentness of the data required to satisfy strict scrutiny. There is no clear guidance from the district courts about how many years should be studied, although there is cautionary language in cases about relying on small data samples.<sup>58</sup> Concerning the age of data, the court in *Rothe* ruled that the data relied on in the disparity studies was not stale with regard to reenacting a federal program in 2006. While agencies should rely on the most current available data, other circuit courts have “relied on studies containing data more than five years old when conducting compelling interest analyses.”<sup>59</sup>

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<sup>51</sup> *AGC v. Caltrans*, No. 11-16228, at 23; *Western States Paving*, 407 F.3d at 995, 997-98.

<sup>52</sup> 539 U.S. 306.

<sup>53</sup> 49 C.F.R. § 26.43(a).

<sup>54</sup> *Id.* § 26.53(a).

<sup>55</sup> *Id.* § 26.47(a).

<sup>56</sup> *Grutter v. Bollinger*, 539 U.S. 982 (2003). See also *Sherbrooke Turf, Inc.*, 345 F.3d at 972 (“the [TEA-21] DBE program has substantial flexibility”).

<sup>57</sup> *Eng’g Contrs. Ass’n of S. Florida, Inc.*, 122 F.3d 895, 916 (quoting *Howard v. McLucas*, 871 F.2d 1000, 1007 (11th Cir.1989)).

<sup>58</sup> See, e.g., *Associated Gen. Contrs. of Am. v. City of Columbus*, 936 F.Supp. 1363, 1393 (S.D. Ohio 1996) (*rev’d on other grounds*, 172 F.3d 411).

<sup>59</sup> *Rothe Dev. Corp. v. DOD*, 545 F.3d 1023, 1038 (Fed. Cir. 2008) (citing district court discussion of staleness in *W. States Paving Co. v. Wash. State DOT*, 407 F.3d 983 (9th Cir. 2005) and *Sherbrooke Turf, Inc. v. Minn. DOT*, 345 F.3d 964 (8th Cir. 2003)).

### 2.3.1.1.7 Passive Participation to Discrimination

In *Croson*, Justice O'Connor stated, "It is beyond dispute that any public entity, state or federal, has a compelling interest in assuring that *public* dollars, drawn from the tax contributions of all citizens, do not serve to finance the evil of *private* prejudice."<sup>60</sup> *Croson* provided that the government "can use its spending powers to remedy private discrimination, if it identifies that discrimination with the particularity required by the Fourteenth Amendment."<sup>61</sup> The government agency's active or passive participation in discriminatory practices in the marketplace may show a compelling interest. Defining passive participation, *Croson* stated, "Thus, if the city could show that it had essentially become a 'passive participant' in a system of racial exclusion practiced by elements of the local construction industry, we think it clear that the city could take affirmative steps to dismantle such a system."<sup>62</sup>

Relying on this language in *Croson*, several local agencies have increased their emphasis on evidence of discrimination in the private sector. This strategy has not always succeeded. Evidence of private discrimination presented in litigation was found inadequate in the Philadelphia and Miami-Dade County cases<sup>63</sup> The Third Circuit stated, in discussing low MBE participation in a local contractors association in the city of Philadelphia, "racial discrimination can justify a race-based remedy only if the City has somehow participated in or supported that discrimination."<sup>64</sup> Nevertheless, in *Concrete Works IV*, the Tenth Circuit upheld the relevance of data from the private marketplace to establish a factual predicate for M/WBE programs.<sup>65</sup> The courts mainly seek to ensure that M/WBE programs are based on active or passive discrimination findings in the government contracting marketplace and not simply attempts to remedy general societal discrimination<sup>66</sup>.

Courts also seek to find a causal connection between a statistical disparity and actual underlying discrimination. In *Engineering Contractors*, one component of the factual predicate was a study comparing entry rates into the construction business for M/WBEs and non-M/WBEs.<sup>67</sup> The analysis provided statistically significant evidence that minorities and women entered the construction business at rates lower than expected, given their numerical presence in the population and human and financial capital variables. The study argued that those disparities persisting after applying appropriate statistical controls were most likely the result of current and past discrimination. Even so, the Eleventh Circuit criticized this study for reliance on general census data and the lack of particularized evidence of active or passive discrimination by Miami-Dade County, holding that the district court was entitled to find that the evidence did not show compelling justification for an M/WBE program.<sup>68</sup>

The Seventh Circuit has perhaps set a higher bar for connecting private discrimination with government action. In the Cook County case, the trial court extensively considered evidence that prime contractors did not solicit M/WBEs as subcontractors and considered carefully whether this evidence on solicitation

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<sup>60</sup> *Coral Cons Co.*, 941 F.2d at 922 (citing *Croson*, 488 U.S. at 492) (emphasis added).

<sup>61</sup> *Croson*, 488 U.S. at 492; see generally Ian Ayres and Fredrick E. Vars, *When Does Private Discrimination Justify Public Affirmative Action?* 98 *Colum. L. Rev.* 1577 (1998).

<sup>62</sup> *Croson*, 488 U.S. at 492.

<sup>63</sup> *Contractors Ass'n*, 91 F.3d at 602; *Engineering Contrs. Ass'n v. Metropolitan Dade County*, 122 F.3d 895, 910-11 (11th Cir. 1997).

<sup>64</sup> *Contractors Ass'n*, 91 F.3d at 602; see also *Webster v. Fulton County*, 51 F. Supp. 2d 1354 (N.D. Ga. 1999).

<sup>65</sup> *Concrete Works IV*, 321 F.3d at 969.

<sup>66</sup> *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147 (10th Cir. 2000).

<sup>67</sup> *Engineering Contrs. Ass'n v. Metropolitan Dade County*, 122 F.3d at 921-22.

<sup>68</sup> *Id.* at 922.



served as sufficient evidence of discrimination, or whether instead, it was necessary to provide further evidence that there was discrimination in hiring M/WBE subcontractors.<sup>69</sup> The Seventh Circuit held that this evidence was largely irrelevant.<sup>70</sup> Beyond being anecdotal and partial, evidence that contractors failed to solicit M/WBEs on Cook County contracts was not the same as evidence that M/WBEs were denied the opportunity to bid.<sup>71</sup> Furthermore, such activities on the part of contractors did not necessarily implicate the County as being a passive participant in such discrimination as might exist because there was no evidence the County knew about it.<sup>72</sup>

### 2.3.1.1.8 Anecdotal Evidence

Justice O'Connor in *Croson* discussed the relevance of anecdotal evidence, stating: “[E]vidence of a pattern of individual discriminatory acts can, if supported by appropriate statistical proof, lend support to a local government’s determination that broader remedial relief is justified.”<sup>73</sup>

There was evidence from a telephone survey, interviews, and focus groups in *Rowe*. The Fourth Circuit favorably cited survey evidence of a good old boys’ network excluding MBEs from work, double standards in qualifications, primes viewing MBEs as less qualified, dropping MBEs after contract award, and the firms changing their behavior when not required to use MBEs. This material was affirmed in interviews and focus groups. The Fourth Circuit also concluded that “[t]he surveys in the 2004 study exposed an informal, racially exclusive network that systematically disadvantaged minority subcontractors.”<sup>74</sup>

The plaintiff argued that this data was not verified, to which the Fourth Circuit responded, “a fact finder could very well conclude that anecdotal evidence need not— and indeed cannot—be confirmed because it ‘is nothing more than a witness’ narrative of an incident told from the witness’ perspective and including the witness’ perceptions.”<sup>75</sup> The Fourth Circuit also commented favorably on the NCDOT study survey oversampling MBEs as long as the sample was random.

In *Associated General Contractors of California, Inc. v. Coalition for Economic Equity (AGCC II)*, the Ninth Circuit discussed the specificity of anecdotal evidence required by *Croson*.<sup>76</sup> Seeking a preliminary injunction, the contractors contended that the evidence presented by San Francisco lacked the specificity needed for an earlier appeal in that case and by *Croson*.<sup>77</sup> The court held that the City’s findings were based on substantially more evidence than the anecdotes in the two prior cases and were “clearly based upon dozens of specific instances of discrimination that are laid out with particularity in the record, as well as significant statistical disparities in the award of contracts.”<sup>78</sup>

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<sup>69</sup> *Builders Ass’n of Greater Chicago v. County of Cook*, 123 F. Supp. 2d 1087 (N.D. Ill. 2000).

<sup>70</sup> *Builders Ass’n of Greater Chicago v. County of Cook*, 256 F.3d 642, 645 (7th Cir. 2001).

<sup>71</sup> *Id.*

<sup>72</sup> *Id.*

<sup>73</sup> *Croson*, 488 U.S. at 509.

<sup>74</sup> *H.B. Rowe*, 615 F.3d at 251.

<sup>75</sup> *Id.* at 249 (quoting *Concrete Works*, 321 F.3d at 989).

<sup>76</sup> *AGCC II*, 950 F.2d 1401, 1414-15 (9th Cir. 1991).

<sup>77</sup> *Id.* at 1415-1416.

<sup>78</sup> *Id.* at 1416. This evidence came from 10 public hearings and “numerous written submissions from the public.” *Id.* at 1414.

The court also ruled that the City was under no burden to identify every instance of discriminatory practices or policies.<sup>79</sup> Reiterating the City’s perspective, the court stated that the City “must simply demonstrate the existence of past discrimination with specificity; there is no requirement that the legislative findings specifically detail each instance that the legislative body ha[d] relied upon in support of its decision that affirmative action is necessary.”<sup>80</sup> Not only have courts found that a municipality does not have to identify all the discriminatory practices impeding M/WBE utilization specifically, but the Tenth Circuit in *Concrete Works IV* also held that anecdotal evidence collected by a municipality does not have to be verified. “There is no merit to [the plaintiff’s] argument that the witnesses’ accounts must be verified to provide support for Denver’s burden. Anecdotal evidence is nothing more than a witness’ narrative of an incident told from the witness’ perspective and including the witness’ perceptions....Denver was not required to present corroborating evidence and [the plaintiff] was free to present its own witnesses to either refute the incidents described by Denver’s witnesses or to relate their own perceptions on discrimination in the Denver construction industry.”<sup>81</sup>

### 2.3.2 Narrowly Tailoring

Many courts have held that even if a compelling interest for the M/WBE program can be found, the program can still be found not to be narrowly tailored.<sup>82</sup> The Fourth Circuit has laid out the following factors in determining whether or not a program was narrowly tailored:

- (1) the necessity of the policy and the efficacy of alternative race neutral policies; (2) the planned duration of the policy; (3) the relationship between the numerical goal and the percentage of minority group members in the relevant population; (4) the flexibility of the policy, including the provision of waivers if the goal cannot be met; and (5) the burden of the policy on innocent third parties.<sup>83</sup>

In *H.B. Rowe*, the Fourth Circuit added to this list “overinclusiveness,” defined as the “tendency to benefit particular minority groups that have not been shown to have suffered invidious discrimination.”<sup>84</sup>

The Ninth Circuit in *Western States Paving* agreed with the *Sherbrooke* and *Gross Seed* cases that it is necessary to undertake an as applied inquiry into whether a government’s DBE program is narrowly tailored. The *Western States Paving* court stated that even when discrimination is present within a state, a remedial program is only narrowly tailored if its application is limited to those minority groups that have actually suffered discrimination. In *Croson*, for example, one of the rationales upon which the Supreme Court relied to invalidate the city’s quota system was the program’s expansive definition of “[m]inority group members,” which encompassed “[c]itizens of the United States who are Blacks,

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<sup>79</sup> *Id.* at 1416 n.11.

<sup>80</sup> *Id.* at 1416.

<sup>81</sup> *Concrete Works IV*, 321 F.3d 950, 989 (10th Cir. 2003).

<sup>82</sup> *Contractors Ass’n v. City of Philadelphia*, 91 F.3d at 605; *Engineering Contrs.*, 122 F.3d at 926-29; *Viridi v. Dekalb County Sch. Dist.*, 135 F. App’x 262 (11th Cir. 2005).

<sup>83</sup> *H.B. Rowe*, 615 F.3d at 252 (quoting *Belk v. Charlotte-Mecklenburg Bd. of Educ.*, 269 F.3d 305, 344 (4th Cir. 2001)).

<sup>84</sup> *H.B. Rowe*, 615 F.3d at 252 (quoting *Alexander v. Estep*, 95 F.3d 312, 316 (4th Cir. 1996)).

Spanish-speaking, Orientals, Indians, Eskimos and Aleuts.”<sup>85</sup> The Court admonished that the random inclusion of racial groups that, as a practical matter, may never have suffered from discrimination in the construction industry in Richmond suggested that perhaps the city’s purpose was not in fact to remedy past discrimination.

The Ninth Circuit Court of Appeals noted that it had previously expressed similar concerns about the haphazard inclusion of minority groups in affirmative action programs ostensibly designed to remedy the effects of discrimination. In *Monterey Mechanical Co. v. Wilson*, 125 F.3d at 704, the Ninth Circuit relied upon *Croson* to invalidate a California statute that required prime contractors on public projects to subcontract 15 percent of the work to minority-owned businesses and 5 percent to woman-owned businesses. The statute defined the term “minority” to include Blacks, Hispanics, Native Americans, Pacific-Asians, Asian-Indians, and over two-dozen subgroups.<sup>86</sup> The court concluded that the statute was not narrowly tailored because it provided race-based preferences to “groups highly unlikely to have been discriminated against in the California construction industry”.<sup>87</sup> The overly inclusive designation of benefited minority groups was a “red flag signaling that the statute is not, as the Equal Protection Clause requires, narrowly tailored.”<sup>88</sup> The court also cited *Builders Ass’n of Greater Chicago v. County of Cook*, 256 F.3d 642, 647 (7th Cir.2001), holding that an ordinance that established minimum levels of minority participation in county construction contracts was not narrowly tailored because it afforded preferences to a “laundry list” of minorities, not all of whom had suffered discrimination; *Associated Gen. Contractors of Ohio, Inc. v. Drabik*, 214 F.3d 730, 737 (6th Cir. 2000), invalidating a state statute that set aside 5 percent of state construction contracts for “Blacks, American Indians, Hispanics, and Orientals” because “[b]y lumping together [these] groups, ... the [program] may well provide preference where there has been no discrimination, and may not provide relief to groups where discrimination might have been proven;” *O’Donnell Constr. Co. v. District of Columbia*, 963 F.2d 420, 427 (D.C.Cir.1992) “the random inclusion of racial groups for which there is no evidence of past discrimination in the construction industry raises doubts about the remedial nature of [a minority set-aside] program” (internal quotation marks omitted). In contrast, the Caltrans DBE program litigated in *AGC v. Caltrans* had excluded Hispanic-owned firms from race-based preferences based on inadequate factual predicate evidence for the Hispanic ethnic category.<sup>89</sup>

Accordingly, each of the principal minority groups benefiting from the state’s DBE program must have suffered discrimination within the state. If that is not the case, then the DBE program provides minorities who have not encountered discriminatory barriers with an unconstitutional competitive advantage at the expense of both non-minorities and any minority groups that have actually been targeted for discrimination.”

The Fifth Circuit in particular relies on the identified following elements of narrow tailoring: (1) the necessity for the relief and the efficacy of alternative remedies; (2) the flexibility and duration of the

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<sup>85</sup> 488 U.S. at 478, 109 S.Ct. 706 (second alteration in original).

<sup>86</sup> *Id.* at 714, 109 S.Ct. 706.

<sup>87</sup> *Id.*

<sup>88</sup> *Id.*

<sup>89</sup> *AGC v. Caltrans*, No. 11-16228, at 4.

relief, including the availability of waiver provisions; (3) the relationship of numerical goals to the relevant labor market; and (4) the impact of the relief on the rights of innocent third parties.<sup>90</sup>

### 2.3.2.1 Race-Neutral Alternatives

Concerning race-neutral alternatives, Justice O'Connor in *Croson* concluded that a governmental entity should also evaluate the use of race-neutral means to increase minority business participation in contracting or purchasing activities. In *Rowe*, the Fourth Circuit noted that NCDOT had a Small Business Enterprise program and had undertaken all the race-neutral methods suggested by the DOT DBE program regulations. The court pointed out that the plaintiff had identified “no viable race-neutral alternatives that North Carolina has *failed* to consider and adopt”<sup>91</sup> (emphasis in the original). The Court further noted that disparities persisted despite NCDOT employing these race-neutral initiatives.

### 2.3.2.2 Duration of the Remedy

The Western States Paving Court noted that a narrowly tailored remedial program must also include adequate durational limitations. The Court noted that TEA-21 comports with this requirement because it is subject to periodic reauthorization by Congress. The debates concerning reauthorization ensure that Congress regularly evaluates whether a compelling interest continues to justify TEA-21's minority preference program. Other cases have noted that time limitations are required for DBE/MBE/WBE programs (states may terminate their programs if they meet their annual overall goal through race-neutral means for two consecutive years).<sup>92</sup>

### 2.3.2.3 Relationship of Goals to Availability

Narrow tailoring under the *Croson* standard requires that remedial goals be in line with measured availability. Setting percentages arbitrarily have played a vital part in finding programs unconstitutional, as evident with what the City of Richmond did in *Croson*. Setting goal percentages need to be based on statistical studies.<sup>93</sup>

In *H.B. Rowe*, the Fourth Circuit found that NCDOT participation goals were related to percentage MBE availability. First, the NCDOT goals were set project by project. Second, NCDOT generates a report detailing the type of work likely to be subcontracted. Third, the NCDOT goal-setting committee checks its database for availability. Finally, the Fourth Circuit noted that 10 percent of the NCDOT projects had a zero M/WBE goal.<sup>94</sup>

With regard to goals the Eleventh Circuit stated that, “we do not agree with the district court that it was “irrational” for the County to set a goal of 19% HBE participation when Hispanics make up more than 22% of the relevant contracting pool in every SIC category, and more than 30% for SIC 15. We see

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<sup>90</sup> *Kosman Contracting v. City of Houston*, No. H-14-1203, 2016 U.S. Dist. LEXIS 37708, at 51 (S.D. Tex. Feb. 16, 2016) citing *United States v. Paradise*, 480 U.S. 149, 171, 107 S. Ct. 1053, 94 L. Ed. 2d 203 (1987).

<sup>91</sup> *H.B. Rowe*, 615 F.3d at 252.

<sup>92</sup> See, e.g., *Sherbrooke and Gross Seed*, 345 F.3d 964 (2003).

<sup>93</sup> *Contractors Ass'n v. City of Philadelphia*, 91 F.3d at 607 (“The district court also found significant that the ... Ordinance offered only one reference point for the percentages selected for the various set-asides -- the percentages of minorities and women in the general population”). See also *Builders Ass'n of Greater Chicago*, 256 F.3d at 647.

<sup>94</sup> *H.B. Rowe*, 615 F.3d at 253.

nothing impermissible about setting numerical goals at something less than absolute parity. Stated somewhat differently, a local government need not choose between a program that aims at parity and no program at all.”<sup>95</sup>

### 2.3.2.4 Flexibility

*Western States Paving* also emphasizes the need for flexibility to show narrow tailoring in the DBE program. The court noted that a quota system is the hallmark of an inflexible affirmative action program. The court quoted *Grutter* stating that “[w]hile [q]uotas impose a fixed number or percentage which must be attained, or which cannot be exceeded, a permissible goal requires only a good-faith effort to come within a range demarcated by the goal itself.”<sup>96</sup> The court recognized that the TEA-21 DBE regulations explicitly prohibit the use of quotas.<sup>97</sup> Moreover, where race-conscious contracting goals are used, prime contractors can meet that goal either by subcontracting the requisite amount of work to DBEs or by demonstrating good faith efforts to do so.<sup>98</sup> A recipient of federal funds, likewise, cannot be penalized by the federal government for failing to attain its DBE utilization goal as long as it undertakes good faith compliance efforts.<sup>99</sup> TEA-21 therefore provides for a flexible system of contracting goals that contrasts sharply with the rigid quotas invalidated in *Croson*.<sup>100</sup>

### 2.3.2.5 Burden on Third Parties

Narrow tailoring also requires minimizing the burden of the program on third parties waivers. Good faith compliance is a tool that serves the purpose of reducing the burden on third parties.<sup>101</sup> The plaintiff in *Rowe* argued that the solicitation requirements were burdensome and that it was forced to subcontract out work that could be self-performed. The Fourth Circuit noted that the solicitation requirements could be met with existing staff, and the M/WBE program did not require subcontracting out work that could be self-performed.<sup>102</sup>

### 2.3.2.6 Over-inclusion

Finally, narrow tailoring involves limiting the number and type of program beneficiaries. As noted above, there has to be evidence of discrimination to justify a group-based remedy, and over-inclusion of uninjured individuals or groups can endanger the entire program. In essence, there must be sufficient statistical evidence of discrimination to include a particular minority group in the remedial program. In *Croson*, the Court noted that “[i]f a 30% set-aside was “narrowly tailored” to compensate black contractors for past discrimination, one may legitimately ask why they are forced to share this “remedial

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<sup>95</sup> *Eng’g. Contr. of S. Florida, Inc.* 122 F.3d at 927.

<sup>96</sup> 539 U.S. 306.

<sup>97</sup> 49 C.F.R. § 26.43(a).

<sup>98</sup> *Id.* § 26.53(a).

<sup>99</sup> *Id.* § 26.47(a).

<sup>100</sup> *Grutter v. Bollinger*, 539 U.S. 982 (2003). See also *Sherbrooke Turf, Inc.*, 345 F.3d at 972 (“the [TEA-21] DBE program has substantial flexibility”).

<sup>101</sup> 49 C.F.R. § 26.53.

<sup>102</sup> *H.B. Rowe*, 615 F.3d at 254.

relief" with an Aleut citizen who moves to Richmond tomorrow? The gross over inclusiveness of Richmond's racial preference strongly impugns the city's claim of remedial motivation".<sup>103</sup>

Additionally, as noted above in *Rowe*, there has to be evidence of discrimination to justify a group-based remedy, and over-inclusion of uninjured individuals or groups can endanger the entire program. The statistical evidence that was evaluated by the court to determine if the Statute's definition of minorities was determined to be overinclusive by including groups for which the 2004 disparity study did not establish sufficient evidence of discrimination. Although, the statute in question limited relief to "those racial or ethnicity classifications . . . that have been subjected to discrimination in the relevant marketplace and that have been adversely affected in their ability to obtain contracts with the Department"<sup>104</sup> lumping all minority groups together may provide preference for groups where no discrimination was found.

## 2.4 Conclusions

Within the Fifth Circuit and the State of Texas, the Southern District of Texas most recently considered a challenge to Houston's M/WBE program in *Kossmann Contracting v. City of Houston*.<sup>105</sup> The case addressed an equal-protection challenge to the City of Houston's 2013 Small/Minority Business Enterprise Program for Construction Contracts. The opinion provides an up-to-date discussion of current constitutional standards, relying primarily on *Croson*, more recent Supreme Court guidance, and Fifth Circuit analysis.

The court conducted an extensive review of the disparity and availability study commissioned by the City of Houston and determined that the study provided strong evidence of ongoing discrimination in construction contracting processes, which justified the remedial program to combat the discrimination. The study's statistical analysis and anecdotal evidence were held to support the disparity findings. The court analyzed five and one-half years of the City's construction contract records.

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

In creating and implementing a race- or gender-conscious contracting program, it is necessary to understand how the courts have interpreted the constitutional requirements. To satisfy strict scrutiny, agencies must provide a compelling interest for a race- or gender-conscious program. While gender

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<sup>103</sup> *Croson*, 488 U.S. at 506.

<sup>104</sup> N.C. Gen. Stat. § 136-28.4(c)(2).

<sup>105</sup> *Kossmann Contr. v. City of Houston*, No. H-14-1203, 2016 U.S. Dist. LEXIS 37708 (S.D. Tex. Feb. 16, 2016), *adopted by Kossmann Contr. Co. v. City of Houston*, No. H-14-1203, 2016 U.S. Dist. LEXIS 36758 (S.D. Tex. Mar. 22, 2016).

conscious programs are subject to intermediate scrutiny in practice, there has not been a significant difference in the judicial review of race-conscious versus gender-conscious contracting programs.

The compelling interest begins with showing disparities, if any, between the availability and utilization of firms by demographic category. However, the disparity analysis must be supplemented by factoring in issues such as type of work, as well as firm capacity and interest in pursuing agency contracts. How subcontractors are treated in the absence of goals is also an important part of the factual predicate for a race and gender conscious program. This quantitative analysis must then be supplemented with qualitative evidence from interviews, surveys and other methods of anecdotal data collection.

If a factual predicate is found for a race- and gender conscious efforts the program still must be narrowly tailored. Critical elements of narrow tailoring include taking race neutral measures seriously, setting goals near business availability, having mechanisms for flexible program implementation, and avoiding the random inclusion of groups into the program. Working with these criteria the federal courts have consistently ruled that the federal DBE regulations are narrowly tailored.

While the Supreme Court has yet to return to this exact area of law to sort out some of the conflicts, the Fifth Circuit has provided some guidance on core standards. Ultimately, MBE and WBE programs can withstand challenges if state and local governments comply with the requirements outlined by the courts.

# 3 Procurement and Program Policy Review

## 3.1 Introduction

Procurement policies and practices significantly impact businesses seeking opportunities with governmental entities. Examining the impact of procurement and contracting policies and procedures is essential to a comprehensive, legally defensible disparity study. **Chapter 3** examines the City of Waco’s procurement and contracting policies, procedures, and programs to ensure that all interested parties can participate in the City’s procurement and contracting activities.

This chapter includes an overview of the City of Waco’s procurement process. It examines the routine application of policies and procedures and the impact of businesses seeking opportunities to provide their goods or services to the City. MGT’s review of policies and procedures is presented in six sections. Section 2 describes the methodology used to review the City’s procurement policies, procedures, and programs. The remaining sections summarize procurement policies, procedures, programs, and the structure and environment in which procurement and contracting occur. The review and examination of policies in this chapter are intended to provide the foundation for analyzing utilization (**Chapter 5**) and availability (**Chapter 4**) and the findings and recommendations in **Chapter 8**.

Chapter Sections	
3.1	Introduction
3.2	Methodology and Definitions
3.3	Procurement Environment and Structure
3.4	Source Selection
3.5	Business Diversity and Inclusion
3.6	Conclusions

## 3.2 Methodology and Definitions

A multi-faceted approach was used to conduct the procurement and policy review, which included reviewing source documents and regulations related to procurement and contracting. MGT used its methodology that has been refined over 250 disparity studies, which includes developing an understanding of the City’s organizational structure and procurement roles and responsibilities of Purchasing Services and other City departments. The policy review was conducted with the complete cooperation of the City staff who provided data, information, and assistance to MGT throughout the policy review. To conduct the policy review and to prepare this chapter, MGT’s approach included collecting and reviewing procurement and contract-related documents. Procurement policies and practices were also reviewed and discussed with staff to understand better how such policies are operationalized throughout the City and their perceived impact on businesses currently doing or seeking to do business with the City. However, the full effect of these policies and procedures on M/WBE procurements can only be made in conjunction with the statistical and qualitative evidence in **Chapters 4, 5, and 7** of this report. The review of policies and procedures included the following significant steps:

- ◆ Finalizing the scope and parameters of the policy review.
- ◆ Collection, review, and summarization of the City’s contracting and procurement policies.



- ◆ Collection, review, and summarization of policies, procedures, and related information and data about the City’s business inclusion efforts.
- ◆ Collection and review of supplemental information and data pertinent to the policy review.
- ◆ Review of applicable federal, state, and City regulations and laws pertaining to procurement.
- ◆ Discussions with staff to review and discuss procurement policies and roles and responsibilities in the City’s procurement process.
- ◆ Navigating the City’s website and department websites to help inform areas of inquiry and to identify information and resources available to businesses seeking opportunities with the City.
- ◆ Analysis of data and information gathered throughout the policy review to develop key findings and recommendations.
- ◆ Preparation of the policy review chapter for inclusion in the City of Waco 2023 Disparity Study Report.

Interviews and meetings were initially held with City of Waco staff in May 2022 and continued through July 2022. During this period, meetings were held with the Deputy City Manager and staff in the Airport, Cameron Park Zoo, City Secretary's Office, Economic Development Department, Fiscal Management Services Department, Housing & Community Development, Information Technology, Parks & Recreation Department, Public Works Department, Purchasing Services, and Solid Waste Department. Due to COVID restrictions, all meetings were conducted virtually. As needed, follow-up contacts were made to obtain additional information and insights.

MGT collected and reviewed various source documents and information about the policy review. Primary source documents and other information collected and reviewed are itemized in Table 3-1.

**TABLE 3-1. DOCUMENTS REVIEWED DURING POLICY AND PROCEDURES REVIEW**

INDEX	DESCRIPTION
<b>Procurement Related Documents</b>	
1.	State Statutes and Regulations <ul style="list-style-type: none"> <li>- Texas Local Government Code Chapter 171 – Regulation of Conflicts of Interest of Officers of Municipalities, Counties, and Certain Other Local Governments (Chapter 171 Conflict of Interest)</li> <li>- Texas Local Government Code Chapter 176 – Disclosure of Certain Relationships with Local Government Officers, Providing Public Access to Certain Information (Chapter 176 Disclosure of Relationships)</li> <li>- Texas Local Government Code Chapter 252 – Purchasing and Contracting Authority of Municipalities</li> <li>- Texas Local Government Code Chapter 271 – Purchasing and Contracting Authority of Municipalities, Counties, and Certain Other Local Governments</li> <li>- Texas Local Government Code Chapter 2252 – Contracts with Governmental Entity</li> <li>- Texas Local Government Code Chapter 2254 – Professional and Consulting Services</li> <li>- Texas Local Government Code Chapter 2269 – Contracting and Delivery Procedures for Construction Projects</li> </ul>
2.	City of Waco Home Rule Charter and Code of Ordinances <ul style="list-style-type: none"> <li>- Article VII Finance §13 – Purchase Procedure</li> <li>- Article XI General Provisions §11 - Personal Interest in City Contracts</li> <li>- Code of Ordinances Article VI Financial Matters §24-127 – Competitive Purchasing Process; City Manager Expenditure Authority</li> </ul>

INDEX	DESCRIPTION
3.	City of Waco Policies & Procedures <ul style="list-style-type: none"> <li>- GFP&amp;P-2 Blanket Purchase Order Policy, Revised 03-01-95</li> <li>- GFP&amp;P-6 Procurement Credit Card, Revised 10-01-21</li> <li>- GFP&amp;P-8 Purchasing Policy - Competitive Requirement &amp; Approval, Revised 10-01-21</li> <li>- GFP&amp;P-9 Professional Services Including Engineering, Land Surveying, Architecture, &amp; Landscape Architecture, Revised 10-01-2022</li> <li>- GFP&amp;P-10 Check Requisition Policy, 10-01-2022</li> <li>- Bid and Protest Procedure, Adopted October 12, 2004</li> </ul>
4.	City of Waco Purchasing Services Forms <ul style="list-style-type: none"> <li>- Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion</li> <li>- Conflicts of Interest Questionnaire</li> <li>- Disclosure of Relations with City Council Member, Officer, or Employee of City of Waco Form</li> <li>- HB 89 Israel Form</li> <li>- Minority/Woman Owned Business Certification</li> <li>- Purchasing Services Vendor Application Form</li> <li>- Workers' Compensation Coverage Verification Form</li> </ul>
5.	City of Waco Solicitations <ul style="list-style-type: none"> <li>- RFB No. 2021-057 Request for Bid for Water Office HVAC Replacement</li> <li>- RFB No. 2022-022 Request for Bid for Purchase of Emergency Backup Generators for Various Water Facilities</li> <li>- RFB No. 2022-024 Request for Bid for City of Waco R.O.W. Maintenance</li> <li>- RFP No. 2022-013 Request for Proposals for Investment Management Services</li> <li>- RFQ No. 2018-062 Request for Qualifications for Waco Water Storage Tank Inspection and Cleaning Services</li> </ul>
<b>Other Related Documents</b>	
6.	City of Waco Fiscal Year 2022-2023 Adopted Budget Annual Operating Budget & Capital Improvements

### 3.2.1 Definitions

The following section includes selected definitions from the City of Waco Purchasing Policy - Competitive Requirement & Approval<sup>106</sup>. The definitions helped to provide context for the procurement and contracting policies reviewed by MGT.

**Bid/Quote:** A bid or quote is an offer to sell by the vendor based on the specifications provided by the person requesting the bid or quote. Written quotes are preferred and may be mailed, faxed, or emailed.

**Blanket Orders:** Blanket orders are issued for requirements that are expected to be received over a period of time at an agreed cost or price. Releases or draws are made during the time period up to the total amount.

**Contingency:** A contingency is a percentage of a contract value set aside for unpredictable changes in the scope of work.

**Emergency Purchase Order:** An emergency purchase order is generated from emergency departmental requisitions in which the need and delivery are required to protect or preserve the public interest or to prevent the stoppage of critical City services.

<sup>106</sup> GFP&P-8 Purchasing Policy - Competitive Requirement & Approval, Revised 10-01-21.

**Good:** This includes merchandise or tangible personal property generally acquired for payment of money or something else of value.

**Historically Underutilized Business or HUB:** HUBs are those disadvantaged businesses as certified by the State of Texas. If the expenditure will be between \$3,000.00 and \$50,000.00, state law requires that at least two HUBs on a rotating basis from information provided by the state comptroller be contacted if any are present within McLennan County for the good or service. However, the City highly encourages making all bid opportunities available to HUBs, regardless of the amount.

**Life of Contract:** The life of contract is the initial term of the contract plus any extensions or renewals allowed under the contract. The life of the contract ends if one of the contracting parties terminates the contract for any reason.

**Procurement Credit Card Purchase:** A purchase made with a City-issued credit card (P-card) by a City employee and made within the City's defined purchasing guidelines. City employees may not make a purchase with a procurement credit card until training on procurement card procedures and policies is completed.

**Proposal:** A document that offers a solution to a problem or a course of action in response to a need.

**Purchase Order:** A purchase order is an order processed by Purchasing Services using standard purchasing procedures. Purchase orders are generated by Purchasing from routine departmental requisitions after competitive quotes, or bids, are solicited from an adequate number of vendors based on Purchasing Services' professional or market knowledge to ensure competition.

**Ratification:** Approval by City Council after a procurement has been made, or a contract has been executed, for a good or service due to extenuating circumstances and in the City's best interest.

**Request for Bid:** A request for bid is a formal written competitive sealed bid method used to obtain written bids.

**Request for Proposal:** A request for proposal is a written solicitation document for purchases acquired using the competitive sealed proposal procurement method. A request for proposal is recommended when factors other than price are to be considered.

**Request for Quote:** A request for quote is an offer to buy based on a set of specifications provided by the authorized employee issuing the request. Request for quotes are issued to available, prospective suppliers ensuring fair and open competition.

**Services:** An act of helpful activity or aid achieved by the performance of some work or task. This includes but is not limited to: game officials and scorekeepers; instructors; temporary service providers; construction, repair, rehabilitation, or alteration on any City property; mowing; painting; unstopping toilets and other plumbing work; electrical installations; heating and air conditioning maintenance, including filter replacement; tile or floor repair and replacement; street sweeping; vehicle washing and detailing; and vehicle and equipment repair and maintenance.

**Sole Source Purchase:** A sole source purchase is made when an item is available from only one supplier. This includes one-of-a-kind goods or services, a copyrighted publication, or unique items such as artwork, a natural monopoly, or where an item is a component of an existing system.

**Vendor:** A person, company, partnership, or corporation performing services or from whom goods are obtained.

### 3.3 Procurement Environment and Structure

The structure and environment in which the City of Waco’s procurement and contracting occurs were important for understanding the operational impact of procurement policies on departments and businesses seeking to meet the City’s service requirements. As such, the City’s organizational structure was essential for placing procurement and contracting into the proper context and understanding the role of certain entities in the procurement cycle. The following exhibits (**Exhibit 3-1** and **Exhibit 3-2**) show the organizational structure of the City and Purchasing Services.

**Exhibit 3-1** and **Exhibit 3-2** depicts the City of Waco’s organizational structure, which includes the administrative units that purchase various goods and services for internal use and provide essential services to Waco residents. With a budget of \$694.58 million, including capital improvement, the adopted FY 23 budget aligned with the Waco City Council’s strategic goals to:

- ◆ Facilitate economic development,
- ◆ Create a culture of equity and inclusion,
- ◆ Build a high-performing government,
- ◆ Improve infrastructure,
- ◆ Provide a safe and resilient city,
- ◆ Enhance the quality of life; and
- ◆ Support sustainability<sup>107</sup>.

The City requires collaboration and coordination between various departments to operate efficiently and effectively. Within this context, the organization units shown in **Exhibit 3-1** frequently engage in procurement at varying levels based on projected costs. Each department leader is held accountable for ensuring that procurement policies are communicated throughout their department and followed by the staff with the delegated authority to make purchases. **Exhibit 3-2** shows the organizational structure of the Purchasing Services Division, which is housed within Fiscal Management Services

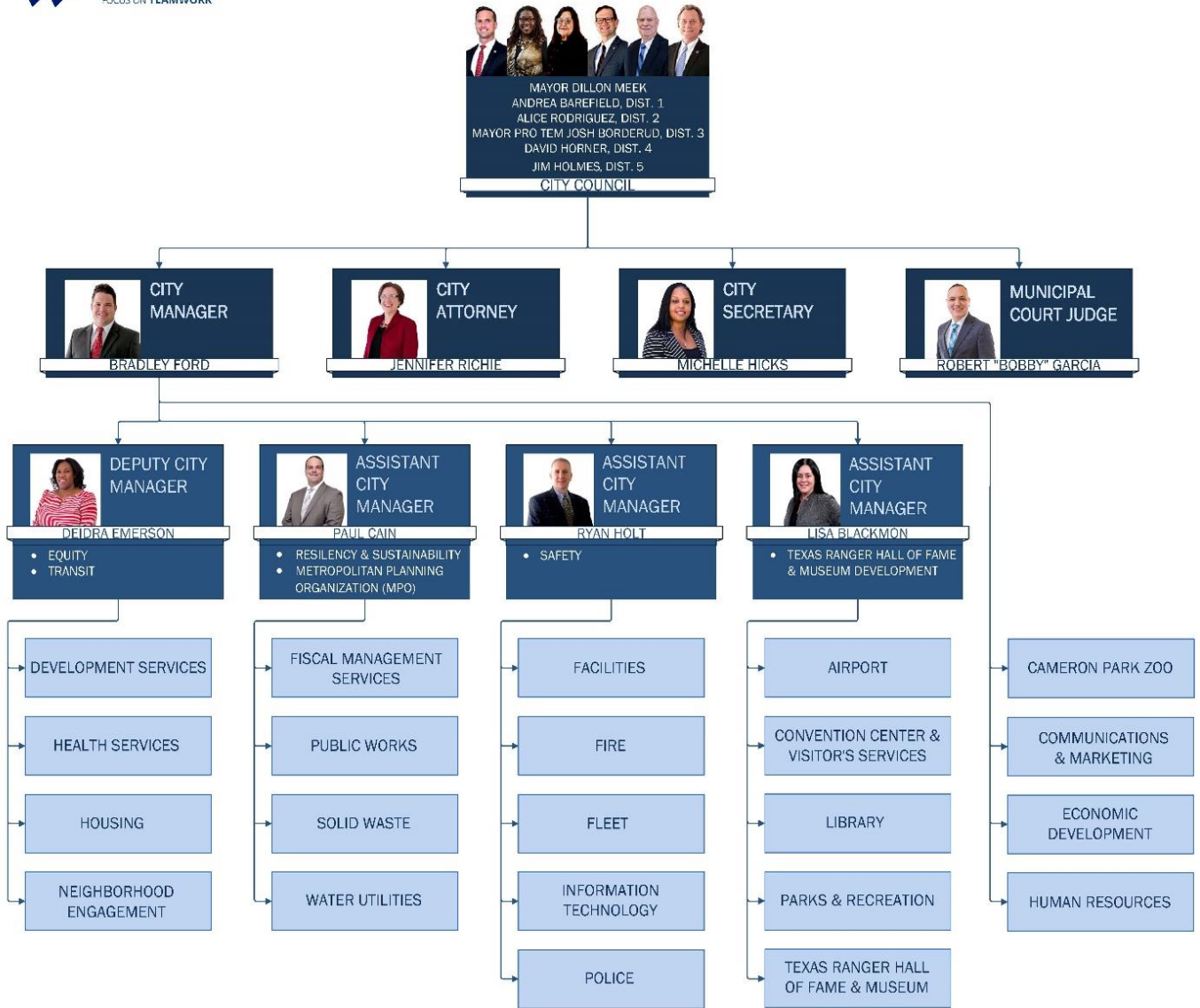
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<sup>107</sup> City of Waco Fiscal Year 2022-2023 Adopted Budget Annual Operating Budget & Capital Improvements.

EXHIBIT 3-1. CITY OF WACO ORGANIZATIONAL STRUCTURE

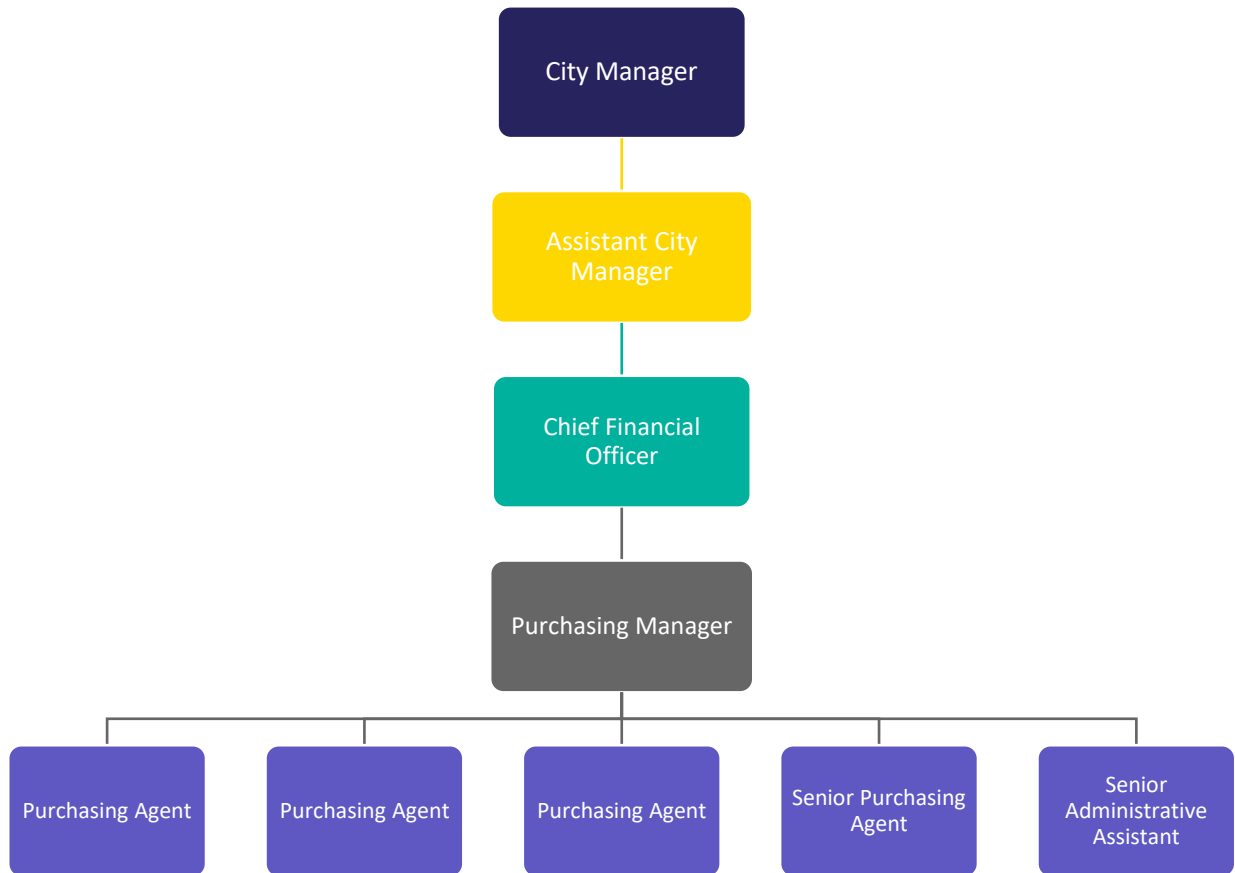


CITY ORGANIZATIONAL STRUCTURE



Source: City of Waco, City Manager's Office, website May 2023.

EXHIBIT 3-2.  
CITY OF WACO PURCHASING SERVICES ORGANIZATION CHART



Source: Purchasing Services, 2023.

The mission of the Purchasing Services Division is to “procure, in an ethical manner, quality goods and services at competitive prices while creating a favorable climate for business opportunities within the guidelines of the law”<sup>108</sup>. Its responsibilities include purchasing policy administration, bidding/contracting, warehousing, and investment recovery functions. Within these functions, the Division (1) sets policies and procedures that ensure compliance with federal, state, and local laws; (2) manages the City Procurement Card Program; (3) serves as the City’s central vendor contract for competitive bidding and contract execution; and (4) provides a readily available supply of required items to meet departmental needs. The responsibilities carried out by Purchasing staff are essential to meeting the City’s procurement goals. Ideally, purchasing systems should be transparent, cost-effective, and responsive to provide goods and supplies, professional services, architectural and engineering services, and construction services. Purchasing Services is committed to assuring that all businesses are given prompt, courteous, and equal opportunities to provide goods and services to the City.

<sup>108</sup> *Purchasing Services, About Us, website, 2023.*

### 3.3.1 Procurement Policies

The procurement and contracting of goods and services by public agencies, such as the City of Waco, is governed by local, state, and federal regulations. Understanding such regulations, policies, and procedures is essential to the procurement review. The City’s authority to engage in purchasing and contracting activities resides in the City Charter, Code of Ordinances, and the Texas Local Government Code Chapter 252. The City and its departments must adhere to the Texas Local Government Code in procuring goods and services in which state and local funds are used, whereas, the Federal Acquisition Regulations (FAR) serve as guidance for procurements involving any use of federal funds.

According to the City of Waco Home Rule Charter Article VII Finance §13, “the Council may, by ordinance, confer upon the [C]ity [M]anager general authority to contract for expenditures for budgeted items and also emergency expenditures without further approval of the Council.” The City of Waco Code of Ordinance Section 24-127 authorizes the City Manager to contract for expenditures not exceeding \$50,000 without Council approval. This authority also grants the City Manager latitude to establish purchasing policies and procedures that allow City personnel purchasing authority under designated amounts. Several policies and procedures provide guidelines for departments within the City that expend public funds. These policies include:

- ◆ GFP&P-2 Blanket Purchase Order Policy
- ◆ GFP&P-6 Procurement Credit Card Policy
- ◆ GFP&P-8 Purchasing Policy - Competitive Requirement & Approval
- ◆ GFP&P-9 Professional Services Including Engineering, Land Surveying, Architecture, & Landscape Architecture
- ◆ GFP&P-10 Check Requisition Policy

GFP&P-2 Blanket Purchase Order, GFP&P-6 Procurement Credit Card, and GFP&P-10 Check Requisition Policy establish controls, guidelines, and instructions for using blanket purchase orders, p-card, and check requisitions, respectively. Pcard payment methods are most commonly used to obtain materials and supplies necessary for the City quickly. A blanket purchase order is used for acquiring re-occurring materials and services which are not on an annual contract. Check requisitions are used to authorize payments for purchases when a purchase order is not needed or when petty cash is not used. It also serves as a payment method if P-Cards are not accepted.

GFP&P-8 Purchasing Policy specifies approval authority and guidelines for competition in purchasing goods and services by the City Charter, City Ordinances, and state and federal law. The policy applies to the expenditure of City funds “by all departments and divisions of the City of Waco, including departments and divisions where day-to-day management is under contract with some other entity, such as the Cameron Park Zoo and Waco Transit System. This policy reflects the City of Waco’s efforts to procure, cost-efficiently, quality services and goods at competitive prices while creating a favorable climate for business opportunities within the guidelines of the law”<sup>109</sup>.

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<sup>109</sup> *Purchasing Policy - Competitive Requirement & Approval, 2021.*

GFP&P-9 Professional Services Policy, recently revised on October 1, 2022, reflects the mandatory guidelines for procuring professional services, particularly related to construction or development projects. This policy applies to architecture, land surveying, medicine, optometry, professional engineering, real estate appraising, professional nursing, or other professional services not previously named. However, the policy excludes the procurement of legal services.

MGT's review of governing laws and related source documents in **Table 3-1** concluded that the Purchasing Services' policies appropriately align with the City of Waco's Purchasing Ordinances and relevant Texas statutes. Competitive sealed bidding and proposals, small purchases, and competitive quote policies can inhibit or facilitate supplier participation, depending on their execution. Discussions with City of Waco staff provided insight into how purchasing processes are operationalized and how the City departments and suppliers are affected.

MGT's experience has shown that efficient and effective procurement processes largely depend upon well-defined and consistently followed policies for advertisement, solicitation, vendor evaluation/selection, contract negotiation and approval, and the expertise of knowledgeable and skilled staff. Based on MGT's discussions, staff have lengthy tenure with the City or other public entities and appear very knowledgeable about procurement processes. It was apparent throughout the discussions with staff that ensuring policies are routinely followed is paramount to delivering products and services to the residents of Waco. From the staff's perspective, the City's procurement is intended to:

- ◆ Ensure open competition;
- ◆ Provide equitable treatment of all vendors seeking to do business with the City;
- ◆ Maintain a responsive and responsible centralized procurement system; and
- ◆ Procure the goods, services, and construction required by the City in a cost-effective manner.

MGT reviewed solicitation documents shown in **Table 3-1**. Examining bid solicitation documents was important because solicitations are the starting point in the procurement process for procurement opportunities with the City of Waco. This task was also crucial in determining whether solicitation documents adhere to the policies and procedures reviewed by MGT. The documentation review included determining whether there were minority/woman-owned business enterprise (M/WBE) participation requirements and if participation forms were included in solicitation packets. MGT made a note of the M/WBE self-declaration forms within the solicitations. The solicitations in **Table 3-1** do not include other sourcing methods, such as emergency or sole source purchases.

### 3.4 Source Selection

The City of Waco Home Rule Charter generally requires an opportunity for competition for all contracts. Therefore, source selection is a fundamental and critical purchasing activity used to acquire essential goods and services for City departments. MGT's discussions with staff focused on primary source selection methods, related policies and practices, and how these methods impact businesses. MGT's review shows that policies and procedures for source selection are clear and appear user-friendly. Staff noticed that the current threshold for informal purchases (\$3,000) no longer accounts for market



conditions and inflated costs. In reviewing policies and practices for source selection, MGT also examined resources for businesses interested in contracting and procurement with the City.

**Table 3-2** provides a snapshot of contract sign-off authority on purchases, required advertising, and source selection methods.

**TABLE 3-2. SOLICITATION METHODS AND CONTRACT AWARD AUTHORITY**

Level	Estimated Cost of Good or Service	Advertising Method	Source Selection Method	Authorization
1	\$100.00 or less	Informal	Written quotation from one vendor	Department Director or Authorized individual
2	Greater than \$100 up to \$3,000	Informal	Competitive quotations: One or more quotes required	Department Director or Authorized individual
3	Greater than \$3,000 up to \$25,000	Formal	Competitive quotations: A minimum of three quotes required	Department Director or Authorized individual
4	Greater than \$25,000 up to \$50,000	Formal	Competitive quotations: A minimum of three quotes required	Department Director or Authorized individual
5	\$50,000.01 and above	Formal	Competitive sealed bid or proposal	City Council approval required

Source: Created by MGT 2023, adapted from Purchasing Policy - Competitive Requirement & Approval, 2021.

### 3.4.1 Competitive Sealed Bids

GFP&P-8 Purchasing Policy contains provisions for selection by competitive sealed bids. The dollar threshold for competitive sealed bids is over \$50,000. Competitive sealed bids for goods or services are procured using a Request for Bids (RFB) process. RFBs are common for goods, services, and some construction-related services. The design-bid-build is the traditional delivery method used by the City. Under this method, the City hires a design professional using the request for proposal procedure to design the project<sup>110</sup>. After design completion and acceptance, the City then solicits competitive sealed bids for the construction stage of the project. The construction contract would then be awarded to the lowest responsible, responsive bidder.

Construction is an important area to review because construction and construction-related services typically provide the greatest opportunities for minority, and women-owned businesses through subcontracting. These opportunities grant small businesses and M/WBEs the opportunity to gain simultaneous experience on multiple projects without enduring the rigors of submitting a proposal. A partnership with a prime contractor also enables the firm to focus on technical work, rather than

<sup>110</sup> Texas Local Government Code Chapter 271 and Texas Government Code Chapter 2269.

administrative tasks associated with managing the contract. This procurement area may also aid in growing the capacity of M/WBEs.

### 3.4.2 Competitive Sealed Proposals

According to GFP&P-8 Purchasing Policy, competitive sealed proposals are solicited through a Request for Proposals (RFP). The objective of competitive sealed proposals is to award a contract based on the best-qualified proposal and negotiate reasonable and fair compensation for services. The sealed proposal is used primarily when specifications cannot be objectively prepared or when procuring professional services for which price is not the primary consideration. Proposal evaluation criteria and each criterion weight are developed by the using department and in conjunction with Purchasing Services.

#### 3.4.2.1 Professional Services

The City issues a Request for Qualifications (RFQ) to obtain professional services contracts. According to GFP&P-9 Professional Services Policy, the City shall award a contract to the most highly qualified provider based on evaluating their qualifications and negotiating reasonable and fair compensation for services. If the City cannot negotiate a fair and reasonable contract with the most highly qualified provider, the City reserves the right to formally end all negotiations and begin contract negotiations with the next most highly qualified provider. RFQs are required for construction projects greater than \$10 million; projects funded by federal or state grants which mandate RFQs; or planning and analysis projects greater than \$500,000.

### 3.4.3 Competitive Quotations

Competitive quotations are required on any supply, material, or contractual service valued between \$3,000.01 and \$50,000<sup>111</sup>. The informal competitive quote procedure permits the solicitation of written quotes from at least three vendors and does not require formal public notice. This process enables agencies to identify and obtain quotes directly from three eligible vendors – two of which should be within McLennan County. The Department Director or their designee approves the purchase and sends the requisition to Purchasing Services.

### 3.4.4 Small Purchases

Small purchases are any supply, materials, or contractual service estimated at less than \$3,000.00<sup>112</sup>. The head of the using department shall authorize each purchase and does not require more than one quote for approval. The City seeks to eliminate “habit buying” by encouraging staff to rotate local vendors for services. A formalized bidder rotation system could provide an orderly and efficient method of equitably awarding purchases in procurement categories with identified disparities.

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<sup>111</sup> *Purchasing Policy - Competitive Requirement & Approval*, 2021.

<sup>112</sup> v. sup.

### 3.5 Business Diversity and Inclusion

This disparity study aims to determine the effects of race, ethnicity, and gender on a firm’s ability to do business with the City. The procurement policy review specifically focused on the policies, procedures, and practices that impact the participation and utilization of minority and women-owned businesses in City procurement and contracting. The outcomes of the disparity study will guide suggested mechanisms to facilitate M/WBE participation. The City’s commitment to business inclusion is reflected in procurement provisions contained in the City of Waco Regional Airport Disadvantaged Business Enterprise Plan<sup>113</sup> – including the 2022-2024 Triennial DBE Goal. MGT felt it was essential to review the efforts currently being undertaken to facilitate the participation of minority, and women-owned businesses, particularly in the absence of a strong M/WBE policy or race and gender-based initiatives, which depend on the outcomes of this study. As discussed earlier, Purchasing Services is responsible for coordinating all City procurement. Although the City does not have a M/WBE office or formal M/WBE program, the City is “committed to assuring that all businesses are given prompt, courteous, and equal opportunity to provide goods and services to the City.”

The City’s Local Preference Consideration demonstrates an example of business inclusion efforts. The City is authorized to award a bid to a local business as outlined in the Texas Local Government Code Section 271.905 (b). The local business must submit a bid within three percent of the lowest bid price of a nonlocal business and complete the Application for Local Preference Consideration to be eligible. A business claiming local preference must be located within the City of Waco city limits and provide supporting documentation regarding the economic opportunities created using local workforce and tax revenues, if awarded the opportunity. During policy discussions, staff noted that not many vendors claim this preference, or if they do, the supporting documentation is not included.

Although the City does not have race- and gender-specific policies or programs, there is an overall desire to implement the most appropriate mechanisms to enhance M/WBE participation. The Purchasing Services Division is a central hub for entrance into the City of Waco’s procurement opportunities. This key role also promotes the City’s commitment to business inclusion internally and externally. Outreach and engagement include working with City departments, keeping them informed about opportunities to utilize M/WBEs, and conducting external outreach to educate the business community about doing business with the City and navigating the City’s procurement process. Online presence is a starting point for business inclusion engagement.

- ▶ City of Waco Website

In today’s environment, an organization’s website is an essential resource to share information. Typically, an organization’s website is the first place that potential bidders will go for information about an organization and potential procurement opportunities. The “Purchasing Services” and the “Business” links provide considerable information, direction, and guidance to emerging businesses within Waco and those seeking to do business with the City. MGT found the website relatively easy to navigate.

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<sup>113</sup> *City of Waco, Texas Disadvantaged Business Enterprise (DBE) Plan Triennial Update For Fiscal Year 2022/2023/2024.*

- ▶ Doing Business with the City of Waco

For some potential bidders navigating an organization's procurement process can be a significant barrier to participation, particularly for minority and women-owned businesses and other businesses unaccustomed to bidding in the public sector. A guide to doing business with the City and tips for responding to solicitations could be beneficial information in providing direction for potential bidders.

- ▶ Resources for City Employees

Informed and knowledgeable employees are equally important in minimizing barriers and increasing participation, particularly for minority and women-owned businesses. The Purchasing Services site on the intranet can serve as a repository of key training material and essential information for managers and employees that can ultimately benefit potential bidders.

The discussions with staff revealed an awareness and sensitivity to the participation of minority and women-owned businesses; however, challenges impede their ability to do so. The biggest challenges identified by staff were a need for resources to identify M/WBE businesses. Staff advised of a desire for a centralized internal system to quickly identify firms who meet M/WBE criteria and/or integration to the Texas Centralized Master Bidders List. Staff also advised that vendors choose not to complete the M/WBE form for unknown reasons. City staff welcomes the opportunity to leverage technology that generates efficiency in the procurement process and aids in the identification and solicitation of M/WBEs. Identifying and tracking performance measures to evaluate progress toward greater diversity and inclusion in procurement is essential. In the absence of a race and gender-specific program or race-and-gender-specific policies, the following remains important:

- ▶ Continuously encouraging participation of minority and women-owned businesses in all City procurement and contracting.
- ▶ Interacting and communicating with departments to provide assistance, advice, and support to encourage and facilitate participation in procurement and contracting.
- ▶ Planning and execution of business engagement activities to promote and encourage the participation of minority and women-owned businesses.

### 3.6 Conclusions

MGT's policy review focused on procurement policies, procedures, and practices that facilitate the participation of M/WBEs. MGT's review shows that the City of Waco has detailed policies and procedures that govern all aspects of procurement. Based on MGT's review, policy source documents guide department end users and suppliers seeking procurement opportunities. MGT's policy review did not uncover any inherent barriers that intentionally restrain businesses from participating in procurement opportunities. Several opportunities exist to further facilitate the use of M/WBEs, as feasible, based on Study results. These opportunities may include using various methods to achieve increased participation by M/WBE firms through vendor rotation, establishing subcontractor project goals and aspirational M/WBE goals, enhanced data tracking, and public outreach.

Increasing equity and inclusion contracting opportunities must be an organization-wide responsibility and not solely the responsibility of the Purchasing Services. The extent to which the City of Waco

increases the participation of M/WBEs will be determined by Purchasing Services and departments working collaboratively to raise awareness, interest, and involvement in the City contracting and procurement. As such, the following should be considered to realize the City's goal of increasing equity and inclusion opportunities:

- ◆ Opportunity Creation: Provide adequate staffing and technological resources to monitor M/WBE growth and development through key performance metrics.
- ◆ Building Capacity: Execute intentional, coordinated efforts between the City departments and regional partners to strengthen the operational capacity of M/WBEs to perform as prime and subcontractors.
- ◆ Diversity Compliance: Ensure the mechanisms and staffing resources are in place to increase the participation of M/WBEs through consistent and effective compliance. Compliance should be measured throughout the source-to-pay cycle if warranted by Study results, including project-specific goal setting, bid evaluation, and contractor performance monitoring.

To fully execute the above in a deliberate and impactful manner, consideration of the following may be helpful:

- ◆ Considering the pre-solicitation phase as an important opportunity to educate staff on M/WBE opportunities.
- ◆ Establishing project-specific M/WBE goals based on the scope of work and availability of firms and incentivizing vendors to meet or exceed such goals through proposal evaluation points may be a viable strategy for increasing M/WBE participation on competitive sealed proposals. Sub-contracting goals require prime contractors or suppliers to make a good faith effort to locate M/WBE firms and utilize them as sub-contractors.
- ◆ Utilizing techniques, such as bidder rotation, bid evaluation, or price preference, to facilitate opportunities for M/WBE firms to compete as prime contractors or subcontractors, based on Study results.
- ◆ Facilitating greater awareness regarding opportunities: publicize an annual procurement forecast of anticipated competitive solicitations, including goods and services; host matchmaking events; and co-facilitate workshops with regional partners on topics such as working with government entities, proposal development tips, and bonding and technical assistance.

MGT's experience has shown that keeping departments informed about opportunities to utilize M/WBEs and educating the vendor community about contracting and procurement opportunities can significantly impact participation, if consistently executed. If executed effectively, M/WBEs who benefit from the City's efforts are more likely to become advocates to other M/WBE firms seeking to engage with the City.

# 4 Market Area and Availability Analyses

## 4.1 Introduction

The market area analysis is essential to establishing the universe of available vendors that will be considered in the identification of any disparate treatment of assorted classifications of firms. Availability is a measure of the numbers and proportions of vendors willing and able to work with an agency, while disparity is an observed statistically significant difference between the utilization of minority- and women-owned firms relative to their respective availability.

CHAPTER SECTIONS	
4.1	Introduction
4.2	Data Collection and Management
4.3	Market Area Analysis
4.4	Availability Estimates

This chapter presents the results of the relevant geographic market area and availability estimates analyses of firms willing and able to do business in the market area. The specific procurement categories analyzed were Construction, Architecture & Engineering, Professional Services, Other Services, and Goods.

## 4.2 Data Collection and Management

MGT staff compiled and reconciled electronic data provided by the City to develop a master set of prime and subcontractor contract data into a Master Utilization Database to support the needs of the study. MGT utilized the City's financial data as the source of prime data and was combined with the subcontractor data collected via a survey of the primes. Based on a common contract ID across both data sets, MGT merged the subcontractor data with the prime data to make up the Master Utilization Database.

### 4.2.1 Study Period

The preliminary market area analysis is based on contract transactions during October 1, 2016, to September 30, 2021 encompassing Fiscal Years 2017 to 2021.

### 4.2.2 Procurement Categories and Exclusions

MGT analyzed the procurement categories competitively bid by the City, encompassing five sectors: Construction, Architecture & Engineering, Professional Services, Other Services and Goods. These procurement categories are defined as:

- ◆ Construction: Services provided for the construction, renovation, rehabilitation, repair, alteration, improvement, demolition, and excavation of physical structures, excluding the performance of routine maintenance.
- ◆ Architecture and Engineering: A class of services specifically related to the preparation of plans and specifications for Construction projects.

- ◆ Professional Services: Services that require the provider to possess specialized skills, including the holding of advanced degrees and the exercise of independent judgment.
- ◆ Other Services: Services that do not typically require a provider to have experience in a specialized field or hold an advanced degree.
- ◆ Goods: This category includes all purchases of physical items, including but not limited to equipment and materials, excluding land or a permanent interest in land.

The following types of transactions were excluded from the analysis:

- ◆ Transactions outside of the study period.
- ◆ Transactions associated with non-procurement activities, for example:
  - Administrative items such as utility payments, leases for real estate, or insurance.
  - Salary and fringe benefits, training, parking, or conference fees.
- ◆ Transactions associated with nonprofit organizations and governmental agencies.

## 4.3 Market Area Analysis

As prescribed by *Croson* and subsequent cases, a disparity study requires definition of a market area to ensure that a relevant pool of vendors is considered in analyzing the availability and utilization of firms. If these boundaries are stretched too far, the universe of vendors becomes diluted with firms with no interest or history in working with the governmental entity, and thus their demographics and experiences have little relevance to actual contracting activity or policy. On the other hand, a boundary set too narrowly risks the opposite circumstance of excluding a high proportion of firms who have contracted with, or bid for work with, the governmental entity, and thus may also skew the prospective analyses of disparity.

### 4.3.1 Methodology

Based on *Croson* guidelines, the City should include in its relevant market area the geographic areas from which the majority of its purchases are procured. MGT recommends using 50 counties where vendors can commute to the City to provide goods and services as the geographic unit of measurement by which the relevant market area is established. The choice of counties as the unit of measurement is based on the following: 1) the courts have accepted counties as a standard geographical unit of analysis in conducting equal employment and disparity analyses; 2) county boundaries are externally determined and, hence, are free from any researcher bias that might result from any arbitrary determinations of boundaries of geographical units of analysis; 3) U.S. Census data and other federal and county data are routinely collected and reported using county boundaries. The following presents the methodology used to determine the overall market area and relevant market area.

- ◆ **Overall Market Area.** To determine the full extent of the market area in which the City utilized firms, MGT staff determined geographic locations of utilized vendors by their county jurisdictions. The overall market area presents the total dollars paid for each procurement category included within the scope of the study. The overall market area results by procurement category are presented in **Section 4.3.3** of this chapter.

- ◆ **Relevant Market Area.** Once the overall market area was established, the relevant market area was determined by examining geographic areas from which the majority of its purchases are procured. Based on the results of the market area analysis conducted for each business category, the recommended relevant market area are the 50 counties around the City of Waco.

The dollars paid were summarized by county according to the location of each firm and by the services they provided to the City: Construction, Architecture & Engineering, Professional Services, Other Services, and Goods. Corresponding market area analyses showing the dollars paid by county within each procurement category are presented in **Appendix A**.

### 4.3.2 Analysis and Identification of Relevant Market Area

As described in the preceding section, an overall market area was first established to account for all relevant City payments, after which more specific regions were analyzed to arrive at a relevant market area to support the goals of the study. Detailed information supporting this market area analyses are presented in **Appendix A** to this report.

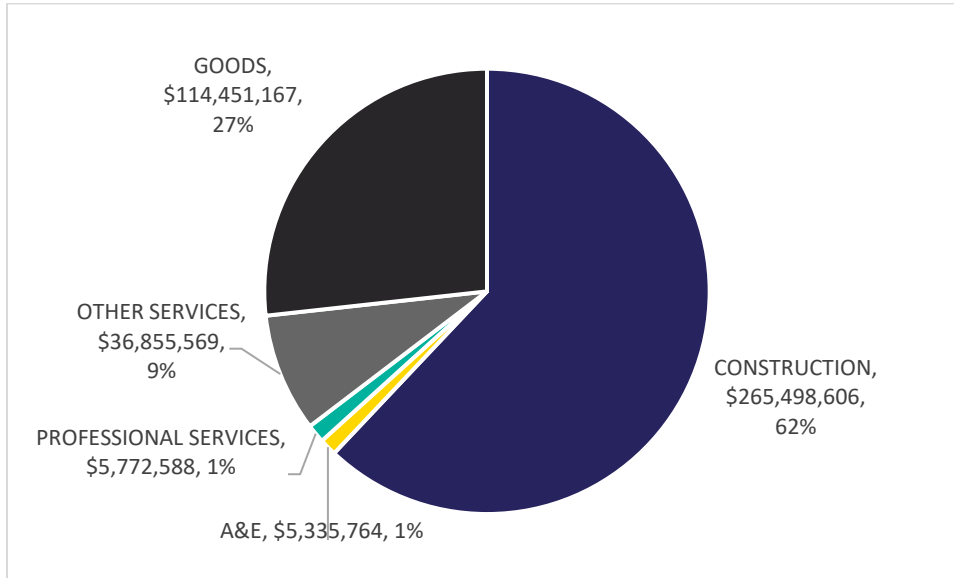
City of Waco Relevant Market Area	
ANDERSON COUNTY, TX	HOOD COUNTY, TX
BASTROP COUNTY, TX	HOUSTON COUNTY, TX
BELL COUNTY, TX	JOHNSON COUNTY, TX
BLANCO COUNTY, TX	KAUFMAN COUNTY, TX
BOSQUE COUNTY, TX	LAMPASAS COUNTY, TX
BRAZOS COUNTY, TX	LEE COUNTY, TX
BROWN COUNTY, TX	LEON COUNTY, TX
BURLESON COUNTY, TX	LIMESTONE COUNTY, TX
BURNET COUNTY, TX	LLANO COUNTY, TX
CALLAHAN COUNTY, TX	MADISON COUNTY, TX
COLEMAN COUNTY, TX	MCCULLOCH COUNTY, TX
COMANCHE COUNTY, TX	MCLENNAN COUNTY, TX
CORYELL COUNTY, TX	MILAM COUNTY, TX
DALLAS COUNTY, TX	MILLS COUNTY, TX
EASTLAND COUNTY, TX	NAVARRO COUNTY, TX
ELLIS COUNTY, TX	PALO PINTO COUNTY, TX
ERATH COUNTY, TX	PARKER COUNTY, TX
FALLS COUNTY, TX	ROBERTSON COUNTY, TX
FAYETTE COUNTY, TX	SAN SABA COUNTY, TX
FREESTONE COUNTY, TX	SOMERVELL COUNTY, TX
GRIMES COUNTY, TX	STEPHENS COUNTY, TX
HAMILTON COUNTY, TX	TARRANT COUNTY, TX
HAYS COUNTY, TX	TRAVIS COUNTY, TX
HENDERSON COUNTY, TX	WASHINGTON COUNTY, TX
HILL COUNTY, TX	WILLIAMSON COUNTY, TX

**Figure 4-1** shows \$427,913,697 were paid to firms located within the overall market area between Fiscal Years 2017 to 2021.

- ◆ 62% percent of the dollars paid in Construction;
- ◆ 1% percent of the dollars paid in Architecture and Engineering;
- ◆ 1% percent of the dollars paid in Professional Services;
- ◆ 9% percent of the dollars paid in Other Services; and
- ◆ 27% percent of the dollars paid in Goods.



FIGURE 4-1. SUMMARY OF DOLLARS,  
TOTAL CONTRACTS (PAID) BY PROCUREMENT CATEGORY,  
OVERALL MARKET AREA



Source: MGT developed a Master Prime File based on City’s system between Fiscal Years 2017 to 2021.

Narrowing the geographic scope, **Table 4-1** shows that firms located within the relevant market area accounted for 79.06 percent of spend across all procurement categories. When broken down by procurement categories, firms located within the relevant market area accounted for:

TABLE 4-1. MARKET AREA ANALYSIS, CONTRACTS DISTRIBUTION OF DOLLARS BY BUSINESS CATEGORY, CITY MARKET AREA

Construction	Amount	Percent
<i>Inside Waco Market Area</i>	\$232,721,965.13	87.65%
Outside Waco Market Area	\$32,776,640.81	12.35%
<b>Construction, TOTAL</b>	<b>\$265,498,605.94</b>	<b>100.00%</b>
Architecture & Engineering	Amount	Percent
<i>Inside Waco Market Area</i>	\$2,893,651.36	54.23%
Outside Waco Market Area	\$2,442,112.68	45.77%
<b>Architecture &amp; Engineering, TOTAL</b>	<b>\$5,335,764.04</b>	<b>100.00%</b>
Professional Services	Amount	Percent
<i>Inside Waco Market Area</i>	\$2,865,620.04	49.64%
Outside Waco Market Area	\$2,906,968.32	50.36%
<b>Professional Services, TOTAL</b>	<b>\$5,772,588.36</b>	<b>100.00%</b>
Other Services	Amount	Percent
<i>Inside Waco Market Area</i>	\$28,610,742.82	77.63%

Outside Waco Market Area	\$8,244,826.64	22.37%
<b>Other Services, TOTAL</b>	<b>\$36,855,569.46</b>	<b>100.00%</b>
<b>Goods</b>	<b>Amount</b>	<b>Percent</b>
<i>Inside Waco Market Area</i>	\$71,237,904.30	62.24%
Outside Waco Market Area	\$43,213,262.89	37.76%
<b>Goods, TOTAL</b>	<b>\$114,451,167.19</b>	<b>100.00%</b>
<b>ALL BUSINESS CATEGORIES</b>	<b>Amount</b>	<b>Percent</b>
<i>Inside Waco Market Area</i>	\$338,329,883.65	79.06%
Outside Waco Market Area	\$89,583,811.34	20.94%
<b>ALL BUSINESS CATEGORIES, TOTAL</b>	<b>\$427,913,694.99</b>	<b>100.00%</b>

Source: MGT developed a Master Prime File based on City's system between Fiscal Years 2017 to 2021.

Corresponding market area analyses showing the dollars paid by county for each procurement category are presented in **Appendix A**.

### 4.3.3 Market Area Conclusions

Based on the market area analysis of the City's procurement activity it was determined that the 50 counties surrounding the City of Waco where vendors could commute to provide goods and services should be used as the market area. This 50-county Market Area represents a majority of the City's procurement activity, with 79.06 percent of the payments to vendors within this market area. Individually all of the categories represent a majority of The City of Waco's procurement activity within the corresponding categories except Professional Services which equals 49.64 percent of the spend within the relevant geographic market area. Construction having the highest spend in the market area with 87.65 percent of payments. The definition of the relevant market area allows for detailed examinations of contracting activity with local vendors. The following section describes the results of this utilization analysis for the City.

## 4.4 Availability Estimations

The utilization analysis presents a summary of payments within the scope of the study and an initial assessment of the effectiveness of initiatives in promoting the inclusion of M/WBEs in the City's contracting and procurement activities.

The utilization analysis is based on the defined relevant market area, as described in the preceding sections of this chapter. The payments data included within this analysis encompass both (1) total dollars paid to primes located within the market area (excluding all subcontracting payments) and (2) dollars allocated to subcontractors located within the market area, independent of their respective prime contractor location. Analysis of this data is broken down by the procurement categories of construction, architecture & engineering, professional services, other services and goods and encompasses payments between Fiscal Years 2017 to 2021.

## 4.4.1 Availability Methodology

As noted in **Chapter 2**, the Supreme Court stated in *Croson* that,

*“Where there is a significant statistical disparity between the number of qualified minority contractors willing and able to perform a particular service and the number of such contractors actually engaged by the locality or the locality’s prime contractors, an inference of discriminatory exclusion could arise.”*

**Availability** is defined by courts as whether a firm is **willing and able** to work with the agency in question, as a method of constructing the universe of firms that might be considered in that agency’s procurement activities. Due to the statistical limitations of deriving a vendor’s ability, MGT will concentrate on the willingness of the vendors and not adjust availability due to capacity.

- ♦ **Willing** is reasonably presumed via the vendors’ active pursuit of registration to work with any public (government) agency, which drives the scope of identification for the sources of available firms considered.
- ♦ **Able**, or capability to perform work, is more loosely defined due to two obscuring factors: (1) the scalable nature of firms, who may reasonably add capacity to handle jobs beyond previous performance, and (2) the inherent concern that discrimination may have influenced the historic or existing scale of operation of the firms within the market. Therefore, the only confining measure of “ability” used to cull the universe of available vendors is that they have some presence within the defined market area.

Thus, a reliable estimation of the number of firms *willing and able* to provide each of the respective services under the scope of examination is an element in the determination of disparity. Post-*Croson* case law has not prescribed a single, particular approach to deriving vendor availability, and agencies have used a variety of means to estimate pools of available vendors that have withstood legal scrutiny; however, among the array of methods utilized, what is known as a “custom census” has received favorable endorsement. A custom census is characterized as a survey of a representative sample of firms offering the procured goods and services within an organization’s relevant market area to determine an estimate of the prospective *universe* of vendors.

MGT’s data assessment and evaluation of alternative methods for measuring the numbers of firms of the types and classifications available to work with the City confirmed that a version of a custom census of firms in the relevant market area would provide the most accurate representation of available firms. The custom census approach used by MGT in this instance required development of representative samples of firms within each of the five procurement categories identified for the study, each of which had to cover the defined 50-county geographic boundaries of the relevant market area.

First, an intensive examination of the City’s procurements was required to define the appropriate characteristics of the universe of prospective vendors, in terms of the types of goods and services offered. The City procurements were assigned North American Industry Classification System (NAICS) codes that Dun & Bradstreet (D&B) uses to classify firms’ primary lines of business. These industry selections were then used to establish weighting criteria to be used in random selections of vendors to be surveyed. Target response thresholds were established for each industry subsector to ensure a 95

percent confidence interval and +/-5 percent margin of error for findings. Second, a survey was designed and administered to sampled firms by telephone and email to (1) determine and/or validate the race, ethnicity, and gender of ownership as well as (2) to elicit these representative firms' interest in working with the City.

Results of the survey were then extrapolated to the full scale of the applicable universe to arrive at an estimation of available firms by ethnicity/gender classification and procurement category.

#### 4.4.2 Availability Analysis

Following the methodology prescribed in the previous section, MGT derived estimates for proportions of available firms for the racial, ethnic, and gender ownership classes and five defined procurement categories. Corresponding detailed analyses showing the availability of firms by race, ethnicity, and gender are presented in **Appendix B**.

**Table 4-2** presents availability estimates spanning across all procurement categories, in aggregate. We observe that:

- ◆ African American firms represented 1.79 percent of available vendors;
- ◆ Asian American firms represented 1.72 percent of available vendors;
- ◆ Hispanic American firms represented 2.63 percent of available vendors;
- ◆ Native American firms represented 0.42 percent of available vendors;
- ◆ MBE firms represented 9.08 percent of available vendors;
- ◆ Nonminority female firms represented 21.49 percent of available vendors; and
- ◆ Non-M/WBE firms represented 69.43 percent of available vendors.

TABLE 4-2.  
ESTIMATION OF AVAILABLE FIRMS, ALL PROCUREMENT CATEGORIES

BUSINESS OWNERSHIP CLASSIFICATION	% OF AVAILABLE FIRMS
AFRICAN AMERICAN	1.79%
ASIAN AMERICAN	1.72%
HISPANIC AMERICAN	2.63%
NATIVE AMERICAN	0.42%
MBE	9.08%
NON-MINORITY FEMALE	21.49%
M/WBE	30.57%
NON-MWBE	69.43%
Grand Total	100.00%

Source: MGT developed an availability estimate based on D&B data for Fiscal Years 2017 to 2021.

Within the **Construction** category (**Table 4-3**), availability estimates are as follows:

- ◆ African American firms represented 1.42 percent of available vendors;
- ◆ Asian American firms represented 0.81 percent of available vendors;

- ◆ Hispanic American firms represented 3.16 percent of available vendors;
- ◆ Native American firms represented 0.29 percent of available vendors;
- ◆ MBE firms represented 5.69 percent of available vendors;
- ◆ Nonminority female firms represented 36.23 percent of available vendors; and
- ◆ Non-M/WBE firms represented 58.08 percent of available vendors.

TABLE 4-3.  
ESTIMATION OF AVAILABLE FIRMS, **CONSTRUCTION**

BUSINESS OWNERSHIP CLASSIFICATION	% OF AVAILABLE FIRMS
AFRICAN AMERICAN	1.42%
ASIAN AMERICAN	0.81%
HISPANIC AMERICAN	3.16%
NATIVE AMERICAN	0.29%
MBE	5.69%
NON-MINORITY FEMALE	36.23%
M/WBE	41.92%
NON-MWBE	58.08%
Grand Total	100.00%

Source: MGT developed an availability estimate based on D&B data for Fiscal Years 2017 to 2021.

In the **Architectural and Engineering** category, we observe the following availability proportions (**Table 4-4**):

- ◆ African American firms represented 3.77 percent of available vendors;
- ◆ Asian American firms represented 0.25 percent of available vendors;
- ◆ Hispanic American firms represented 3.99 percent of available vendors;
- ◆ Native American firms represented 0.16 percent of available vendors;
- ◆ MBE firms represented 8.18 percent of available vendors;
- ◆ Nonminority female firms represented 33.17 percent of available vendors; and
- ◆ Non-M/WBE firms represented 58.65 percent of available vendors.

**TABLE 4-4.**  
**ESTIMATION OF AVAILABLE FIRMS, ARCHITECTURE & ENGINEERING**

BUSINESS OWNERSHIP CLASSIFICATION	% OF AVAILABLE FIRMS
AFRICAN AMERICAN	3.77%
ASIAN AMERICAN	0.25%
HISPANIC AMERICAN	3.99%
NATIVE AMERICAN	0.16%
MBE	8.18%
NON-MINORITY FEMALE	33.17%
M/WBE	41.35%
NON-MWBE	58.65%
Grand Total	100.00%

Source: MGT developed an availability estimate based on D&B data for Fiscal Years 2017 to 2021.

In **Professional Services (Table 4-5)**, availability estimates were as follows:

- ◆ African American firms represented 10.08 percent of available vendors;
- ◆ Asian American firms represented 4.02 percent of available vendors;
- ◆ Hispanic American firms represented 1.75 percent of available vendors;
- ◆ Native American firms represented .92 percent of available vendors;
- ◆ MBE firms represented 16.77 percent of available vendors;
- ◆ Nonminority female firms represented 17.84 percent of available vendors; and
- ◆ Non-M/WBE firms represented 65.39 percent of available vendors.

TABLE 4-5.  
ESTIMATION OF AVAILABLE FIRMS, **PROFESSIONAL SERVICES**

BUSINESS OWNERSHIP CLASSIFICATION	% OF AVAILABLE FIRMS
AFRICAN AMERICAN	10.08%
ASIAN AMERICAN	4.02%
HISPANIC AMERICAN	1.75%
NATIVE AMERICAN	0.92%
MBE	16.77%
NON-MINORITY FEMALE	17.84%
M/WBE	34.61%
NON-MWBE	65.39%
Grand Total	100.00%

Source: MGT developed an availability estimate based on D&B data for Fiscal Years 2017 to 2021.

In **Other Services (Table 4-6)**, availability estimates were as follows:

- ♦ African American firms represented 5.31 percent of available vendors;
- ♦ Asian American firms represented 2.31 percent of available vendors;
- ♦ Hispanic American firms represented 7.79 percent of available vendors;
- ♦ Native American firms represented 0.47 percent of available vendors;
- ♦ MBE firms represented 15.89 percent of available vendors;
- ♦ Nonminority female firms represented 11.35 percent of available vendors; and
- ♦ Non-M/WBE firms represented 72.76 percent of available vendors.

TABLE 4-6.  
ESTIMATION OF AVAILABLE FIRMS, **OTHER SERVICES**

BUSINESS OWNERSHIP CLASSIFICATION	% OF AVAILABLE FIRMS
AFRICAN AMERICAN	5.31%
ASIAN AMERICAN	2.31%
HISPANIC AMERICAN	7.79%
NATIVE AMERICAN	0.47%
MBE	15.89%
NON-MINORITY FEMALE	11.35%
M/WBE	27.24%
NON-MWBE	72.76%
Grand Total	100.00%

Source: MGT developed an availability estimate based on D&B data for Fiscal Years 2017 to 2021.

Finally, in the **Goods (Table 4-7)**, availability estimates consisted of:

- ◆ African American firms represented 1.01 percent of available vendors;
- ◆ Asian American firms represented 0.05 percent of available vendors;
- ◆ Hispanic American firms represented 0.23 percent of available vendors;
- ◆ Native American firms represented 0.01 percent of available vendors;
- ◆ MBE firms represented 1.30 percent of available vendors;
- ◆ Nonminority female firms represented 10.11 percent of available vendors; and
- ◆ Non-M/WBE firms represented 88.59 percent of available vendors.

**TABLE 4-7.**  
**ESTIMATION OF AVAILABLE FIRMS, GOODS**

BUSINESS OWNERSHIP CLASSIFICATION	% OF AVAILABLE FIRMS
AFRICAN AMERICAN	1.01%
ASIAN AMERICAN	0.05%
HISPANIC AMERICAN	0.23%
NATIVE AMERICAN	0.01%
MBE	1.30%
NON-MINORITY FEMALE	10.11%
M/WBE	11.41%
NON-MWBE	88.59%
Grand Total	100.00%

Source: MGT developed an availability estimate based on D&B data for Fiscal Years 2017 to 2021.



# 5 Product Market, Utilization, and Disparity Analyses

## 5.1 Introduction

This chapter presents the results of MGT’s analyses regarding **utilization** and **disparity**. Utilization data are central to defining this market area and thus are first presented as a means of identifying the market area for consideration, and then are examined within that market area to assess assorted levels of contracting activity as the first step in the quantitative determination of disparity. Consistent with prior chapters, this analysis focuses on procurements in the categories of Construction, Professional Services, Architectural and Engineering Services, Goods, and Other Services.

CHAPTER SECTIONS	
5.1	Introduction
5.2	Utilization Analyses
5.3	Disparity Analyses and Significance Testing
5.4	Conclusions

### 5.1.1 Analysis and Identification of Product Market

Based on the major categories and description of work on each contract, MGT assigned NAICS codes to each transaction based on the description of what was purchased for both primes and subcontractors. MGT assigned both NAICS code industry groups (4-digit level) and NAICS code industries (6-digit level). **Table 5-1** through **Table 5-4** show the payments and their associated weights for Construction, Architecture and Engineering, Professional Services, Other Services, and Goods. **Appendix A, Detailed Product Market Analysis** shows the NAICS code industries (6-digit level) for the five procurement categories.

Overall, City procurements occur in **264** NAICS industry groups. In Construction, City procurements occur in **16** NAICS industry groups. In Architecture and Engineering, City procurements occur in **1** NAICS industry groups. In Professional Services, City procurements occur in **42** NAICS industry groups. In Other Services, City procurements occur in **88** NAICS industry groups. In Goods, City procurements occur in **122** NAICS industry groups.

**Table 5-1** shows that for Construction, the top five NAICS codes make up 90.87 percent (\$241,259,912.32) of the total utilization and are distributed among the industry groups 2371, 2373, 2389, 2381, and 2389.

TABLE 5-1. SUMMARY OF DOLLARS,  
TOP 5 NAICS CODES,  
CONSTRUCTION

NAICS CODE	NAICS DESCRIPTION	AMOUNT	NAICS WEIGHT
237110	Water and Sewer Line and Related Structures Construction	\$129,839,326.66	48.90%
237310	Highway, Street, and Bridge Construction	\$52,648,272.17	19.83%
238910	Site Preparation Contractors	\$22,870,771.61	8.61%
238110	Poured Concrete Foundation and Structure Contractors	\$21,061,507.89	7.93%
238990	All Other Specialty Trade Contractors	\$14,840,033.99	5.59%

Source: MGT developed a Master Utilization Database based on City's spending between July 1, 2016, to June 30, 2021.

For Architecture & Engineering, **Table 5-2** the top five NAICS codes make up 99.74 percent (\$5,321,926.96) of the total utilization and is only within the industry group 5413.

TABLE 5-2. SUMMARY OF DOLLARS,  
TOP 5 NAICS CODES,  
ARCHITECTURE & ENGINEERING

NAICS CODE	NAICS DESCRIPTION	AMOUNT	NAICS WEIGHT
541330	Engineering Services	\$3,800,097.77	71.22%
541310	Architectural Services	\$1,012,510.12	18.98%
541360	Geophysical Surveying and Mapping Services	\$476,161.21	8.92%
541320	Landscape Architectural Services	\$25,618.37	0.48%
541350	Building Inspection Services	\$7,539.49	0.14%

Source: MGT developed a Master Utilization Database based on City's spending between July 1, 2016, to June 30, 2021.

For Professional Services, **Table 5-3** the top five NAICS codes make up 47.38 percent (\$2,735,143.62) of the total utilization and are distributed among the industry groups 5324, 5418, 5413, 5324, and 5418.

TABLE 5-3. SUMMARY OF DOLLARS,  
TOP 5 NAICS CODES,  
PROFESSIONAL SERVICES

NAICS CODE	NAICS DESCRIPTION	AMOUNT	NAICS WEIGHT
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	\$815,491.43	14.13%
541810	Advertising Agencies	\$783,100.15	13.57%
541380	Testing Laboratories	\$401,874.49	6.96%
532420	Office Machinery and Equipment Rental and Leasing	\$397,665.35	6.89%

NAICS CODE	NAICS DESCRIPTION	AMOUNT	NAICS WEIGHT
541870	Advertising Material Distribution Services	\$337,012.20	5.84%

Source: MGT developed a Master Utilization Database based on City's spending between July 1, 2016, to June 30, 2021.

For Other Services, Table 5-4 the top five NAICS codes make up 54.87 percent (\$20,221,681.70) of the total utilization and are distributed among the industry groups 8111, 5616, 8113, 8123, and 5617.

TABLE 5-4. SUMMARY OF DOLLARS,  
TOP 5 NAICS CODES,  
OTHER SERVICES

NAICS CODE	NAICS DESCRIPTION	AMOUNT	NAICS WEIGHT
811111	General Automotive Repair	\$10,837,579.51	29.41%
561621	Security Systems Services (except Locksmiths)	\$3,000,700.14	8.14%
811310	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	\$2,637,679.73	7.16%
812331	Linen Supply	\$2,162,224.43	5.87%
561710	Exterminating and Pest Control Services	\$1,583,497.89	4.30%

Source: MGT developed a Master Utilization Database based on City's spending between July 1, 2016, to June 30, 2021.

For Goods, **Table 5-5** the top five NAICS codes make up 43.86 percent (\$50,195,809.96) of the total utilization and are distributed among the industry groups 4413, 3345, 4532, and 4238.

TABLE 5-5. PRODUCT MARKET  
DISTRIBUTION OF DOLLARS BY NAICS CODE  
GOODS

NAICS CODE	NAICS DESCRIPTION	AMOUNT	NAICS WEIGHT
441310	Automotive Parts and Accessories Stores	\$23,636,402.07	20.65%
334515	Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals	\$10,651,102.99	9.31%
453210	Office Supplies and Stationery Stores	\$5,551,964.16	4.85%
423830	Industrial Machinery and Equipment Merchant Wholesalers	\$5,356,137.95	4.68%
423840	Industrial Supplies Merchant Wholesalers	\$5,000,202.79	4.37%

Source: MGT developed a Master Utilization Database based on City's spending between July 1, 2016, to June 30, 2021.

## 5.2 Utilization Analysis

The utilization analysis presents a summary of payments within the scope of the study and an initial assessment of the effectiveness of initiatives in promoting the inclusion of M/WBEs in the City's contracting and procurement activities.

The utilization analysis is based on the defined relevant market area, as described in the preceding sections of this chapter. The payments data included within this analysis encompass both (1) total dollars paid to primes located within the market area (excluding all subcontracting payments) and (2) dollars allocated to subcontractors located within the market area, independent of their respective prime contractor location. Analysis of this data is broken down by the procurement categories of Construction, Architecture & Engineering, Professional Services, Other Services, and Goods and encompasses payments between July 1, 2016, to June 30, 2021.

### 5.2.1 Classification of Firms

Firms included in the utilization analysis have been assigned to business owner classifications according to the definitions provided below.<sup>114</sup>

- ♦ **M/WBE Firms.** In this study, businesses classified as minority- and women-owned firms (M/WBE) are firms that are at least 51 percent owned and controlled by members of one of five groups: African Americans, Asian Americans, Hispanic Americans, Native Americans, or nonminority women. These groups were defined according to the United States (U.S.) Census Bureau as follows:
  - **African Americans:** U.S. citizens or lawfully admitted permanent residents having an origin in any of the black racial groups of Africa.
  - **Asian Americans:** U.S. citizens or lawfully admitted permanent residents who originate from the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.
  - **Hispanic Americans:** U.S. citizens or lawfully admitted permanent residents of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish or Portuguese cultures or origins regardless of race.
  - **Native Americans:** U.S. citizens or lawfully admitted permanent residents who originate from any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.
  - **Nonminority Female:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white female. Minority female were included in their respective minority category.
  - Minority female- and male-owned firms were classified and assigned to their corresponding minority groups. For example, a Hispanic American female- or Hispanic American male-owned firm was assigned to the Hispanic American-owned firm minority group.

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<sup>114</sup> Business ownership classification was based on the race, ethnicity, and gender classification of the owner during the study period.

- ◆ **Non-M/WBE Firms.** Firms that were identified as nonminority male or majority-owned were classified as non-M/WBE firms. If there was no indication of business ownership, these firms were also classified as non-M/WBE firms.
- ◆ **MBE Firms.** All minority-owned firms, regardless of gender.
- ◆ **WBE Firms.** All nonminority women-owned firms.

## 5.2.2 Overall Utilization

**Table 5-6** shows the M/WBE utilization amounted to 7.08 percent of total awards. Corresponding detailed analyses showing the utilization of firms by business ownership classification are presented in **Appendix B**.

TABLE 5-6.  
UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION,  
ALL PROCUREMENT CATEGORIES

BUSINESS OWNERSHIP CLASSIFICATION	ALL PROCUREMENT CATEGORIES	
	Dollars (\$)	Percent (%)
African Americans	\$309,141.00	0.07%
Asian American	\$547,752.00	0.13%
Hispanic Americans	\$24,476,334.00	5.72%
Native Americans	\$0.00	0.00%
<b>Total MBE Firms</b>	\$25,333,227.00	5.92%
Nonminority Females	\$4,946,946.00	1.16%
<b>Total M/WBE Firms</b>	\$30,280,173.00	7.08%
Non-M/WBE Firms	\$397,633,524.00	92.92%
<b>TOTAL</b>	\$427,913,697.00	100.00%

Source: MGT developed a Master Prime File based on City's system between Fiscal Years 2017 to 2021.

## Utilization by Procurement Category

The next series of tables show the summary results of MGT's utilization analysis of each of the procurement categories. Corresponding detailed analyses, showing the utilization of firms by business ownership classification for each procurement category, are presented in **Appendix B**.

Beginning with an examination of Construction, **Table 5-7** shows the utilization of M/WBE firms was 10.43 percent. Utilization for specific classifications was:

- ◆ 0.12 percent for African American firms;
- ◆ 0.00 percent for Asian American firms;
- ◆ 9.18 percent for Hispanic American firms;
- ◆ 0.00 percent for Native American firms;
- ◆ 9.29 percent for MBE firms;
- ◆ 1.14 percent for Nonminority female firms; and

- ◆ 89.57 percent for Non-M/WBE firms.

TABLE 5-7.  
UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION,  
**CONSTRUCTION**

BUSINESS OWNERSHIP CLASSIFICATION	Architecture & Engineering	
	Dollars (\$)	Percent (%)
African Americans	\$309,141.00	0.12%
Asian American	\$0.00	0.00%
Hispanic Americans	\$24,361,008.00	9.18%
Native Americans	\$0.00	0.00%
<b>Total MBE Firms</b>	\$24,670,149.00	9.29%
Nonminority Females	\$3,034,454.00	1.14%
<b>Total M/WBE Firms</b>	\$27,704,603.00	10.43%
Non-M/WBE Firms	\$237,794,006.00	89.57%
<b>TOTAL</b>	\$265,498,609.00	100.00%

Source: MGT developed a Master Prime File based on City's system between Fiscal Years 2017 to 2021.

**Table 5-8** shows the utilization of M/WBE firms was 0.00 percent in Architecture & Engineering. Utilization for specific classifications was:

- ◆ 0.00 percent for African American firms;
- ◆ 0.00 percent for Asian American firms;
- ◆ 0.00 percent for Hispanic American firms;
- ◆ 0.00 percent for Native American firms;
- ◆ 0.00 percent for MBE firms;
- ◆ 0.00 percent for Nonminority female firms; and
- ◆ 100.00 percent for Non-M/WBE firms.

TABLE 5-8.  
UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION,  
**ARCHITECTURE & ENGINEERING**

BUSINESS OWNERSHIP CLASSIFICATION	Architecture & Engineering	
	Dollars (\$)	Percent (%)
African Americans	\$0.00	0.00%
Asian American	\$0.00	0.00%
Hispanic Americans	\$0.00	0.00%
Native Americans	\$0.00	0.00%
<b>Total MBE Firms</b>	\$0.00	0.00%
Nonminority Females	\$0.00	0.00%
<b>Total M/WBE Firms</b>	\$0.00	0.00%
Non-M/WBE Firms	\$5,335,765.00	100.00%
<b>TOTAL</b>	\$5,335,765.00	100.00%

Source: MGT developed a Master Prime File based on City's system between Fiscal Years 2017 to 2021.

**Table 5-9** shows the utilization of M/WBE firms was 0.69 percent in Professional Services. Individually, the M/WBE utilization was:

- ◆ 0.00 percent for African American firms;
- ◆ 0.03 percent for Asian American firms;
- ◆ 0.00 percent for Hispanic American firms;
- ◆ 0.00 percent for Native American firms;
- ◆ 0.03 percent for MBE firms;
- ◆ 0.66 percent for Nonminority female firms; and
- ◆ 99.31 percent for Non-M/WBE firms.

**TABLE 5-9.**  
**UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION,**  
**PROFESSIONAL SERVICES**

BUSINESS OWNERSHIP CLASSIFICATION	Professional Services	
	Dollars (\$)	Percent (%)
African Americans	\$0.00	0.00%
Asian American	\$1,886.00	0.03%
Hispanic Americans	\$0.00	0.00%
Native Americans	\$0.00	0.00%
<b>Total MBE Firms</b>	<b>\$1,886.00</b>	<b>0.03%</b>
Nonminority Females	\$38,010.00	0.66%
<b>Total M/WBE Firms</b>	<b>\$39,896.00</b>	<b>0.69%</b>
Non-M/WBE Firms	\$5,732,694.00	99.31%
<b>TOTAL</b>	<b>\$5,772,590.00</b>	<b>100.00%</b>

Source: MGT developed a Master Prime File based on City's system between Fiscal Years 2017 to 2021.

**Table 5-10** shows the utilization of M/WBE firms was 4.97 percent in Other Services. Individually, the M/WBE utilization was:

- ◆ 0.00 percent for African American firms;
- ◆ 1.25 percent for Asian American firms;
- ◆ 0.00 percent for Hispanic American firms;
- ◆ 0.00 percent for Native American firms;
- ◆ 1.25 percent for MBE firms;
- ◆ 3.72 percent for Nonminority female firms; and
- ◆ 95.03 percent for Non-M/WBE firms.

TABLE 5-10.  
UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION,  
OTHER SERVICES

BUSINESS OWNERSHIP CLASSIFICATION	Other Services	
	Dollars (\$)	Percent (%)
African Americans	\$0.00	0.00%
Asian American	\$461,239.00	1.25%
Hispanic Americans	\$0.00	0.00%
Native Americans	\$0.00	0.00%
<b>Total MBE Firms</b>	\$461,239.00	1.25%
Nonminority Females	\$1,370,668.00	3.72%
<b>Total M/WBE Firms</b>	\$1,831,907.00	4.97%
Non-M/WBE Firms	\$35,023,663.00	95.03%
<b>TOTAL</b>	\$36,855,570.00	100.00%

Source: MGT developed a Master Prime File based on City's system between Fiscal Years 2017 to 2021.

Table 5-11 shows the utilization of M/WBE firms was 0.61 percent in Goods. Individually, the M/WBE utilization was:

- ◆ 0.00 percent for African American firms;
- ◆ 0.07 percent for Asian American firms;
- ◆ 0.10 percent for Hispanic American firms;
- ◆ 0.00 percent for Native American firms;
- ◆ 0.17 percent for MBE firms;
- ◆ 0.44 percent for Nonminority female firms; and
- ◆ 99.39 percent for Non-M/WBE firms.

TABLE 5-11.  
UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION,  
GOODS

BUSINESS OWNERSHIP CLASSIFICATION	Goods	
	Dollars (\$)	Percent (%)
African Americans	\$0.00	0.00%
Asian American	\$84,628.00	0.07%
Hispanic Americans	\$115,327.00	0.10%
Native Americans	\$0.00	0.00%
<b>Total MBE Firms</b>	\$199,955.00	0.17%
Nonminority Females	\$503,815.00	0.44%
<b>Total M/WBE Firms</b>	\$703,770.00	0.61%
Non-M/WBE Firms	\$113,747,399.00	99.39%
<b>TOTAL</b>	\$114,451,169.00	100.00%

Source: MGT developed a Master Prime File based on City's system between Fiscal Years 2017 to 2021



## Utilization Conclusions

The utilization analysis shows that M/WBE firms are utilized at lower rates than their non-M/WBE counterparts. Overall, 7.08 percent of the City awards went to M/WBE firms, while 92.92 percent went to non-M/WBE firms. While M/WBE utilization is low throughout the views on utilization that have been presented in this chapter, the proportion of firms willing and able to provide services to the City are a critical qualifying context in any determinations of disparity. Disparity ratios are presented below to provide more definitive conclusions in this respect.

## 5.3 Disparity Analyses and Significance Testing

Building on our understanding of the City's vendor utilization above and the availability estimates presented in the previous chapter (**Chapter 4**), we can use this information to identify potential disparities in the City's procurement. A brief summary of the approach is provided in **Section 5.3.1** followed by the results of these disparity calculations and associated statistical significance testing in **Section 5.3.2**.

### 5.3.1 Disparity Analysis Methodology

Disparity, in this context, is the analysis of the differences between the utilization of minority- and women-owned firms (presented above) and the respective availability of those firms (**Chapter 4**). Thus, MGT calculated disparity indices to examine whether minority- and women-owned firms received a proportional share of dollars based on the respective availability of minority- and women-owned firms located in the study's defined relevant market area (as presented in **Chapter 4**).

MGT's disparity index methodology yields a value that is easily calculable, understandable in its interpretation, and universally comparable such that a disparity in utilization within minority- and women-owned firms can be assessed with reference to the utilization of nonminority- and male-owned firms.

The **disparity index** is a simple proportional calculation that divides utilization rates (percent of dollars awarded to firms by class) by their associated availability (percent of firms available to work, within that same class) and multiplies this value by 100. Thus, a disparity index value of zero (0.00) indicates absolutely no utilization and, therefore, absolute disparity. A disparity index of 100 indicates that utilization is perfectly proportionate to availability, therefore indicating the absence of disparity (that is, all things being equal). Alternately, firms are considered **underutilized** if the disparity indices are less than 100, and **overutilized** if the indices are above 100.

**Disparity Index =**  

$$\%U_{m,p_i} \div \%A_{m,p_i} \times 100$$

**$U_{m,p_i}$**  = utilization of minorities- and women-owned firms<sub>i</sub> for procurement<sub>i</sub>

**$A_{m,p_i}$**  = availability of minorities- and women-owned firms<sub>i</sub> for procurement<sub>i</sub>

Since there is no standardized measurement to evaluate the levels of underutilization or overutilization within a procurement context, MGT's methodology to measure disparity, if disparity is found, is based on the Equal

Employment Opportunity Commission’s (EEOC) “80 percent rule.”<sup>115</sup> In the employment discrimination framework, an employment disparity index below 80 indicates a “substantial disparity.” The Supreme Court has accepted the use of the “80 percent rule” in *Connecticut v. Teal (Teal)*, 457 U.S. 440 (1982).<sup>116</sup> Therefore, following a similar pattern, firms are considered substantially underutilized (substantial disparity) if the disparity indices are 80 or less.

Standard deviation tests or testing for **statistical significance**, in this context, is the analysis to determine the significance of the difference between the utilization of minority- and women-owned firms and the availability of those firms. This analysis can determine whether the disparities are substantial or statistically significant, which lends further statistical support to a finding of discrimination. The following explains MGT’s methodology.

Standard deviation measures the probability that a result is a random deviation from a predicted result, where the greater the number of standard deviations, the lower the probability the result is a random one. The accepted standard used by Courts in disparity testing has been two standard deviations. That is, if there is a result that falls within two standard deviations, then one can assume that the results are nonsignificant, or that no disparity has been confidently established.

Regarding the use of statistical significance in the disparity study context the National Cooperative Highway Research Program Report 644<sup>117</sup> notes that:

- ♦ “. . . for statistical disparities to be taken as legally dispositive in the discrimination context, they should be (a) statistically significant and (b) “substantively” significant. Substantive significance is taken to mean, for example, a DBE utilization measure that is less than or equal to 80% of the corresponding DBE availability measure.”
- ♦ “In discrimination cases, the courts have usually required p-values of 5% or less to establish statistical significance in a two-sided case.”

Note that p-values are used to determine whether the differences between two populations feature legitimate differences (that would be sustained if we continued to collect more observations), or if the variation between them is simply a product of normal random variation between observations that would be washed out if we collected more data. A p-value of less than 0.05 suggests it is highly unlikely that the differences between two groups are just driven by chance. The use of the t-test to calculate p-values for disparity indices was approved by the Fourth Circuit in *H.B. Rowe v. Tippett*, 615 F.3d 233, 244-45 (4<sup>th</sup> Cir 2010).

### Statistical Significance Testing

$$t = \frac{u - a}{\sqrt{\frac{a * (1 - a) * \sum c_i^2}{(\sum c_i)^2}}}$$

t = the t-statistic

u = the ratio of minorities- and women-owned firms’ dollars compared to total dollars

a = the ratio of M/W/DBE firms to all firms

c<sub>i</sub> = the dollar amount.

<sup>115</sup> Equal Employment Opportunity Commission, *Uniform Guidelines on Employee Selection Procedures*, Section 4, Part D, “Adverse impact and the ‘four-fifths rule.’”

<sup>116</sup> In *Teal* and other affirmative action cases, the terms “adverse impact,” “disparate impact,” and “discriminatory impact” are used interchangeably to characterize values of 80 and below.

<sup>117</sup> Transportation Research Board of the National Academies, *National Cooperative Highway Research Program Report 644, Guidelines for Conducting a Disparity and Availability Study for the Federal DBE Program* (2010), pages 49-50.

Thus, MGT applies two major tests to determine statistical significance: (1) whether the disparity index is less than or equal to 80 percent of respective M/WBE availability, which is labeled “substantial disparity” and (2) whether the disparity index passes the t-test determination of statistical significance. In cases where one, or especially both, measures hold true, a remedy is typically deemed to be justifiable by courts, making these results critical outcomes of the subsequent analyses.

### 5.3.2 Disparity Analyses and Statistical Significance Testing

Included in this section are inputs and calculations of disparity indices and significance testing for each of the procurement categories and ownership classifications. Corresponding detailed analyses showing the disparity analysis of firms by race, ethnicity, and gender are presented in **Appendix B**. Analysis of disparities across all procurement categories in **Table 5-12** reveals:

- ◆ African American firms were Underutilized with a disparity index of 4.04;
- ◆ Asian American firms were Underutilized with a disparity index of 7.44;
- ◆ Hispanic American firms were Overutilized with a substantial/statistically significant disparity index of 217.57<sup>118</sup>;
- ◆ Native American firms were Underutilized with a disparity index of 0.00;
- ◆ MBE firms were Underutilized with a disparity index of 65.21;
- ◆ Nonminority female firms were Underutilized with a substantial/statistically significant disparity index of 5.38; and
- ◆ M/WBE firms were Underutilized with a substantial/statistically significant disparity index of 23.15.

TABLE 5-12.  
DISPARITY INDICES AND SIGNIFICANCE TESTING,  
ALL PROCUREMENT CATEGORIES

Ethnic/Gender Classification	Utilization	Availability	Disparity Index	Disparity Impact	Statistical Significance	Disparity Conclusion
African Americans	0.07%	1.79%	4.04	Underutilization		Disparity
Asian Americans	0.13%	1.72%	7.44	Underutilization		Disparity
Hispanic Americans	5.72%	2.63%	217.57	Overutilization	**	No Disparity
Native Americans	0.00%	0.42%	0.00	Underutilization		Disparity
<b>Total MBE Firms</b>	<b>5.92%</b>	<b>9.08%</b>	<b>65.21</b>	<b>Underutilization</b>		<b>Disparity</b>
Nonminority Females	1.16%	21.49%	5.38	Underutilization	***	Disparity
<b>Total M/WBE Firms</b>	<b>7.08%</b>	<b>30.57%</b>	<b>23.15</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “\*” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “\*\*\*” indicates significance at a 5% level or better (95% confidence). **BOLD** indicates substantial statistically significant disparity.

<sup>118</sup> It should be noted that this overutilization is due to the overconcentration and overutilization of only a few Hispanic American firms.

The calculation of disparity indices and significance testing for the **Construction** procurement category are depicted in **Table 5-13**. Relevant findings include:

- ◆ African American firms were Underutilized with a disparity index of 8.22;
- ◆ Asian American firms were Underutilized with a disparity index of 0.00;
- ◆ Hispanic American firms were Overutilized with a substantial/significantly significant disparity index of 289.94;
- ◆ Native American firms were Underutilized with a disparity index of 0.00;
- ◆ MBE firms were Overutilized with a substantial/significantly significant disparity index of 163.42;
- ◆ Nonminority female firms were Underutilized with a substantial/statistically significant disparity index of 3.15; and
- ◆ M/WBE firms were Underutilized with a substantial/statistically significant disparity index of 24.89.

TABLE 5-13.  
DISPARITY INDICES AND SIGNIFICANCE TESTING,  
**CONSTRUCTION**

Ethnic/Gender Classification	Utilization	Availability	Disparity Index	Disparity Impact	Statistical Significance	Disparity Conclusion
African Americans	0.12%	1.42%	8.22	Underutilization		Disparity
Asian Americans	0.00%	0.81%	0.00	Underutilization		Disparity
Hispanic Americans	9.18%	3.16%	289.94	Overutilization	***	No Disparity
Native Americans	0.00%	0.29%	0.00	Underutilization		Disparity
Total MBE Firms	9.29%	5.69%	163.42	Overutilization		Disparity
Nonminority Females	1.14%	36.23%	3.15	Underutilization	***	Disparity
<b>Total M/WBE Firms</b>	<b>10.43%</b>	<b>41.92%</b>	<b>24.89</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “\*” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “\*\*\*\*” indicates significance at a 5% level or better (95% confidence). **BOLD** indicates substantial statistically significant disparity.

Disparity indices and significance testing for **Architecture & Engineering** appear in **Table 5-14**. Noteworthy observations include:

- ♦ African American firms were Underutilized with a disparity index of 0.00;
- ♦ Asian American firms were Underutilized with a disparity index of 0.00;
- ♦ Hispanic American firms were Underutilized with a disparity index of 0.00;
- ♦ Native American firms were Underutilized with a disparity index of 0.00;
- ♦ MBE firms were Underutilized with a disparity index of 0.00;
- ♦ Nonminority female firms were Underutilized with a substantial/significantly disparity index of 0.00; and
- ♦ M/WBE firms were Underutilized with a substantial/statistically significant disparity index of 0.00.

TABLE 5-14.  
DISPARITY INDICES AND SIGNIFICANCE TESTING,  
**ARCHITECTURE & ENGINEERING**

Ethnic/Gender Classification	Utilization	Availability	Disparity Index	Disparity Impact	Statistical Significance	Disparity Conclusion
African Americans	0.00%	3.77%	0.00	Underutilization		Disparity
Asian Americans	0.00%	0.25%	0.00	Underutilization		Disparity
Hispanic Americans	0.00%	3.99%	0.00	Underutilization		Disparity
Native Americans	0.00%	0.16%	0.00	Underutilization		Disparity
Total MBE Firms	0.00%	8.18%	0.00	Underutilization		Disparity
<b>Nonminority Females</b>	<b>0.00%</b>	<b>33.17%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>
<b>Total M/WBE Firms</b>	<b>0.00%</b>	<b>41.35%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “\*” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “\*\*\*” indicates significance at a 5% level or better (95% confidence). **BOLD** indicates substantial statistically significant disparity.

Disparity indices and significance testing for the **Professional Services** sector are presented in **Table 5-15**. Some findings include that:

- ♦ African American firms were Underutilized with a substantial/statistically significant disparity index of 0.00;
- ♦ Asian American firms were Underutilized with a substantial/statistically significant disparity index of 0.81;
- ♦ Hispanic American firms were Underutilized with a substantial/statistically significant disparity index of 0.00;
- ♦ Native American firms were Underutilized with a substantial/statistically significant disparity index of 0.00;
- ♦ MBE firms were Underutilized with a substantial/statistically significant disparity index of 0.19;
- ♦ Nonminority female firms were Underutilized with a substantial/statistically significant disparity index of 3.69; and
- ♦ M/WBE firms were Underutilized with a substantial/statistically significant disparity index of 2.00.

TABLE 5-15.  
DISPARITY INDICES AND SIGNIFICANCE TESTING,  
**PROFESSIONAL SERVICES**

Ethnic/Gender Classification	Utilization	Availability	Disparity Index	Disparity Impact	Statistical Significance	Disparity Conclusion
<b>African Americans</b>	<b>0.00%</b>	<b>10.08%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>
<b>Asian Americans</b>	<b>0.03%</b>	<b>4.02%</b>	<b>0.81</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>
<b>Hispanic Americans</b>	<b>0.00%</b>	<b>1.75%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>
<b>Native Americans</b>	<b>0.00%</b>	<b>0.92%</b>	<b>0.00</b>	<b>Underutilization</b>	<b>**</b>	<b>Disparity</b>
<b>Total MBE Firms</b>	<b>0.03%</b>	<b>16.77%</b>	<b>0.19</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>
<b>Nonminority Females</b>	<b>0.66%</b>	<b>17.84%</b>	<b>3.69</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>
<b>Total M/WBE Firms</b>	<b>0.69%</b>	<b>34.61%</b>	<b>2.00</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “\*” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “\*\*\*” indicates significance at a 5% level or better (95% confidence). **BOLD** indicates substantial statistically significant disparity.

Table 5-16 presents disparity indices and significance testing for the **Other Services** sector.

- ♦ African American firms were Underutilized with a substantial/statistically significant disparity index of 0.00;
- ♦ Asian American firms were Underutilized with a substantial/statistically significant disparity index of 54.09;
- ♦ Hispanic American firms were Underutilized with a substantial/statistically significant disparity index of 0.00;
- ♦ Native American firms were Underutilized with a substantial/statistically significant disparity index of 0.00;
- ♦ MBE firms were Underutilized with a substantial/statistically significant disparity index of 7.88;
- ♦ Nonminority female firms were Underutilized with a substantial/statistically significant disparity index of 32.76; and
- ♦ M/WBE firms were Underutilized with a substantial/statistically significant disparity index of 18.25.

TABLE 5-16.  
DISPARITY INDICES AND SIGNIFICANCE TESTING,  
**OTHER SERVICES**

Ethnic/Gender Classification	Utilization	Availability	Disparity Index	Disparity Impact	Statistical Significance	Disparity Conclusion
African Americans	0.00%	5.31%	0.00	Underutilization	***	Disparity
Asian Americans	1.25%	2.31%	54.09	Underutilization	***	Disparity
Hispanic Americans	0.00%	7.79%	0.00	Underutilization	***	Disparity
Native Americans	0.00%	0.47%	0.00	Underutilization	***	Disparity
<b>Total MBE Firms</b>	<b>1.25%</b>	<b>15.89%</b>	<b>7.88</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>
Nonminority Females	3.72%	11.35%	32.76	Underutilization	***	Disparity
<b>Total M/WBE Firms</b>	<b>4.97%</b>	<b>27.24%</b>	<b>18.25</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “\*” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “\*\*\*” indicates significance at a 5% level or better (95% confidence). **BOLD** indicates substantial statistically significant disparity.

Table 5-17 presents disparity indices and significance testing for the **Goods** sector.

- ♦ African American firms were Underutilized with a disparity index of 0.00;
- ♦ Asian American firms were Overutilized with a disparity index of 150.84;
- ♦ Hispanic American firms were Underutilized with a disparity index of 43.25;
- ♦ Native American firms were Underutilized with a disparity index of 0.00;
- ♦ MBE firms were Underutilized with a disparity index of 13.41;
- ♦ Nonminority female firms were Underutilized with a substantial/statistically significant disparity index of 4.35; and
- ♦ M/WBE firms were Underutilized with a substantial/statistically significant disparity index of 5.39.

TABLE 5-17.  
DISPARITY INDICES AND SIGNIFICANCE TESTING,  
**GOODS**

Ethnic/Gender Classification	Utilization	Availability	Disparity Index	Disparity Impact	Statistical Significance	Disparity Conclusion
African Americans	0.00%	1.01%	0.00	Underutilization		Disparity
Asian Americans	0.07%	0.05%	150.84	Overutilization		No Disparity
Hispanic Americans	0.10%	0.23%	43.25	Underutilization		Disparity
Native Americans	0.00%	0.01%	0.00	Underutilization		Disparity
Total MBE Firms	0.17%	1.30%	13.41	Underutilization		Disparity
<b>Nonminority Females</b>	<b>0.44%</b>	<b>10.11%</b>	<b>4.35</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>
<b>Total M/WBE Firms</b>	<b>0.61%</b>	<b>11.41%</b>	<b>5.39</b>	<b>Underutilization</b>	<b>***</b>	<b>Disparity</b>

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “\*” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “\*\*\*” indicates significance at a 5% level or better (95% confidence). **BOLD** indicates substantial statistically significant disparity.

## 5.4 Conclusions

The calculations of availability and disparity within this chapter and the preceding depiction of utilization serve as the foundation for the future of the City M/WBE program. These analyses provide the quantitative legal justification for any current or future remedies to assist M/WBE enterprises within the market. As summarized in the table below (Table 5-18), disparities between utilization and availability have been observed for most procurement and M/WBE categories included within the scope of the study, both in terms of the order of magnitude (Disparity Indices less than or equal to 80) and statistical significance.

TABLE 5-18.  
DISPARITY ANALYSIS SUMMARY

Procurement Category	All	Construction	Architecture & Engineering	Professional Services	Other Services	Goods
African Americans	Disparity	Disparity	Disparity	<b>Disparity</b>	<b>Disparity</b>	Disparity
Asian Americans	Disparity	Disparity	Disparity	<b>Disparity</b>	<b>Disparity</b>	No Disparity



Hispanic Americans	No Disparity	No Disparity	Disparity	<b>Disparity</b>	Disparity	Disparity
Native Americans	Disparity	Disparity	Disparity	<b>Disparity</b>	<b>Disparity</b>	Disparity
MBE Firms	Disparity	Disparity	Disparity	<b>Disparity</b>	<b>Disparity</b>	Disparity
Nonminority Females	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>
Total M/WBE Firms	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>

**BOLD** indicates substantial statistically significant disparity.

# 6 Private Sector Analysis

## 6.1 Introduction

The **Legal Framework** presented in **Chapter 2** explains that a government entity must have evidence of active or passive discrimination to permit the institution or continuation of a minority- and woman-owned business enterprise (M/WBE) program. Courts require a *compelling interest* analysis showing a connection between the government or agency and the public or private discrimination that may exist within their jurisdiction. This chapter focuses on the overarching question:

- ◆ ***Does evidence of discrimination in the private sector marketplace support the City of Waco’s implementation of M/WBE supplier diversity initiatives to avoid becoming a passive participant in discrimination?***

*Passive discrimination* describes a circumstance where a public entity resides in a market with measurable discrimination in the public and private sector but fails to take proactive actions to implement remedies. Courts have favorably looked upon private sector analyses as support to determine *compelling interest* in M/WBE programs:

- ◆ Defining passive participation, Justice O’Connor in *Croson* stated, “if the city could show that it had essentially become a ‘passive participant’ in a system of racial exclusion practiced by elements of the local construction industry, we think it clear that the city could take affirmative steps to dismantle such a system.”<sup>119</sup>
- ◆ In *Adarand*, the Tenth Circuit favorably cited evidence of capital market discrimination as relevant in establishing the factual predicate for the federal DBE program.<sup>120</sup>
- ◆ *Concrete Works IV* found that barriers to business formation were relevant insofar as the evidence demonstrated that M/WBEs were “precluded from the outset from competing for public construction contracts.”<sup>121</sup>
- ◆ In *Adarand*, the courts concluded a compelling interest for a government Disadvantaged Business Enterprise (DBE) program in part on evidence of private-sector discrimination.<sup>122</sup>
- ◆ Along related lines, a court found regression analysis of census data to be relevant evidence showing barriers to M/WBE formation.<sup>123</sup>

Chapter Sections	
6.1	Introduction
6.2	Private Sector Disparities in SBO Census Data
6.3	Private Sector Disparities in ABS Census Data
6.4	Analysis of Race, Ethnicity, and Gender Effects on Self-Employment and Earnings
6.5	Access to Credit
6.6	Conclusions

<sup>119</sup> *Richmond v. J. A. Croson Co.*, 488 U.S. 469, 492 (1989).

<sup>120</sup> *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147, 1168-70 (10th Cir. 2000).

<sup>121</sup> *Concrete Works of Colo. v. City & Cnty. of Denver*, 321 F.3d 950, 977 (10th Cir. 2003).

<sup>122</sup> *Adarand Constructors, Inc. v. Slater*, 228 F.3d 1147 (10th Cir. 2000)

<sup>123</sup> *Concrete Works IV*, 321 F.3d 950, 967-69 (10th Cir. 2003).

Thus, in many circumstances, discriminatory practices in the private marketplace may show or serve to support the *compelling interest* required by courts to support an agency's program to intervene and prevent the agency from becoming a *passive participant* in discrimination.

These court decisions support an investigation into the existence of discrimination in the private sector to determine whether or not evidence exists warranting M/WBE programs. This chapter provides evidence for the overarching question of whether or not the City of Waco has a continued compelling interest in maintaining its MBE program based on discriminatory circumstances observed in the private sector. Three sources of data can help to answer the overarching research question regarding disparities in the private sector:

- ◆ 2012 Census Survey of Business Owners (SBO) and 2017 Census Annual Business Survey (ABS) data, which are used to determine:
  1. *Do marketplace disparities exist in the private sector regarding revenue within similar City of Waco procurement categories for firms owned by minorities or females?*
- ◆ **2016-2020 Census American Community Survey (ACS) Public Used Microdata Sample (PUMS) data**, which is used to determine whether, even after controlling for a number of relevant factors, there are disparities between minority- and women-owned firms on the one hand, and non-minority, non-women owned firms on the other hand. Among the questions this data allows us to answer are:
  1. *Does racial, ethnic, and gender status impact individual wages even after controlling for differences among firms?*
  2. *Does racial, ethnic and gender status impact business owner earnings even after controlling for differences among firms?*
  3. *Are racial, ethnic, and gender minority groups less likely than nonminority males (non-M/WBEs) to be self-employed after controlling for differences? If so, does race, ethnicity, or gender have a role in the disparity?*
  4. *If minority and female-owned business enterprises (M/WBEs) and nonminority male-owned firms shared similar traits and marketplace "conditions" (i.e., similar "rewards" in terms of capital, wages, earning, etc.), what would be the effect on rates of self-employment by race, ethnicity, and gender?*

Notably, the results of this private sector analysis mirror many of the same qualitative and anecdotal results offered in **Chapter 7, Anecdotal Analysis**, regarding discrimination faced by M/WBE firms in attempting to secure work on private sector projects.

## 6.2 Private Sector Disparities in SBO Census Data

To answer the overarching research question regarding the existence of disparities in the private sector, as well as the specific question of whether these disparities exist in procurement categories relevant to the City of Waco contracting domain, MGT obtained and analyzed the U.S. Census Bureau's 2012 Survey

of Business Owners (SBO) data.<sup>124</sup> SBO provides data on economic and demographic characteristics for businesses and business owners by geography (such as states and metropolitan areas), categorized by industries defined by North American Industry Classification System (NAICS) codes, and supporting information, including firm receipts (sales),<sup>125</sup> firm employment size, and business ownership classification. The survey has been administered every five years since 1972 as part of the economic census.

The SBO gathers and reports data on (1) firms with paid employees, including workers on the payroll (employer firms), (2) firms without paid employees, including sole proprietors and partners of unincorporated businesses that do not have any other employees on the payroll (nonemployer firms), as well as (3) in aggregate across employer and nonemployer firms (all). MGT calculated private sector disparity indices to examine whether M/WBE firms in any of these categories received a proportionate share of firm sales based on the availability of M/WBE firms. Disparity indices were reviewed for all firms and employer firms. It should be noted that all of the disparity indices in the SBO tables are statistically significant within a **95 percent** confidence interval.

The following NAICS codes<sup>126</sup> were analyzed because they align with the procurement categories used for City of Waco's utilization analysis:

- ◆ NAICS Code 23, Construction
- ◆ NAICS Code 42, Wholesale Trade
- ◆ NAICS Code 54, Professional, Scientific, and Technical Services
- ◆ NAICS Code 56, Administrative and Support and Waste Management and Remediation Services
- ◆ NAICS Code 81, Other Services (Except Public Administration)

## 6.2.1 Results of Analysis

This private sector analysis presents disparity results based on the City of Waco geographic and product market.

## 6.2.2 City of Waco Marketplace

**Tables 6-1** through **6-5** show the measures of private sector disparities based on U.S. Census 2012 SBO data for the population of available firms in the City of Waco marketplace by race, ethnicity, and gender for construction; wholesale trade; professional, scientific, and technical services; administrative and support and waste management and remediation services; and other services (except public administration).

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<sup>124</sup> These represent the most recent available data provided through the SBO program and were released in 2016.

<sup>125</sup> Sales includes total shipments, receipts, revenue, or business done by the firm.

<sup>126</sup> The two-digit NAICS code level was utilized as those codes are the most prevalent level across all the 2012 SBO data.

Based on the analysis of the U.S. Census 2012 SBO data, overall, there remains a significant gap between the market share of M/WBE firms and their share of the City of Waco marketplace business population, where data was available.

### NAICS Code 23: Construction, City of Waco Marketplace

Table 6-1 shows the construction availability, sales, and disparity results (NAICS Code 23).

There was a total of 558,809 construction firms (all firms<sup>127</sup>) in the City of Waco marketplace in 2012.

- ◆ African American firms (disparity index of 14.62) were substantially underutilized, accounting for 0.44 percent of all firms and 0.07 percent of sales.
- ◆ American Indian and Alaska Native firms (disparity index of 16.36) were substantially and significantly underutilized, accounting for 0.19 percent of all firms and 0.03 percent of sales.
- ◆ Asian American firms (disparity index of 36.86) were substantially and significantly underutilized, accounting for 0.17 percent of all firms and 0.06 percent of sales.
- ◆ Hispanic American firms (disparity index of 20.78) were substantially and significantly underutilized, accounting for 4.92 percent of all firms and 1.02 percent of sales.
- ◆ Native Hawaiian and Pacific Islander firms were substantially and significantly underutilized, accounting for 0.01 percent of all firms and 0.00 percent of sales.
- ◆ Nonminority female firms (disparity index of 34.97) were substantially and significantly underutilized, accounting for 1.48 percent of all firms and 0.52 percent of sales.

There were 80,528 construction employer firms<sup>128</sup> in the City of Waco marketplace in 2012.

- ◆ African American firms (disparity index of 44.95) were substantially and significantly underutilized, accounting for 0.14 percent of all firms and 0.06 percent of sales.
- ◆ American Indian and Alaska Native firms (disparity index of 42.20) were substantially and significantly underutilized, accounting for 0.06 percent of all firms and 0.03 percent of sales.
- ◆ Asian American firms (disparity index of 7.41) were substantially and significantly underutilized, accounting for 0.19 percent of all firms and 0.01 percent of sales.
- ◆ Hispanic American firms (disparity index of 41.46) were substantially and significantly underutilized, accounting for 1.44 percent of all firms and 0.60 percent of sales.
- ◆ Native Hawaiian and Pacific Islander firm data did not allow for a proper analysis.
- ◆ Nonminority female firms (disparity index of 20.43) were substantially and significantly underutilized, accounting for 1.69 percent of all firms and 0.34 percent of sales.

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<sup>127</sup> All firms include firms with and without payroll at any time during 2012.

<sup>128</sup> Employer firms include firms with payroll at any time during 2012.

TABLE 6-1.  
PRIVATE SECTOR CENSUS DISPARITIES  
NAICS CODE 23, CONSTRUCTION  
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,  
CITY OF WACO MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS <sup>1</sup> (#)	ALL FIRMS, SALES <sup>2</sup> (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	558,809	282,454,656	80,528	248,503,934
Nonminority Male	518,582	277,658,221	77,696	245,902,313
African American	2,442	184,535	111	153,967
American Indian and Alaska Native	1,034	85,506	49	63,810
Asian	962	179,243	152	34,745
Hispanic <sup>4</sup>	27,516	2,890,066	1,162	1,493,096
Native Hawaiian and Other Pacific Islander	29	0	0	0
Nonminority Female	8,244	1,457,085	1,358	856,003
PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
Nonminority Male	92.80%	98.30%	96.48%	98.95%
African American	0.44%	0.07%	0.14%	0.06%
American Indian and Alaska Native	0.19%	0.03%	0.06%	0.03%
Asian	0.17%	0.06%	0.19%	0.01%
Hispanic <sup>4</sup>	4.92%	1.02%	1.44%	0.60%
Native Hawaiian and Other Pacific Islander	0.01%	0.00%	0.00%	0.00%
Nonminority Female	1.48%	0.52%	1.69%	0.34%
DISPARITY RATIOS <sup>3</sup>				
All Firms		100.00		100.00
Nonminority Male		105.93		102.56
African American		14.95		44.95
American Indian and Alaska Native		16.36		42.20
Asian		36.86		7.41
Hispanic <sup>4</sup>		20.78		41.64
Native Hawaiian and Other Pacific Islander		0.00		-
Nonminority Female		34.97		20.43

Source: MGT Consulting Group, LLC conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

<sup>1</sup>Firms include employer and nonemployer firms since nonemployer firms can provide services at the subcontractor/subconsultant level and hire independent contractors to increase capacity. Employer firms include firms with payroll at any time during 2012.

<sup>2</sup>Sales includes total shipments, receipts, revenue, or business done by the firm.

<sup>3</sup>Disparity index is the ratio of the percentage of sales to the percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

<sup>4</sup>Hispanic firms are considered an ethnicity in this Census data and therefore may be double counted in race categories, which leads to percentages equaling greater than 100%.

N/A Denotes that there were no firms or sales for the classification.

Disparity results are statistically significant within a 95 percent confidence interval.

## NAICS Code 42: Wholesale Trade, City of Waco Marketplace

**Table 6-2** shows wholesale trade availability, sales, and disparity results (NAICS Code 42).

There was a total of 135,187 wholesale trade firms (all firms) in the City of Waco marketplace in 2012.

- ◆ African American firms (disparity index of 6.92) were substantially and significantly underutilized, accounting for 0.47 percent of all firms and 0.03 percent of sales.
- ◆ American Indian and Alaska Native firms (disparity index of 0.0) were substantially and significantly underutilized, accounting for 0.13 percent of all firms and 0.0 percent of sales.
- ◆ Asian American firms (disparity index of 19.99) were substantially and significantly underutilized, accounting for 1.04 percent of all firms and 0.21 percent of sales.
- ◆ Hispanic American firms (disparity index of 12.28) were substantially and significantly underutilized, accounting for 1.14 percent of all firms and 0.14 percent of sales.
- ◆ Native Hawaiian and Pacific Islander marketplace firm data did not allow for a proper analysis.
- ◆ Nonminority female firms (disparity index of 15.34) were substantially and significantly underutilized, accounting for 2.83 percent of all firms and 0.43 percent of sales.

There was a total of 60,363 wholesale trade employer firms in the City of Waco marketplace in 2012.

- ◆ African American firms (disparity index of 24.07) were substantially and significantly underutilized, accounting for 0.13 percent of all firms and 0.03 percent of sales.
- ◆ American Indian and Alaska Native marketplace firm data was minimal and therefore did not allow for a proper analysis.
- ◆ Asian American firms (disparity index of 14.63) were substantially and significantly underutilized, accounting for 1.23 percent of all firms and 0.18 percent of sales.
- ◆ Hispanic American firms (disparity index of 19.74) were substantially and significantly underutilized, accounting for 0.70 percent of all firms and 0.14 percent of sales.
- ◆ Native Hawaiian and Pacific Islander marketplace firm data did not allow for a proper analysis.
- ◆ Nonminority female firms (disparity index of 24.42) were substantially and significantly underutilized, accounting for 1.74 percent of all firms and 0.42 percent of sales.

TABLE 6-2.  
PRIVATE SECTOR CENSUS DISPARITIES  
NAICS CODE 42, WHOLESALE TRADE  
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,  
CITY OF WACO MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS <sup>1</sup> (#)	ALL FIRMS, SALES <sup>2</sup> (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	135,187	1,420,410,591	60,363	1,414,202,186
Nonminority Male	127,596	1,408,827,682	58,017	1,403,276,910
African American	630	458,284	76	428,656
American Indian and Alaska Native	178	0	57	0
Asian	1,406	2,953,345	741	2,539,323
Hispanic <sup>4</sup>	1,546	1,994,715	423	1,956,328
Native Hawaiian and Other Pacific Islander	0	0	0	0
Nonminority Female	3,831	6,176,565	1,049	6,000,969
PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
Nonminority Male	94.38%	99.18%	96.11%	99.23%
African American	0.47%	0.03%	0.13%	0.03%
American Indian and Alaska Native	0.13%	0.00%	0.09%	0.00%
Asian	1.04%	0.21%	1.23%	0.18%
Hispanic <sup>4</sup>	1.14%	0.14%	0.70%	0.14%
Native Hawaiian and Other Pacific Islander	0.00%	0.00%	0.00%	0.00%
Nonminority Female	2.83%	0.43%	1.74%	0.42%
DISPARITY RATIOS <sup>3</sup>				
All Firms		100.00		100.00
Nonminority Male		105.09		103.24
African American		6.92		24.07
American Indian and Alaska Native		0.00		0.00
Asian		19.99		14.63
Hispanic <sup>4</sup>		12.28		19.74
Native Hawaiian and Other Pacific Islander		-		-
Nonminority Female		42.80		88.07

Source: MGT Consulting Group, LLC conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

<sup>1</sup>Firms include employer and nonemployer firms since nonemployer firms can provide services at the subcontractor/subconsultant level and hire independent contractors to increase capacity. Employer firms include firms with payroll at any time during 2012.

<sup>2</sup>Sales includes total shipments, receipts, revenue, or business done by the firm.

<sup>3</sup>Disparity index is the ratio of the percentage of sales to the percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

<sup>4</sup>Hispanic firms are considered an ethnicity in this Census data and therefore may be double counted in race categories, which leads to percentages equaling greater than 100%.

N/A Denotes that there were no firms or sales for the classification.

Disparity results are statistically significant within a 95 percent confidence interval.



## NAICS Code 54: Professional, Scientific and Technical Services, City of Waco Marketplace

**Table 6-3** shows the availability, sales, and disparity results for professional, scientific, and technical services (NAICS Code 54).

There was a total of 882,605 professional, scientific, and technical services firms (all firms) in the City of Waco marketplace in 2012.

- ◆ African American firms (disparity index of 20.06) were substantially and significantly underutilized, accounting for 0.72 percent of all firms and 0.14 percent of sales.
- ◆ American Indian and Alaska Native (disparity index of 25.05) were substantially and significantly underutilized, accounting for 0.11 percent of all firms and 0.03 percent of sales.
- ◆ Asian American firms (disparity index of 78.49) substantially and significantly underutilized, accounting for 0.88 percent of all firms and 0.69 percent of sales.
- ◆ Hispanic American firms (disparity index of 43.69) were substantially and significantly underutilized, accounting for 1.11 percent of all firms and 0.48 percent of sales.
- ◆ Native Hawaiian and Pacific Islander firms (disparity index of 4.38) were substantially and significantly underutilized, accounting for 0.00 percent of all firms and 0.00 percent of sales.
- ◆ Nonminority female firms (disparity index of 34.95) were substantially and significantly underutilized, accounting for 4.19 percent of all firms and 1.46 percent of sales.

There was a total of 165,248 professional, scientific, and technical services employer firms in the City of Waco marketplace in 2012.

- ◆ African American firms (disparity index of 42.57) were substantially and significantly underutilized, accounting for 0.26 percent of all firms and 0.11 percent of sales.
- ◆ American Indian and Alaska Native firms (disparity index of 28.52) were substantially and significantly underutilized, accounting for 0.08 percent of all firms and 0.02 percent of sales.
- ◆ Asian American firms (disparity index of 56.51) were substantially and significantly underutilized, accounting for 1.21 percent of all firms and 0.68 percent of sales.
- ◆ Hispanic American firms (disparity index of 41.62) were substantially and significantly underutilized, accounting for 0.69 percent of all firms and 0.29 percent of sales.
- ◆ Native Hawaiian and Pacific Islander firm data did not allow for a proper analysis.
- ◆ Nonminority female firms (disparity index of 44.17) were substantially and significantly underutilized, accounting for 2.78 percent of all firms and 1.23 percent of sales.

TABLE 6-3.  
PRIVATE SECTOR CENSUS DISPARITIES  
NAICS CODE 54, PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES  
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,  
CITY OF WACO MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS <sup>1</sup> (#)	ALL FIRMS, SALES <sup>2</sup> (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	882,605	327,432,333	165,248	290,531,270
Nonminority Male	820,753	318,224,500	156,951	283,753,558
Minority	24,907	4,417,592	3,707	3,213,081
African American	6,328	470,967	433	324,056
American Indian and Alaska Native	954	88,639	133	66,686
Asian	7,799	2,270,937	2,001	1,988,086
Hispanic <sup>4</sup>	9,787	1,586,416	1,140	834,253
Native Hawaiian and Other Pacific Islander	39	633	0	0
Nonminority Female	36,945	4,790,241	4,590	3,564,631
<b>PERCENTAGE OF MARKETPLACE</b>				
All Firms	100.00%	100.00%	100.00%	100.00%
Nonminority Male	92.99%	97.19%	94.98%	97.67%
Minority	2.82%	1.35%	2.24%	1.11%
African American	0.72%	0.14%	0.26%	0.11%
American Indian and Alaska Native	0.11%	0.03%	0.08%	0.02%
Asian	0.88%	0.69%	1.21%	0.68%
Hispanic <sup>4</sup>	1.11%	0.48%	0.69%	0.29%
Native Hawaiian and Other Pacific Islander	0.00%	0.00%	0.00%	0.00%
Nonminority Female	4.19%	1.46%	2.78%	1.23%
<b>DISPARITY RATIOS<sup>3</sup></b>				
All Firms		100.00		100.00
Nonminority Male		104.51		102.83
Minority		47.81		49.30
African American		20.06		42.57
American Indian and Alaska Native		25.05		28.52
Asian		78.49		56.51
Hispanic <sup>4</sup>		43.69		41.62
Native Hawaiian and Other Pacific Islander		4.38		-
Nonminority Female		34.95		44.17

Source: MGT Consulting Group, LLC conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

<sup>1</sup>Firms include employer and nonemployer firms since nonemployer firms can provide services at the subcontractor/subconsultant level and hire independent contractors to increase capacity. Employer firms include firms with payroll at any time during 2012.

<sup>2</sup>Sales includes total shipments, receipts, revenue, or business done by the firm.

<sup>3</sup>Disparity index is the ratio of the percentage of sales to the percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

<sup>4</sup>Hispanic firms are considered an ethnicity in this Census data and therefore may be double counted in race categories, which leads to percentages equaling greater than 100%.

Disparity results are statistically significant within a 95 percent confidence interval.

## NAICS Code 56: Administrative and Support and Waste Management and Remediation Services, City of Waco Marketplace

**Table 6-4** shows the availability, sales, and disparity results for administrative, support, waste management, and remediation services (NAICS Code 56).

There were 473,861 administrative and support and waste management and remediation services firms (all firms) in the City of Waco marketplace in 2012.

- ◆ African American firms (disparity index of 8.71) were substantially and significantly underutilized, accounting for 1.59 percent of all firms and 0.14 percent of sales.
- ◆ American Indian and Alaska Native firms (disparity index of 0.79) were substantially and significantly underutilized, accounting for 0.18 percent of all firms and 0.0 percent of sales.
- ◆ Asian American firms (disparity index of 48.19) were substantially and significantly underutilized, accounting for 0.50 percent of all firms and 0.24 percent of sales.
- ◆ Hispanic American firms (disparity index of 13.77) were substantially and significantly underutilized, accounting for 4.28 percent of all firms and 0.59 percent of sales.
- ◆ Native Hawaiian and Pacific Islander firms (disparity index of 12.54) were substantially and significantly underutilized, accounting for 0.01 percent of all firms and 0.00 percent of sales.
- ◆ Nonminority female firms (disparity index of 22.95) were substantially and significantly underutilized, accounting for 5.65 percent of all firms and 1.30 percent of sales.

There were 60,048 administrative and support and waste management and remediation services employer firms in the City of Waco marketplace in 2012.

- ◆ African American firms (disparity index of 25.37) were substantially and significantly underutilized, accounting for 0.34 percent of all firms and 0.09 percent of sales.
- ◆ American Indian and Alaska Native firms (disparity index of 0.00) were substantially and significantly underutilized, accounting for 0.09 percent of all firms and 0.00 percent of sales.
- ◆ Asian American firms (disparity index of 36.98) were substantially and significantly underutilized, accounting for 0.53 percent of all firms and 0.20 percent of sales.
- ◆ Hispanic American firms (disparity index of 29.84) were substantially and significantly underutilized, accounting for 1.22 percent of all firms and 0.36 percent of sales.
- ◆ Native Hawaiian and Pacific Islander marketplace firm data did not allow for a proper analysis.
- ◆ Nonminority female firms (disparity index of 44.75) were substantially and significantly underutilized, accounting for 2.43 percent of all firms and 1.09 percent of sales.

TABLE 6-4.  
PRIVATE SECTOR CENSUS DISPARITIES  
NAICS CODE 56, ADMINISTRATIVE AND SUPPORT/WASTE MANAGEMENT AND REMEDIATION SERVICES  
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,  
CITY OF WACO MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS <sup>1</sup> (#)	ALL FIRMS, SALES <sup>2</sup> (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	473,861	140,633,873	60,048	126,415,297
Nonminority Male	416,026	137,446,805	57,269	124,218,304
African American	7,524	194,538	207	110,573
American Indian and Alaska Native	835	1,949	57	0
Asian	2,347	335,639	321	249,893
Hispanic <sup>4</sup>	20,298	829,573	731	459,171
Native Hawaiian and Other Pacific Islander	59	2,196	1	0
Nonminority Female	26,772	1,823,173	1,462	1,377,356
PERCENTAGE OF MARKETPLACE				
All Firms	100.00%	100.00%	100.00%	100.00%
Nonminority Male	87.79%	97.73%	95.37%	98.26%
African American	1.59%	0.14%	0.34%	0.09%
American Indian and Alaska Native	0.18%	0.00%	0.09%	0.00%
Asian	0.50%	0.24%	0.53%	0.20%
Hispanic <sup>4</sup>	4.28%	0.59%	1.22%	0.36%
Native Hawaiian and Other Pacific Islander	0.01%	0.00%	0.00%	0.00%
Nonminority Female	5.65%	1.30%	2.43%	1.09%
DISPARITY RATIOS <sup>3</sup>				
All Firms		100.00		100.00
Nonminority Male		111.32		103.03
African American		8.71		25.37
American Indian and Alaska Native		0.79		0.00
Asian		48.19		36.98
Hispanic <sup>4</sup>		13.77		29.84
Native Hawaiian and Other Pacific Islander		12.54		0.00
Nonminority Female		22.95		44.75

Source: MGT Consulting Group, LLC conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

<sup>1</sup>Firms include employer and nonemployer firms since nonemployer firms can provide services at the subcontractor/subconsultant level and hire independent contractors to increase capacity. Employer firms include firms with payroll at any time during 2012.

<sup>2</sup>Sales includes total shipments, receipts, revenue, or business done by the firm.

<sup>3</sup>Disparity index is the ratio of the percentage of sales to the percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

<sup>4</sup>Hispanic firms are considered an ethnicity in this Census data and therefore may be double counted in race categories, which leads to percentages equaling greater than 100%.

N/A Denotes that there were no firms or sales for the classification.

Disparity results are statistically significant within a 95 percent confidence interval.

## NAICS Code 81: Other Services (Except Public Administration), City of Waco Marketplace

**Table 6-5** shows the availability, sales, and disparity results for NAICS Code other services (except public administration) (NAICS Code 81).

There were a total of 657,009 other services (except public administration) firms (all firms) in the City of Waco marketplace in 2012.

- ◆ African American firms (disparity index of 16.79) were substantially and significantly underutilized, accounting for 2.19 percent of all firms and 0.37 percent of sales.
- ◆ American Indian and Alaska Native firms (disparity index of 11.22) were substantially and significantly underutilized, accounting for 0.13 percent of all firms and 0.01 percent of sales.
- ◆ Asian American firms (disparity index of 94.23) were underutilized, accounting for 1.98 percent of all firms and 1.87 percent of sales.
- ◆ Hispanic American firms (disparity index of 44.44) were substantially and significantly underutilized, accounting for 2.62 percent of all firms and 1.17 percent of sales.
- ◆ Native Hawaiian or Pacific Islander firms (disparity index of 21.45) were substantially and significantly underutilized, accounting for 0.00 percent of all firms and 0.00 percent of sales.
- ◆ Data for nonminority female firms (disparity index of 41.05) were substantially and significantly underutilized, accounting for 6.29 percent of all firms and 2.58 percent of sales.

There were 52,185 other services (except public administration) employer firms in the City of Waco marketplace in 2012.

- ◆ African American firms (disparity index of 56.00) were substantially and significantly underutilized, accounting for 0.13 percent of all firms and 0.07 percent of sales.
- ◆ American Indian and Alaska Native firms (disparity index of 0.00) were substantially and significantly underutilized, accounting for 0.00 percent of all firms and 0.00 percent of sales.
- ◆ Asian American firms (disparity index of 101.62) were overutilized, accounting for 1.63 percent of all firms and 1.66 percent of sales.
- ◆ Hispanic American firms (disparity index of 42.73) were substantially and significantly underutilized, accounting for 1.13 percent of all firms and 0.48 percent of sales.
- ◆ Native Hawaiian or Pacific Islander marketplace firm data did not allow for a proper analysis.
- ◆ Data for nonminority female firms (disparity index of 45.71) were substantially and significantly underutilized, accounting for 3.16 percent of all firms and 1.45 percent of sales.

TABLE 6-5.  
PRIVATE SECTOR CENSUS DISPARITIES  
NAICS CODE 81, OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION)  
U.S. CENSUS 2012 SURVEY OF BUSINESS OWNERS,  
CITY OF WACO MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	ALL FIRMS <sup>1</sup> (#)	ALL FIRMS, SALES <sup>2</sup> (\$1,000)	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	657,009	59,422,925	52,185	39,715,809
Nonminority Male	570,169	55,858,831	49,026	38,262,813
African American	14,391	218,489	66	28,128
American Indian and Alaska Native	839	8,511	1	0
Asian	13,021	1,109,699	852	658,950
Hispanic <sup>4</sup>	17,246	693,102	590	191,883
Native Hawaiian and Other Pacific Islander	30	582	0	0
Nonminority Female	41,313	1,533,711	1,650	574,035
<b>PERCENTAGE OF MARKETPLACE</b>				
All Firms	100.00%	100.00%	100.00%	100.00%
Nonminority Male	86.78%	94.00%	93.95%	96.34%
African American	2.19%	0.37%	0.13%	0.07%
American Indian and Alaska Native	0.13%	0.01%	0.00%	0.00%
Asian	1.98%	1.87%	1.63%	1.66%
Hispanic <sup>4</sup>	2.62%	1.17%	1.13%	0.48%
Native Hawaiian and Other Pacific Islander	0.00%	0.00%	0.00%	0.00%
Nonminority Female	6.29%	2.58%	3.16%	1.45%
<b>DISPARITY RATIOS<sup>3</sup></b>				
All Firms		100.00		100.00
Nonminority Male		108.32		102.55
African American		16.79		56.00
American Indian and Alaska Native		11.22		0.00
Asian		94.23		101.62
Hispanic <sup>4</sup>		44.44		42.73
Native Hawaiian and Other Pacific Islander		21.45		-
Nonminority Female		41.05		45.71

Source: MGT Consulting Group, LLC conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2012 Survey of Business Owners (SBO) data.

<sup>1</sup>Firms include employer and nonemployer firms since nonemployer firms can provide services at the subcontractor/subconsultant level and hire independent contractors to increase capacity. Employer firms include firms with payroll at any time during 2012.

<sup>2</sup>Sales includes total shipments, receipts, revenue, or business done by the firm.

<sup>3</sup>Disparity index is the ratio of the percentage of sales to the percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

<sup>4</sup>Hispanic firms are considered an ethnicity in this Census data and therefore may be double counted in race categories, which leads to percentages equaling greater than 100%.

N/A Denotes that there were no firms or sales for the classification.

Disparity results are statistically significant within a 95 percent confidence interval.

### 6.2.3 SBO Conclusion

The SBO analysis shows consistent underutilization of M/WBE firms relative to their availability in the marketplace. The results suggest that disparities exist in the broader private sector in which the City of Waco conducts business and supports the idea that the City of Waco should maintain remedies to avoid passive participation in discrimination, irrespective of circumstances in the public sector.

Furthermore, the five procurement categories analyzed showed substantial and statistically significant disparities among defined M/WBE classes where sufficient data were available.

## 6.3 Private Sector Disparities in ABS Census Data

As described above, SBO data is a vital resource in helping to answer the overarching research question regarding the existence of disparities in the private sector and the specific question of whether these disparities exist in procurement categories relevant to the City of Waco contracting domain. A limitation with the SBO data is, of course, its age. In 2017, the Census Bureau replaced the SBO data with the American Business Survey (ABS). Essentially this dataset is the same as the SBO with one caveat. ABS data no longer provides information for all firms, only employer firms. This data is still valuable for determining more recent private sector disparities, but it excludes a sector usually dominated by smaller businesses that are the beneficiary of any M/WBE program.

As with the SBO data, ABS gathers and reports data on firms with paid employees, including workers on the payroll (employer firms). MGT calculated private sector disparity indices to examine whether M/WBE firms in any of these categories received a proportionate share of sales based on the availability of M/WBE firms. Disparity indices were reviewed for employer firms. It should be noted that all of the disparity indices in the ABS tables are statistically significant within a **95 percent** confidence interval. The same NAICS codes as the SBO analysis were analyzed for the ABS data and the same marketplace.

### 6.3.1 Results of Analysis

**Tables 6-6** through **6-10** show the measures of private sector disparities based on U.S. Census 2017 ABS data for the population of available firms in the City of Waco marketplace by race, ethnicity, and gender for construction; wholesale trade; professional, scientific, and technical services; administrative and support and waste management and remediation services; and other services (except public administration).

Based on the analysis of the U.S. Census, 2017 ABS data, overall, there remains a significant gap between the market share of M/WBE firms and their share of the City of Waco marketplace business population, where data was available.

### NAICS Code 23: Construction, City of Waco Marketplace

**Table 6-6** shows the construction availability, sales, and disparity results (NAICS Code 23).

There were 710,340 construction employer firms<sup>129</sup> in the City of Waco marketplace in 2017.

- ◆ African American firms (disparity index of 53.07) were substantially underutilized, accounting for 0.91 percent of all firms and 0.48 percent of sales.
- ◆ American Indian and Alaska firms (disparity index of 96.16) were underutilized, accounting for 0.10 percent of all firms and 0.09 percent of sales.
- ◆ Asian American firms (disparity index of 82.96) were substantially and significantly underutilized, accounting for 0.41 percent of all firms and 0.34 percent of sales.
- ◆ Hispanic American firms (disparity index of 93.57) were underutilized, accounting for 6.96 percent of all firms and 6.51 percent of sales.
- ◆ Native Hawaiian and Pacific Islander firms (disparity index of 89.03) were substantially and significantly underutilized, accounting for 0.01 percent of all firms and 0.01 percent of sales.
- ◆ Data for nonminority female firms (disparity index of 73.39) were underutilized, accounting for 1.82 percent of all firms and 1.34 percent of sales.

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<sup>129</sup> Employer firms include firms with payroll at any time during 2017.



TABLE 6-6.  
PRIVATE SECTOR CENSUS DISPARITIES  
NAICS CODE 23, CONSTRUCTION  
U.S. CENSUS 2017 ANNUAL BUSINESS SURVEY,  
CITY OF WACO MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	710,340	55,291,594
Nonminority Male	637,810	50,438,545
African American	6,450	266,460
American Indian and Alaska Native	700	52,377
Asian	2,880	185,985
Hispanic <sup>4</sup>	49,450	3,601,520
Native Hawaiian and Other Pacific Islander	100	6,930
Nonminority Female	12,950	739,777
PERCENTAGE OF MARKETPLACE		
All Firms	100.00%	100.00%
Nonminority Male	89.79%	91.22%
African American	0.91%	0.48%
American Indian and Alaska Native	0.10%	0.09%
Asian	0.41%	0.34%
Hispanic <sup>4</sup>	6.96%	6.51%
Native Hawaiian and Other Pacific Islander	0.01%	0.01%
Nonminority Female	1.82%	1.34%
DISPARITY RATIOS <sup>3</sup>		
All Firms		100.00
Nonminority Male		101.60
African American		53.07
American Indian and Alaska Native		96.13
Asian		82.96
Hispanic <sup>4</sup>		93.57
Native Hawaiian and Other Pacific Islander		89.03
Nonminority Female		73.39

Source: MGT Consulting Group, LLC conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2017 Annual Business Survey (ABS) data.

<sup>1</sup> Employer firms include firms with payroll at any time during 2017.

<sup>2</sup> Sales includes total shipments, receipts, revenue, or business done by the firm.

<sup>3</sup> Disparity index is the ratio of the percentage of sales to percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

<sup>4</sup> Hispanic firms are considered an ethnicity in this Census data and therefore may be double counted in race categories, which leads to percentages equaling greater than 100%.

N/A Denotes that there were no firms or sales for the classification.

Disparity results are statistically significant within a 95 percent confidence interval.

## NAICS Code 42: Wholesale Trade, City of Waco Marketplace

**Table 6-7** shows wholesale trade availability, sales, and disparity results (NAICS Code 42).

There were 87,360 wholesale trade employer firms in the City of Waco marketplace in 2017.

- ◆ African American firms (disparity index of 33.32) were substantially and significantly underutilized, accounting for 1.35 percent of all firms and 0.45 percent of sales.
- ◆ American Indian and Alaska Native firms (disparity index of 116.50) were overutilized, accounting for 0.02 percent of all firms and 0.03 percent of sales.
- ◆ Asian American firms (disparity index of 118.49) were overutilized, accounting for 1.32 percent of all firms and 1.56 percent of sales.
- ◆ Hispanic American firms (disparity index of 74.02) were substantially and significantly underutilized, accounting for 2.09 percent of all firms and 1.55 percent of sales.
- ◆ Native Hawaiian and Pacific Islander firm data did not allow for a proper analysis.
- ◆ Nonminority female firms (disparity index of 52.91) were substantially and significantly underutilized, accounting for 5.01 percent of all firms and 2.65 percent of sales.

TABLE 6-7.  
PRIVATE SECTOR CENSUS DISPARITIES  
NAICS CODE 42, WHOLESALE TRADE  
U.S. CENSUS 2017 ANNUAL BUSINESS SURVEY,  
CITY OF WACO MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	87,360	8,139,965
Nonminority Male	78,800	7,632,053
African American	1,180	36,635
American Indian and Alaska Native	20	2,171
Asian	1,150	126,964
Hispanic <sup>4</sup>	1,830	126,207
Native Hawaiian and Other Pacific Islander	0	0
Nonminority Female	4,380	215,935
PERCENTAGE OF MARKETPLACE		
All Firms	100.00%	100.00%
Nonminority Male	90.20%	93.76%
African American	1.35%	0.45%
American Indian and Alaska Native	0.02%	0.03%
Asian	1.32%	1.56%
Hispanic <sup>4</sup>	2.09%	1.55%
Native Hawaiian and Other Pacific Islander	0.00%	0.00%
Nonminority Female	5.01%	2.65%
DISPARITY RATIOS <sup>3</sup>		
All Firms		100.00
Nonminority Male		103.95
African American		33.32
American Indian and Alaska Native		116.50
Asian		118.49
Hispanic <sup>4</sup>		74.02
Native Hawaiian and Other Pacific Islander		-
Nonminority Female		52.91

Source: MGT Consulting Group, LLC conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2017 Annual Business Survey (ABS) data.

<sup>1</sup> Employer firms include firms with payroll at any time during 2017.

<sup>2</sup> Sales includes total shipments, receipts, revenue, or business done by the firm.

<sup>3</sup> Disparity index is the ratio of the percentage of sales to the percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

<sup>4</sup> Hispanic firms are considered an ethnicity in this Census data and therefore may be double counted in race categories, which leads to percentages equaling greater than 100%.

N/A Denotes that there were no firms or sales for the classification.

Disparity results are statistically significant within a 95 percent confidence interval.

## NAICS Code 54: Professional, Scientific, and Technical Services, City of Waco Marketplace

**Table 6-8** shows the availability, sales, and disparity results for professional, scientific, and technical services (NAICS Code 54).

There was a total of 967,210 professional, scientific, and technical services employer firms in the City of Waco marketplace in 2017.

- ◆ African American firms (disparity index of 54.56) were substantially and significantly underutilized, accounting for 1.18 percent of all firms and 0.64 percent of sales.
- ◆ American Indian and Alaska Native firms (disparity index of 77.87) were substantially and significantly underutilized, accounting for 0.04 percent of all firms and 0.03 percent of sales.
- ◆ Asian American firms (disparity index of 95.59) were underutilized, accounting for 1.18 percent of all firms and 1.13 percent of sales.
- ◆ Hispanic American firms (disparity index of 70.71) were substantially and significantly underutilized, accounting for 1.60 percent of all firms and 1.13 percent of sales.
- ◆ Native Hawaiian and Pacific Islander firms (disparity index of 77.11) were substantially and significantly underutilized, accounting for 0.01 percent of all firms and 0.01 percent of sales.
- ◆ Nonminority female firms (disparity index of 69.22) were substantially and significantly underutilized, accounting for 5.87 percent of all firms and 4.06 percent of sales.

TABLE 6-8.  
PRIVATE SECTOR CENSUS DISPARITIES  
NAICS CODE 54, PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES  
U.S. CENSUS 2017 ANNUAL BUSINESS SURVEY,  
CITY OF WACO MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	967,210	49,408,000
Nonminority Male	871,630	45,946,042
African American	11,400	317,705
American Indian and Alaska Native	350	13,922
Asian	11,440	558,626
Hispanic <sup>4</sup>	15,500	559,872
Native Hawaiian and Other Pacific Islander	90	3,545
Nonminority Female	56,800	2,008,288
PERCENTAGE OF MARKETPLACE		
All Firms	100.00%	100.00%
Nonminority Male	90.12%	92.99%
African American	1.18%	0.64%
American Indian and Alaska Native	0.04%	0.03%
Asian	1.18%	1.13%
Hispanic <sup>4</sup>	1.60%	1.13%
Native Hawaiian and Other Pacific Islander	0.01%	0.01%
Nonminority Female	5.87%	4.06%
DISPARITY RATIOS <sup>3</sup>		
All Firms		100.00
Nonminority Male		103.19
African American		54.56
American Indian and Alaska Native		77.87
Asian		95.59
Hispanic <sup>4</sup>		70.71
Native Hawaiian and Other Pacific Islander		77.11
Nonminority Female		69.22

Source: MGT Consulting Group, LLC conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2017 Annual Business Survey (ABS) data.

<sup>1</sup> Employer firms include firms with payroll at any time during 2017.

<sup>2</sup> Sales includes total shipments, receipts, revenue, or business done by the firm.

<sup>3</sup> Disparity index is the ratio of the percentage of sales to the percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

<sup>4</sup> Hispanic firms are considered an ethnicity in this Census data and therefore may be double counted in race categories, which leads to percentages equaling greater than 100%.

N/A Denotes that there were no firms or sales for the classification.

Disparity results are statistically significant within a 95 percent confidence interval.

## NAICS Code 56: Administrative and Support and Waste Management and Remediation Services, City of Waco Marketplace

**Table 6-9** shows the availability, sales, and disparity results for administrative and support and waste management and remediation services (NAICS Code 56).

There were 12,437 administrative and support and waste management and remediation services employer firms in the City of Waco marketplace in 2017.

- ◆ African American firms data did not allow for a proper analysis.
- ◆ American Indian and Alaska Native firms data did not allow for a proper analysis.
- ◆ Asian American firms data did not allow for a proper analysis.
- ◆ Hispanic American firms (disparity index of 216.22) were overutilized, accounting for 0.35 percent of all firms and 0.76 percent of sales.
- ◆ Native Hawaiian and Pacific Islander firms data did not allow for a proper analysis.
- ◆ Nonminority female firms (disparity index of 72.02) were substantially and significantly underutilized, accounting for 3.13 percent of all firms and 2.25 percent of sales.

TABLE 6-9.  
PRIVATE SECTOR CENSUS DISPARITIES  
NAICS CODE 56, ADMINISTRATIVE AND SUPPORT/WASTE MANAGEMENT AND REMEDIATION SERVICES  
U.S. CENSUS 2017 ANNUAL BUSINESS SURVEY,  
CITY OF WACO MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	12,437	19,074,448
Nonminority Male	12,004	18,498,871
African American	0	0
American Indian and Alaska Native	0	0
Asian	0	0
Hispanic <sup>4</sup>	44	145,908
Native Hawaiian and Other Pacific Islander	0	0
Nonminority Female	389	429,669
PERCENTAGE OF MARKETPLACE		
All Firms	100.00%	100.00%
Nonminority Male	96.52%	96.98%
African American	0.00%	0.00%
American Indian and Alaska Native	0.00%	0.00%
Asian	0.00%	0.00%
Hispanic <sup>4</sup>	0.35%	0.76%
Native Hawaiian and Other Pacific Islander	0.00%	0.00%
Nonminority Female	3.13%	2.25%
DISPARITY RATIOS <sup>3</sup>		
All Firms		100.00
Nonminority Male		100.48
African American		-
American Indian and Alaska Native		-
Asian		-
Hispanic <sup>4</sup>		216.22
Native Hawaiian and Other Pacific Islander		-
Nonminority Female		72.02

Source: MGT Consulting Group, LLC conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2017 Annual Business Survey (ABS) data.

<sup>1</sup> Employer firms include firms with payroll at any time during 2017.

<sup>2</sup> Sales includes total shipments, receipts, revenue, or business done by the firm.

<sup>3</sup> Disparity index is the ratio of the percentage of sales to percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

<sup>4</sup> Hispanic firms are considered an ethnicity in this Census data and therefore may be double counted in race categories, which leads to percentages equaling greater than 100%.

N/A Denotes that there were no firms or sales for the classification.

Disparity results are statistically significant within a 95 percent confidence interval.

## NAICS Code 81: Other Services (Except Public Administration), City of Waco Marketplace

**Table 6-10** shows the availability, sales, and disparity results for NAICS Code other services (except public administration) (NAICS Code 81).

There were 14,307 other services (except public administration) employer firms in the City of Waco marketplace in 2017.

- ◆ African American firms (disparity index of 34.36) were substantially and significantly underutilized, accounting for 0.67 percent of all firms and 0.23 percent of sales.
- ◆ American Indian and Alaska Native firms data did not allow for a proper analysis.
- ◆ Asian American firms (disparity index of 30.13) were substantially and significantly underutilized, accounting for 2.33 percent of all firms and 0.70 percent of sales.
- ◆ Hispanic American firms (disparity index of 19.26) were substantially and significantly underutilized, accounting for 0.28 percent of all firms and 0.05 percent of sales.
- ◆ Native Hawaiian or Pacific Islander firms data did not allow for a proper analysis.
- ◆ Nonminority female firms (disparity index of 82.64) were substantially and significantly underutilized, accounting for 4.82 percent of all firms and 3.98 percent of sales.



TABLE 6-10.  
PRIVATE SECTOR CENSUS DISPARITIES  
NAICS CODE 81, OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION)  
U.S. CENSUS 2017 ANNUAL BUSINESS SURVEY,  
CITY OF WACO MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	EMPLOYER FIRMS (#)	EMPLOYER FIRMS SALES (\$1,000)
All Firms	14,307	8,863,278
Nonminority Male	13,148	8,422,994
African American	96	20,435
American Indian and Alaska Native	0	0
Asian	334	62,334
Hispanic <sup>4</sup>	40	4,772
Native Hawaiian and Other Pacific Islander	0	0
Nonminority Female	689	352,743
PERCENTAGE OF MARKETPLACE		
All Firms	100.00%	100.00%
Nonminority Male	91.90%	95.03%
African American	0.67%	0.23%
American Indian and Alaska Native	0.00%	0.00%
Asian	2.33%	0.70%
Hispanic <sup>4</sup>	0.28%	0.05%
Native Hawaiian and Other Pacific Islander	0.00%	0.00%
Nonminority Female	4.82%	3.98%
DISPARITY RATIOS <sup>3</sup>		
All Firms		100.00
Nonminority Male		103.41
African American		34.36
American Indian and Alaska Native		-
Asian		30.13
Hispanic <sup>4</sup>		19.26
Native Hawaiian and Other Pacific Islander		-
Nonminority Female		82.64

Source: MGT Consulting Group, LLC conducted private sector disparities marketplace analyses based on U.S. Census Bureau, 2017 Annual Business Survey (ABS) data.

<sup>1</sup> Employer firms include firms with payroll at any time during 2017.

<sup>2</sup> Sales includes total shipments, receipts, revenue, or business done by the firm.

<sup>3</sup> Disparity index is the ratio of the percentage of sales to the percentage of available firms multiplied by 100.00. A disparity index below 80.00 indicates a substantial level of disparity.

<sup>4</sup> Hispanic firms are considered an ethnicity in this Census data and therefore may be double counted in race categories, which leads to percentages equaling greater than 100%.

N/A Denotes that there were no firms or sales for the classification.

Disparity results are statistically significant within a 95 percent confidence interval.

### 6.3.2 ABS Conclusion

Like the SBO analysis, the ABS analysis shows consistent underutilization of M/WBE firms relative to their availability in the marketplace. These results provide evidence that disparities exist in the broader private sector, thus supporting the need for the City of Waco to maintain remedies to avoid passive participation in discrimination, irrespective of circumstances in the public sector.

As with the SBO results, the ABS results for each of the five procurement categories analyzed showed substantial disparity among defined M/WBE classes where sufficient data were available.

## 6.4 Analysis of Race, Ethnicity, and Gender Effects on Self-Employment and Earnings

This section examines further evidence regarding the overarching research question of whether business discrimination exists in the private sector and addresses three more specific questions:

1. *Does racial, ethnic, and gender status impact individual wages even after controlling for differences among firms?*
2. *Does racial, ethnic and gender status impact business owner earnings even after controlling for differences among firms?*
3. *Are racial, ethnic, and gender minority groups less likely than nonminority males (non-M/WBEs) to be self-employed after controlling for differences? If so, does race, ethnicity, or gender have a role in the disparity?*
4. *If minority and female-owned business enterprises (M/WBEs) and nonminority male-owned firms shared similar traits and marketplace “conditions” (i.e., similar “rewards” in terms of capital, wages, earning, etc.), what would be the effect on rates of self-employment by race, ethnicity, and gender?*

Answers to these questions are achieved by examining the effects of race, ethnicity, and gender, alongside controls for individual economic and demographic characteristics, on individuals’ participation in the private sector as self-employed business operators and the effects of these variables on individuals’ wages and business-owner earnings. Any negative and statistically significant effects by race, ethnicity, and gender found in the model after individual economic and demographic characteristics are controlled for would be consistent with business-related discrimination. The analysis is targeted to five categories of private sector business activity (Construction, Architecture & Engineering, Professional Services, Goods, and Other Services, and all categories combined) that generally align with the City of Waco procurement categories defined for the study.

Adopting the methodology and variables employed by a City and County of Denver disparity study (see *Concrete Works v. City and County of Denver*<sup>130</sup>), MGT used Public Use Microdata Samples (PUMS) data derived from the 2016-2020 American Community Survey (ACS) to which MGT applied appropriate regression statistics to draw conclusions. The ACS is an ongoing survey covering the same type of information collected in the decennial census. The ACS is sent to approximately 3.5 million addresses

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<sup>130</sup> *Concrete Works of Colo. v. City & Cnty. of Denver*, 321 F.3d 950, 967 (10th Cir. 2003).

annually, including housing units in all counties within the 50 States and the District of Columbia. The PUMS file from the ACS contains records for a subsample of the full ACS. The data used for the regression analyses are the multi-year estimates combining 2016 through 2020 ACS PUMS records. The combined file contains over six million person-level records. The 2016-2020 ACS PUMS data provides a full range of population and housing information collected in the annual ACS and the decennial census.

### 6.4.1 Links to Business Formation and Maintenance

Economics research consistently finds group differences by race, ethnicity, and gender in business formation rates.<sup>131</sup> MGT knows, for instance, that most minorities and females have a lower median age than nonminority males (ACS PUMS, 2016-2020). In general, the likelihood of being self-employed increases with age (ACS PUMS, 2016-2020). An examination of these variables within the context of a disparity study seeks to control for these other important demographic and economic variables in conjunction with race, ethnicity, and gender – since they also influence group rates of business formation. Through the analyses, MGT can determine whether inequities specific to minorities and females are demonstrably present to warrant consideration of public sector remedies. Questions about marketplace dynamics affecting self-employment— or, more specifically, the odds of forming one’s own business and then excelling (i.e., generate earnings growth)— are at the heart of disparity analysis research.

### 6.4.2 Statistical Models and Methods

MGT employed two multivariate regression techniques to answer the research questions identified for this section: (1) logistic regression and (2) linear regression. Logistic regression is an econometric method that allows for analyzing dichotomous dependent variables. The results can then be translated into log-likelihoods that examine how likely one variable is to be true compared to another variable. Linear regression is an econometric method that helps explain the linear relationship between the dependent and independent variables – how substantially and in what direction each independent variable influences the dependent variable. This will help analyze the direct impact of being part of a specific minority or gender group on earnings.

To understand the appropriate application of these regression techniques, it is helpful to explore the variables inherent in these questions in greater detail. There are two general categories of variables employed in the regression techniques: (1) dependent variables and (2) independent variables.

- ◆ Dependent variables are the phenomena to be explained by influences such as age, race, gender, and disability status (i.e., the independent or “explanatory” variables).
- ◆ The first dependent variable is individual wages, a continuous variable with many possible values. A simple linear regression is used to analyze this variable.

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<sup>131</sup> See Journal of Econometrics, Vol. 61, Issue 1, devoted entirely to the econometrics of labor market discrimination and segregation.

- ◆ The second dependent variable is self-employment business earnings, a continuous variable with many possible values. A simple linear regression is used to analyze this variable.
- ◆ The third dependent variable is the probability of self-employment status, which is a binary, categorical variable based on two possible values: 0 (not self-employed) versus 1 (self-employed). Logistic regression is appropriately used to perform an analysis in which the dependent variable is binary and categorical. This technique was employed to analyze self-employment.<sup>132</sup>
- ◆ For each analysis, several specifications were conducted. The first specification looked at the impact of race, ethnicity, and gender on individuals from the national level. The second and third specifications examined whether race, ethnicity, and gender significantly impacted individuals in the City of Waco market more than at the national level. The results presented in this chapter are specific to the City of Waco marketplace. Full specification results can be found in **Appendix I**.

### 6.4.3 The Influences of Race, Ethnicity, and Gender on Individual Wages

To explore whether there are any measurable impacts on wages, MGT compared minority and female nonbusiness owner wages to those of nonminority males in the City of Waco marketplace when the effect of other demographic and economic characteristics was controlled. Holding all other personal characteristics constant, if minority and female wage earners cannot achieve comparable wages due to discrimination as their nonminority counterparts, then they are not able to save the necessary capital to start their own businesses. MGT was able to examine the wages of individuals of similar education levels, ages, etc., to permit comparisons more purely by race, ethnicity, and gender.

First, MGT derived a set of independent variables known to predict wages, including:

- ◆ ***Race and Gender:*** African American, Asian American, Hispanic American, Native American, nonminority woman, nonminority males.
- ◆ ***Availability of Capital:*** Homeownership, home value, mortgage rate, unearned income, residual income.
- ◆ ***Marital Status.***
- ◆ ***Ability to Speak English Well.***
- ◆ ***Disability Status:*** From individuals' reports of health-related disabilities.
- ◆ ***Age and Age Squared:*** Squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings.
- ◆ ***Owner's Level of Education.***

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<sup>132</sup> Logistical regression, or logit, models generate predicted probabilities that are almost identical to those calculated by a probit procedure, used in *Concrete Works v. City and County of Denver* case. Logit, however, has the added advantage of dealing more effectively with observations at the extremes of a distribution. For a complete explanation, see *Interpreting Probability Models* (T.F. Liao, Text 101 in the Sage University series).

◆ **Residing in the City of Waco Marketplace.**

MGT used 2016-2020 wages from employment for the dependent variable, as reported in the 5 percent PUMS data.

This analysis examined the statistical effects of these variables on wages for nonbusiness employees in the City of Waco marketplace. As the linear regression analysis yielded, each number in **Table 6-11** represents a percent change in earnings associated with introducing the variable (business ownership classification) in the left-hand column. For example, across all industries, the adjustment factor for an African American is -0.449, meaning that an African American would be predicted to earn 45 percent less than a nonminority male, all other variables considered or controlled for. Complete results of linear regression outputs can be found in **Appendix I**. Specifically:

- ◆ In construction, the negative disparity differences ranged from -11 percent for Hispanic Americans to -50 percent for Asian Americans.
- ◆ In architecture & engineering, the negative disparity differences ranged from -18 percent for African Americans to -41 percent for nonminority females.
- ◆ In professional services, the negative disparity differences ranged from -36 percent for Asian Americans to -50 percent for nonminority females.
- ◆ In goods & services, the negative disparity differences ranged from -22 percent for Hispanic Americans to -51 percent for nonminority females.

The findings provide further positive evidence that disparities exist in the private sector of the City of Waco’s marketplace, compelling the continuation of remedies in the domain of the government’s influence. The findings also provide affirmative evidence to the more specific questions regarding impacts on wages, demonstrating that racial, ethnic, and gender minority groups earn less wages than their nonminority male counterparts, all variables considered.

TABLE 6-11.  
WAGES ELASTICITIES OF MINORITY GROUPS RELATIVE TO NONMINORITY MALES AFTER CONTROLLING FOR DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS

WAGES	TOTAL	Construction	A&E	Professional Services	Goods & SERVICES
AFRICAN AMERICAN	-45%***	-43%***	-18%***	-46%***	-42%***
ASIAN AMERICAN	-34%***	-50%***	-34%***	-36%***	-34%***
HISPANIC AMERICAN	-26%***	-11%***	-15%***	-39%***	-22%***
NATIVE AMERICAN	-46%***	-16%***	-28%***	-49%***	-25%***
MBE	-37%***	-30%***	-24%***	-43%***	-31%***
NONMINORITY FEMALE	-49%***	-45%***	-41%***	-50%***	-51%***
TOTAL M/WBE	-40%***	-33%***	-27%***	-44%***	-35%***

Source: PUMS data from 2016-2020 American Community Survey (City of Waco marketplace) and MGT Consulting Group, LLC, calculations using SPSS Statistics software.

“\*” indicates a significant adverse disparity at the 15% level or better (85% confidence). “\*\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “\*\*\*\*” indicates significance at a 5% level or better (95% confidence).

The regression “elasticity” means the percent change resulting from being a member of one of the M/WBE groups.

#### 6.4.4 The Influences of Race, Ethnicity, and Gender on Business Owner Earnings

To explore whether there are any measurable impacts on business owner earnings, MGT compared minority and female business owner earnings to those of nonminority males in the City of Waco marketplace when the effect of other demographic and economic characteristics was controlled or neutralized. Holding all other personal characteristics constant, if minority and female business owners cannot achieve comparable earnings from their businesses as similarly situated non-minorities because of discrimination, then failure rates for M/WBEs will naturally be higher and M/WBE formation rates will be lower. MGT was able to examine the earnings of business owners of similar education levels, ages, etc., to permit comparisons more purely by race, ethnicity, and gender.

MGT utilized the same model specifications as outlined for wages in this linear regression model. MGT used the dependent variable's 2016-2020 earnings from business owners, as reported in the 5 percent PUMS data.

This analysis examined the statistical effects of the controlled variables on earnings for business owners in the City of Waco marketplace. As the linear regression analysis yielded, each number in **Table 6-12** represents a percent change in earnings associated with introducing the variable (business ownership classification) in the left-hand column. For example, across all industries, the adjustment factor for an Asian American is -0.203, meaning that an Asian American would be predicted to earn 20 percent less than a nonminority male, all other variables considered or controlled for. Complete results of linear regression outputs can be found in **Appendix I**. Specifically:

- ◆ In construction, the negative disparity differences ranged from -17 percent for African Americans to -28 percent for nonminority females.
- ◆ In architecture & engineering, the negative disparity differences ranged from 0 percent for Native Americans to -23 percent for Asian Americans.
- ◆ In professional services, the negative disparity differences ranged from -29 percent for Native Americans to -42 percent for African Americans and Asian Americans.
- ◆ In goods & services, the negative disparity differences ranged from -8 percent for nonminority females to -17 percent for Hispanic Americans.

As with individual wages, business owner earnings overall in the City of Waco marketplace provide consistent evidence that disparities exist in the private sector, indicating marketplace discrimination against M/WBEs when all other variables are controlled for.

TABLE 6-12.  
BUSINESS EARNINGS ELASTICITIES OF MINORITY GROUPS RELATIVE TO NONMINORITY MALES AFTER  
CONTROLLING FOR DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS

BUSINESS EARNINGS	TOTAL	Construction	A&E	Professional Services	Goods & SERVICES
AFRICAN AMERICAN	-22%***	-17%***	-18%***	-42%***	-14%***
ASIAN AMERICAN	-20%***	-24%***	-23%***	-42%***	-15%***
HISPANIC AMERICAN	-21%***	-19%***	-13%***	-40%***	-17%***
NATIVE AMERICAN	-17%***	-22%***	0%	-29%***	-10%***
MBE	-20%***	-20%***	-14%***	-38%***	-14%***
NONMINORITY FEMALE	-17%***	-28%***	-17%***	-39%***	-8%***
TOTAL M/WBE	-20%***	-22%***	-14%***	-38%***	-13%***

Source: PUMS data from 2016-2020 American Community Survey (City of Waco marketplace) and MGT Consulting Group, LLC, calculations using SPSS Statistics software.

“\*” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “\*\*\*” indicates significance at a 5% level or better (95% confidence).

The regression “elasticity” means the percent change resulting from being a member of one of the M/WBE groups.

### 6.4.5 The Influences of Race, Ethnicity, and Gender on Self-Employment

As noted in the wages and business earnings analyses, discrimination that negatively affects the wages and entrepreneurial earnings of minorities and women will negatively affect the number of businesses formed by these groups as well. MGT used the 2016-2020 U.S. Census ACS 5 percent PUMS data to derive a set of variables known to predict employment status (self-employed/not self-employed). Logistic regression was used to calculate the probability of being self-employed (the dependent variable) based on selected socioeconomic and demographic characteristics with the potential to influence the likelihood of self-employment. The sample for the analysis was limited to labor force participants who met the following criteria:

- ◆ A resident of the City of Waco marketplace.
- ◆ Self-employed in construction, architecture & engineering, professional services, or goods and services.
- ◆ Employed full-time (more than 35 hours a week).
- ◆ Eighteen years of age or older.
- ◆ Employed in the private sector.

Next, MGT derived the following variables<sup>133</sup> hypothesized as predictors of employment status:

- ♦ **Race and Gender:** African American, Asian American, Hispanic American, Native American, nonminority woman, nonminority male.
- ♦ **Availability of Capital:** Homeownership, home value, mortgage rate, unearned income, residual income.
- ♦ **Marital Status.**
- ♦ **Ability to Speak English Well.**
- ♦ **Disability Status:** From individuals’ reports of health-related disabilities.
- ♦ **Age and Age Squared:** Squaring the age variable acknowledges the positive, curvilinear relationship between each year of age and earnings.
- ♦ **Owner’s Level of Education.**
- ♦ **Number of Individuals Over the Age of 65 Living in Household.**
- ♦ **Number of Children Under the Age of 18 Living in Household.**

**Table 6-13** summarizes the business ownership formation rates in the United States and in the City of Waco marketplace by race, ethnicity, and gender. Additionally, it compares the differences in formation rates of M/WBEs to non-M/WBEs. As an example, African Americans in the City of Waco marketplace have a formation rate of 2.65 percent compared to 9.15 percent for their non-M/WBE counterparts. Thus, the formation rate for African Americans in the City of Waco marketplace is 71.02 percent lower than non-M/WBEs  $((2.65 - 9.15)/9.15)$ .

TABLE 6-13.  
SELF-EMPLOYMENT FORMATION RATES

TOTALS			
	US	City of Waco	DIFFERENCE FROM NON-M/WBE (City of Waco)
AFRICAN AMERICAN	3.91%	2.65%	-71.02%
ASIAN AMERICAN	6.93%	3.17%	-65.37%
HISPANIC AMERICAN	8.11%	7.40%	-19.14%
NATIVE AMERICAN	7.39%	5.82%	-36.41%
MBE	5.75%	3.97%	-56.63%
WHITE FEMALES	5.48%	5.08%	-44.47%
M/WBE	5.59%	4.48%	-51.04%
NON-M/WBE	13.09%	9.15%	
<b>Construction</b>			

<sup>133</sup> The variables used in this analysis were modeled after those incorporated in the same analysis from *Concrete Works v. City and County of Denver*.



	US	City of Waco	DIFFERENCE FROM NON-M/WBE (City of Waco)
<b>AFRICAN AMERICAN</b>	15.09%	7.02%	-33.46%
<b>ASIAN AMERICAN</b>	16.71%	8.68%	-17.67%
<b>HISPANIC AMERICAN</b>	21.83%	8.66%	-17.90%
<b>NATIVE AMERICAN</b>	17.88%	13.77%	30.51%
<b>MBE</b>	16.54%	8.45%	-19.87%
<b>WHITE FEMALES</b>	15.46%	11.41%	8.16%
<b>M/WBE</b>	16.22%	9.21%	-12.64%
<b>NON-M/WBE</b>	22.93%	10.55%	
<b>A&amp;E</b>			
	US	City of Waco	DIFFERENCE FROM NON-M/WBE (City of Waco)
<b>AFRICAN AMERICAN</b>	6.09%	2.96%	-63.85%
<b>ASIAN AMERICAN</b>	9.18%	1.26%	-84.60%
<b>HISPANIC AMERICAN</b>	6.86%	7.54%	-7.76%
<b>NATIVE AMERICAN</b>	8.25%	0.00%	-100.00%
<b>MBE</b>	7.00%	4.51%	-44.86%
<b>WHITE FEMALES</b>	8.40%	9.33%	14.10%
<b>M/WBE</b>	7.78%	6.62%	-19.12%
<b>NON-M/WBE</b>	13.82%	8.18%	
<b>Professional Services</b>			
	US	City of Waco	DIFFERENCE FROM NON-M/WBE (City of Waco)
<b>AFRICAN AMERICAN</b>	3.40%	2.89%	-76.16%
<b>ASIAN AMERICAN</b>	5.63%	2.29%	-81.10%
<b>HISPANIC AMERICAN</b>	7.44%	6.78%	-44.08%
<b>NATIVE AMERICAN</b>	4.90%	6.82%	-43.73%
<b>MBE</b>	4.74%	3.58%	-70.42%
<b>WHITE FEMALES</b>	5.12%	4.61%	-61.95%
<b>M/WBE</b>	4.99%	4.11%	-66.06%
<b>NON-M/WBE</b>	13.73%	12.12%	
<b>Goods &amp; SERVICES</b>			
	US	City of Waco	DIFFERENCE FROM NON-M/WBE (City of Waco)
<b>AFRICAN AMERICAN</b>	2.49%	1.56%	-70.35%

<b>ASIAN AMERICAN</b>	4.00%	2.40%	-54.33%
<b>HISPANIC AMERICAN</b>	7.89%	8.59%	63.54%
<b>NATIVE AMERICAN</b>	5.18%	3.12%	-40.61%
<b>MBE</b>	4.04%	3.49%	-33.46%
<b>WHITE FEMALES</b>	5.27%	5.41%	3.00%
<b>M/WBE</b>	4.72%	4.21%	-19.75%
<b>NON-M/WBE</b>	6.71%	5.25%	

Source: PUMS data from 2016-2020 American Community Survey (City of Waco marketplace) and MGT Consulting Group LLC, calculations using SPSS Statistics software.

To test the impact that race, ethnicity, and gender has on the self-employment rates, the logistic regression analysis examined the statistical effects of these variables on being self-employed in the City of Waco marketplace. The results in **Table 6-14** indicate the percentage difference between the probability of business ownership for a given race, ethnicity, or gender group compared to similarly situated nonminority males. For example, African Americans in the construction industry have a business formation rate of 51 percent lower than expected in a race-, ethnicity-, and gender-neutral market area. The results in the following tables present rates for the groups after variables such as age and education have been controlled for. Results of logistic regression can be found in **Appendix I**.

TABLE 6-14.  
SELF-EMPLOYMENT PERCENT DIFFERENCES CONTROLLING FOR DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS

SELF-EMPLOYMENT PERCENT CHANGES	TOTAL	Construction	A&E	Professional Services	Goods & SERVICES
AFRICAN AMERICAN	-69%***	-51%***	-38%***	-96%***	-98%***
ASIAN AMERICAN	-27%***	-46%***	-45%***	-67%***	13%***
HISPANIC AMERICAN	-55%***	-52%***	-10%***	-68%***	-78%***
NATIVE AMERICAN	-65%***	-62%***	-4%	-92%***	-48%***
MBE	-54%***	-53%***	-24%***	-81%***	-53%***
NONMINORITY FEMALE	-30%***	-35%***	-40%***	-75%***	-8%***
TOTAL M/WBE	-49%***	-49%***	-27%***	-79%***	-44%***

Source: PUMS data from 2016-2020 American Community Survey (City of Waco marketplace) and MGT Consulting Group, LLC, calculations using SPSS Statistics software.

“\*” indicates a significant adverse disparity at the 15% level or better (85% confidence). “\*\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “\*\*\*\*” indicates significance at a 5% level or better (95% confidence).

These findings demonstrate that minorities and women, in general, are statistically significantly less likely to own their businesses than expected based upon their observable demographic characteristics, including age, education, geographic location, industry, and trends over time. Additionally, as with wage and business earnings, these groups are at a significant disadvantage to nonminority males whether they work as wage and salary employees or as entrepreneurs. These findings are consistent with results that would be observed in a discriminatory market area.

## 6.4.6 Disparities in Rates of Self-Employment

The analyses of self-employment rates and 2016-2020 ACS self-employment earnings revealed general disparities, consistent with business market discrimination, between minority and nonminority self-employed individuals whose businesses were located in the City of Waco marketplace. **Table 6-15** presents the results of observed formation rates vs. expected formation rates from the logistic regression. Column A presents the observed rates as seen in **Table 6-13**. Column B is calculated using the regression results and adjusting the observed rates accordingly. For example, for an African American in professional services, the percentage difference compared to a nonminority male controlling for all other variables is 96 percent, indicating that the expected self-employment rate for an African American should be 96 percent higher than what is observed (2.89 percent) or 5.66 percent. Column C is the disparity ratio between observed rates and expected rates.

TABLE 6-15.  
OBSERVED AND PREDICTED SELF-EMPLOYMENT RATES  
CITY OF WACO MARKETPLACE

BUSINESS OWNERSHIP CLASSIFICATION	OBSERVED SELF-EMPLOYMENT RATES (A)	EXPECTED SELF-EMPLOYMENT RATES (B)	DISPARITY RATIO (C)
Overall			
African American Firms	2.65%	4.48%	59
Asian American Firms	3.17%	4.04%	79
Hispanic American Firms	7.40%	11.51%	64
Native American Firms	5.82%	6.41%	91
MBE Firms	3.97%	5.58%	71
Nonminority Female Firms	5.08%	6.60%	77
M/WBE Firms	4.48%	6.11%	73
Construction			
African American Firms	7.02%	10.61%	66
Asian American Firms	8.68%	12.68%	68
Hispanic American Firms	8.66%	13.20%	66
Native American Firms	13.77%	22.34%	62
MBE Firms	8.45%	12.63%	67
Nonminority Female Firms	11.41%	15.42%	74
M/WBE Firms	9.21%	13.77%	67
Architecture & Engineering			
African American Firms	2.96%	4.08%	73
Asian American Firms	1.26%	1.83%	69
Hispanic American Firms	7.54%	8.34%	90
Native American Firms	0.00%	0.00%	
MBE Firms	4.51%	5.91%	76
Nonminority Female Firms	9.33%	13.04%	72
M/WBE Firms	6.62%	8.82%	75
Professional Services			
African American Firms	2.89%	5.66%	51
Asian American Firms	2.29%	3.81%	60
Hispanic American Firms	6.78%	11.38%	60

BUSINESS OWNERSHIP CLASSIFICATION	OBSERVED SELF-EMPLOYMENT RATES	EXPECTED SELF-EMPLOYMENT RATES	DISPARITY RATIO
Native American Firms	6.82%	13.03%	52
MBE Firms	3.58%	6.46%	55
Nonminority Female Firms	4.61%	8.15%	57
M/WBE Firms	4.11%	7.46%	55
Goods & Services			
African American Firms	1.56%	3.06%	51
Asian American Firms	2.40%	2.15%	
Hispanic American Firms	8.59%	15.21%	56
Native American Firms	3.12%	4.58%	68
MBE Firms	3.49%	6.53%	54
Nonminority Female Firms	5.41%	6.00%	90
M/WBE Firms	4.21%	6.08%	69

Source: PUMS data from 2016-2020 American Community Survey (City of Waco marketplace) and MGT Consulting Group, LLC, calculations using SPSS Statistics software.

The findings provide evidence that for M/WBEs, discriminatory barriers exist to achieving the same level of self-employment rates as their non-M/WBE counterparts. The results further show that discriminatory marketplace factors are the cause of these differences in several instances.

## 6.5 Access to Credit

As noted throughout this chapter, discrimination occurs when different outcomes occur for individuals of different races, ethnicities, and gender after holding all of the personal characteristics constant. This might happen in private and public labor markets when equally productive individuals in similar jobs are paid different wages because of their race, ethnicity, or gender. In credit markets, it might occur when loan approvals differ across racial or gender groups with otherwise similar financial backgrounds. In this chapter, MGT examined whether there is evidence consistent with the presence of discrimination in the private sector against M/WBE businesses. Discrimination in the credit market against M/WBEs can significantly affect the likelihood that they will form and succeed, negatively impacting the business's size and longevity.

This section summarizes some national analyses about credit disparities and thus offers illustrative evidence of M/WBE firms' barriers to accessing credit. This information provides guidance to the results provided throughout the private-sector analysis.

### 6.5.1 Minority Business Development Agency

The U.S. Department of Commerce, Minority Business Development Agency published a report in January 2010 entitled, *“Disparities in Capital Access between Minority and Non-Minority-Owned Businesses: The Troubling Reality of Capital Limitations Faced by MBEs.”* Findings highlighted that access to affordable credit remains one of the main impediments to minority-owned firm growth.

General findings show that minority-owned businesses: pay higher interest rates on loans, are more likely to be denied credit, and are less likely to apply for loans because they fear their applications will be rejected.

- ◆ Among high sales firms, 52% of nonminority firms received loans compared with 41% of minority firms.
- ◆ The average loan amount for all high sales minority firms was \$149,000. The nonminority average was more than twice this amount at \$310,000.
- ◆ Among firms with gross receipts under \$500,000, loan denial rates for minority firms were about three times higher, at 42%, compared to those of non-minority-owned firms, at 16%.
- ◆ Among firms with gross receipts under \$500,000, 33% of minority firms did not apply for loans because of fear of rejection compared to 17% of nonminority firms.
- ◆ For all firms, minority firms paid 7.8% on average for loans compared with 6.4% for nonminority firms.

## 6.5.2 The Federal Reserve Small Business Credit Survey

The Small Business Credit Survey (SBCS) is a national collaboration of the 12 Reserve Banks of the Federal Reserve System<sup>134</sup>. This survey has been conducted annually since 2015. Survey responses are collected from firms throughout the United States. While statistics are provided regarding how many responses are from each census region and division<sup>135</sup>, the data provided online does not report race by division. The reports vary somewhat from year to year. For example, the 2016 reports include specific reports for minority and female-owned firms; and the 2018 reports included one regarding disaster-affected firms. Overall, each year's report documents that minority- and female-owned firms, particularly Black-owned firms, have less access to credit and pay more for credit than similarly situated white-owned firms. Data from four consecutive years documents the continuing challenge that minority-owned firms, particularly Black-owned firms, face regarding access to, and cost of, credit. Summary information from reports for employer firms is provided below.<sup>136</sup>

### SBCS 2016

#### REPORT ON MINORITY-OWNED FIRMS

The 2016 SBCS fielded in Q3 and Q4 2016 yielded 7,916 responses from employer firms with race/ethnicity information in 50 states and the District of Columbia.

- ◆ Black-owned firm application rates for new funding are ten percentage points higher than White-owned firms, but their approval rates are 19 percentage points lower.

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<sup>134</sup> The survey methodology provides for sample weighting to adjust for any sampling biases; race, ethnicity, and gender imputation by using statistical models to capture missing data; comparisons and adjustments to past reports; and credibility intervals to aide in survey estimates.

<sup>135</sup> Census regions and divisions are areas delineated for the purposes of statistical analysis and presentation.

<sup>136</sup> Source: Small Business Credit Survey, Federal Reserve Banks.

- ◆ 40% of Black-owned firms did not apply for financing because they were discouraged (i.e., they did not think they would be approved), compared with 14% of White-owned firms.
- ◆ Looking at just firms approved for at least some financing, when comparing minority- and nonminority-owned firms with good credit scores, 40% of minority-owned firms received the total amount sought compared to 68% of nonminority-owned firms.
- ◆ Black-owned firms report more credit availability challenges (58% vs. 32%) and difficulty obtaining funds for expansion (62% vs. 31%) than White-owned firms.

### REPORT ON FEMALE-OWNED FIRMS

- ◆ Low credit risk female-owned firms were less likely to be approved for business loans than their low credit risk male counterparts (68% compared to 78%).
- ◆ Sixty-four percent of female-owned firms reported a funding gap, receiving only some or none of the financing sought, compared to 56% of male-owned firms.
- ◆ Fewer female-owned firms received all of the funding sought than male-owned firms, and more females received none. Among low credit risk firms, 48% of female-owned firms received all of the financing requested, compared to 57% of male-owned firms.

### SBCS 2017

#### REPORT ON EMPLOYER FIRMS

Fielded in Q3 and Q4 2017, the survey yielded 8,169 responses from small employer firms in the 50 states and the District of Columbia.

- ◆ Minority-owned firms report higher rates of financial challenges in the previous 12 months due to lack of credit availability than White-owned firms.
  - For firms with revenues less than \$1M, Black-owned firms (58%) reported financial challenges at twice the rate of white-owned firms (32%) (Asian 42%, Hispanic 45%).
  - MGT sees the same ratio for firms with revenues at more than \$1M: Black-owned firms, 49%, and White-owned firms, 24% (Asian 38%, Hispanic 34%).
- ◆ Rates of firms receiving at least some of the financing requested: for Black-owned firms, 61%, and White-owned firms 80% (Asian 73%, Hispanic 74%).
- ◆ For low credit risk firms, 85% of nonminority-owned firms received at least some of the financing requested compared with only 75% for similarly situated minority-owned firms.
- ◆ For low credit risk firms receiving total financing, 68% of nonminority-owned firms were approved compared to only 40% of minority-owned firms.

## SBCS 2018

### REPORT ON EMPLOYER FIRMS

There were 8,072 responses received for this survey from firms throughout the United States.

- ◆ Minority-owned firms report higher rates of financial challenges in the prior 12 months due to credit availability than white-owned firms. Rates were: Black-owned firms, 50%; Asian, 33%; Hispanic, 41%; and White-owned firms, 28%.
- ◆ Rates of firms receiving at least some of the financing requested ranged from a high of 80% for White-owned firms to a low of 59% for Black-owned firms.
- ◆ Rates of firms receiving the total amount requested ranged from a high of 49% for White-owned firms to a low of 23% for Black-owned firms.
- ◆ 38% of Black-owned firms did not apply for financing because they were discouraged (i.e., they did not think they would be approved), compared with 12% of White-owned firms.

## SBCS 2019

### REPORT ON MINORITY-OWNED FIRMS & REPORT ON EMPLOYER FIRMS

The annual survey of businesses was fielded in the third and fourth quarters of 2019 and generated 6,614 responses from employer firms.

- ◆ Minority-owned firms report higher rates of financial challenges in the prior 12 months due to credit availability than white-owned firms. Rates were: Black-owned firms, 51%; Asian, 36%; Hispanic, 40%; and White-owned firms, 30%.
- ◆ Rates of firms receiving at least some of the financing requested ranged from a high of 80% for White-owned firms to a low of 62% for Black-owned firms.
- ◆ Rates of firms receiving the total amount requested ranged from a high of 49% for White-owned firms to a low of 31% for Black-owned firms.
- ◆ 28% of Black-owned firms did not apply for financing because they were discouraged (i.e., they did not think they would be approved), compared with 13% of White-owned firms.
- ◆ On average, Black- and Hispanic-owned firm applicants received approval for smaller shares of the financing they sought than White-owned small businesses that applied for financing.
- ◆ Larger shares of Black- and Hispanic-owned firm applicants did not receive any financing they applied for—38% and 33%, respectively—compared to 20% of White-owned business applicants.
- ◆ White-owned business applicants received approval for all the financing they applied for: 49%, compared to 39% of Asian-, 35% of Hispanic-, and 31% of Black-owned firm applicants.

## 6.6 Conclusions

Analysis of the U.S. Census 2012 SBO data, 2017 ABS data, and the PUMS 2016-2020 data demonstrate, in response to the overarching research question driving this analysis, that marketplace discrimination exists for M/WBE firms operating in the private sector within the City of Waco's marketplace. Thus, based on the courts' guidance in this domain, the City of Waco has a compelling interest in continuing its current MBE program.

To the more specific research questions:

- ◆ Findings from the U.S. Census 2012 SBO and 2017 ABS data indicate substantial disparities for most M/WBE firms across industry sectors resembling the procurement categories identified for this study.
- ◆ Findings from the 2016-2020 PUMS data indicate that:
  - Minority and women wages were significantly less in 2016-2020 than those of nonminority males, holding all other variables constant.
  - M/WBE firms were significantly less likely than nonminority males to be self-employed.
  - If they were self-employed, most M/WBE firms earned significantly less in 2016-2020 than self-employed nonminority males, holding all other variables constant.
  - Analysis of observed vs. predicted self-employment rates show that marketplace discrimination impacted these rates. Further, this analysis indicates that holding all factors consistent, race, ethnicity, and gender play a role in the lower level of self-employment for M/WBEs.

A review of access to credit indicates that minorities and females tend to receive less than the requested amount of credit when they are approved than nonminority men; they are approved for credit less frequently than nonminority males, and that credit costs them more than nonminority males.

In light of these findings, credence may be given to the proposition established by Justice O'Connor in *Crosby*, which suggested a government could be a passive participant in private-sector discrimination if it did not act to counter these dynamics within the domain of its influence. This evidence stands alongside the disparities observed in public sector contracting to illustrate the substantial discriminatory inequities that continue to exist in the City of Waco's marketplace, underscoring its compelling interest in continuing to pursue remedies to address these gaps.



# 7 Qualitative Analysis

## 7.1 Introduction

This chapter examines the qualitative evidence from M/WBE firms about the discriminatory obstacles they face in the study market area and their experiences working with the City of Waco (City), the City’s prime contractors, and within the private sector. We have presented statistical findings in previous sections that are consistent with and indicative of the presence of business discrimination against minority and women-owned firms in the geographic and product markets that are relevant to the City in **Chapter 4 Market Area and Availability Analyses**, **Chapter 5 Utilization and Disparity Analyses**, and **Chapter 6 Private Sector**. In conjunction with the quantitative data, MGT also drew inferences from the qualitative data as to the prevalence of obstacles perceived as limiting the participation of M/WBEs in the City’s procurements. The evidence found that M/WBE firms face business-related discrimination in the relevant marketplace at substantially higher rates than non-M/WBEs. Additionally, the results show that M/WBE firms that were solicited for City projects are seldom or never solicited for private sector projects. The relative lack of solicitation of M/WBEs in the absence of affirmative efforts by the City and other public entities in the relevant market area shows that business discrimination continues to be a barrier to M/WBE business opportunities.

Chapter Sections	
7.1	Introduction
7.2	Qualitative Background
7.3	Methodology
7.4	Online and Telephone Business Survey
7.5	Business Owners In-Depth Interviews
7.6	Stakeholder Engagement
7.7	Summary

Qualitative comments in this chapter detail the perceptions and opinions of individuals as they relate to discrimination in the City of Waco marketplace. The importance of these opinions depends on how much they are corroborated by others' statements and the quantitative data compiled to substantiate these perceptions. Unlike conclusions derived from other analyses in this report, the qualitative analysis does not rely solely on quantitative data. Instead, the analysis in this chapter utilizes qualitative data to describe the discriminatory context of the examined social, political, and economic environment in which all businesses and other relevant entities applicable to the study operate. This analysis assesses the broad patterns among large groups of businesses based on their business ownership classification and industry.

MGT used a combination of surveys, community meetings, online comments, focus groups, and one-on-one interviews with businesses to collect qualitative data that are analyzed to identify the presence of discrimination, issues, and concerns common to businesses in the market area. In addition to the qualitative data collection from area businesses, MGT and the City identified area trade associations and business organizations referred to as stakeholders for this report, whose insights would be valuable in understanding the dynamics and perceptions of the vendor community.

In the successive sections, findings are generally organized around themes of discriminatory concerns expressed by vendors, with evidence divided between (1) items identified through qualitative input from qualitative research participants (interviews and open-ended comments) and (2) quantitative

summaries of perceptions collected through the business surveys. In some cases, content is limited to one category of findings based on the scope of the information collected through either medium.

## 7.2 Qualitative Background

A major component of this study is collecting and analyzing quantitative data from the entity's procurement and contracting records to determine if discrimination bears any relationship to the extent to which businesses are "chosen" in government contracting and procurement to provide needed goods and services that government cannot deliver on its own. Government purchasing records identifying race, ethnicity, or gender of utilized businesses provide the quantitative record for determining inferences of discrimination. To provide context to the quantitative results, an account of business owner experiences in dealing with the government procurement processes and with other businesses, in a given jurisdiction, qualitative and anecdotal information is also gathered in the form of telephone, online surveys, and individual interview sessions. The data collected are intended to explain the quantitative results from purchasing and procurement data by providing insight into purchasing trends that might explain how discrimination plays out and evolves in the marketplace.

## 7.3 Methodology

The blueprint for collecting and analyzing qualitative information for this Study was provided by the U.S. Supreme Court in *City of Richmond v. J.A. Croson*, 488 U.S. 469, 109 S.Ct. 706 (1989) (*Croson*). In that case, the Court held that race-conscious programs must be supported by strong documentation of discrimination, including evidentiary findings that go beyond the demographics of a community. Qualitative information can bolster the quantitative analyses of contract expenditures to explain whether minority business creation, growth, and retention are negatively affected by discrimination. In *Croson*, the Court held that qualitative accounts of discrimination could help establish a compelling interest for a local government to institute a race-conscious remedy. Moreover, such information can provide a local entity with a firm basis for fashioning a program that is narrowly tailored to remedy identified forms of marketplace discrimination and other barriers to M/WBE participation in contract opportunities. Further discussion regarding the basis and motivation for collection and analysis of qualitative data is contained in **Chapter 2, Legal Review**.

MGT used a combination of surveys, community meetings, online comments, focus groups, and one-on-one interviews with businesses to collect qualitative information that are analyzed to identify issues and concerns that were common to businesses in the market area. In addition to the qualitative data collection from area businesses, MGT conducted focus groups with area trade associations, and business organizations to gather anecdotes on their perceptions on the City's procurement process and impact of the M/WBE program to firms in the market area, both MWBEs and non-MWBEs. While the collection of these anecdotes is not required by the courts, input from advocacy and professional development organizations give a third-party perspective of M/WBE issues and broadens the collection of M/WBE firms experiences doing business or attempting to do business with the City.

### 7.3.1 Business Outreach & Engagement

MGT developed a master vendor database of firms that incorporated data sets from the City's utilized vendors; membership lists provided by area trade associations and business organizations; and vendor and certification lists collected from other public agencies to establish a base for the outreach efforts. This database was created to ensure that a broad range of firms in the marketplace were notified about the qualitative data collection activities.

MGT worked with the City to create a community outreach plan that included various outreach methods geared to inform and encourage the business community's involvement and engagement for the qualitative data collection activities. Outreach methods included:

- ♦ MGT and the City identified area trade associations and business organizations, referred to as stakeholders for purposes of this report, whose insights would be valuable to understanding the dynamics and perceptions of the vendor community. The stakeholders were notified via e-mail blasts of qualitative data collection activities and asked to encourage their members to participate.
- ♦ Email blasts to the business community to increase awareness and engagement.

### 7.3.2 Sampling

MGT's sampling methodology for in-depth interviews and business surveys randomly selected firms from the study's master vendor database<sup>137</sup>. The samples were stratified by the number of firms, race, ethnicity, gender ownership classification, and business industry. The database was cross-referenced with previous extractions to avoid contacting businesses multiple times to ensure that firms did not participate in more than one qualitative data collection activity. Receiving single anecdotal accounts from only one business allows for a broader collection of unique experiences. The qualitative analysis is not steered to the particular interests of a small group of participants.

Additionally, M/WBE firms were oversampled to facilitate statistical comparisons with non-M/WBEs. Oversampling is the practice of selecting respondents so that some groups make up a larger share of the survey sample than they do in the population. Knowing that M/WBEs make up a smaller population, it is crucial to oversample to acquire accurate and comparable responses.

### 7.3.3 Business Survey

The business survey asked respondents to provide information on business ownership, demographics and structure; work bid or performed as prime contractors with the City; work bid or performed as subcontractors to the City prime contractors; whether the respondent firm bid or performed work in the private sector; and any perceived barriers to doing business with the City or its primes that the respondents believed they had experienced during the study period. The survey was administered via telephone and online survey to a randomly selected list of firms.

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<sup>137</sup> See Chapter 3, Market Area and Utilization Analysis for explanation.

Disparity study survey analyses are commonly plagued by sample size limitations, especially where the size of the minority business population is insufficient to permit a valid and representative sample. This problem is compounded when analyses are stratified further by business category. Insufficient sample size can pose problems for the statistical confidence of the results. MGT attempted to collect data in proportion to the distribution of M/WBEs and non-M/WBEs in the relevant market area. Although MGT's goal is to report data that can satisfy the 95 percent confidence level, this does not mean that data should not be reported because of slightly reduced confidence intervals, especially when extreme due diligence has been exercised in attempting to meet the 95 percent standard. For this reason, our conclusions from the responses received do not reflect a statistical finding for Native American firms in the qualitative findings. The survey of vendors questionnaire is included in this report as **Appendix D, Vendor Survey Instrument**.

The data from the survey responses were analyzed to determine the types of firms represented in the findings included within this chapter. These survey demographics are included as **Appendix E, Vendor Survey Results**.

### 7.3.4 Community Meetings

Area businesses and stakeholders were invited to attend virtual community meetings to learn about the study and provide their qualitative input on doing business with the City and in the marketplace. Each community meeting began with a presentation outlining the study's objectives, work tasks, and methods by which qualitative input can be received. Following the presentation, attendees who wanted to provide comments did so individually. MGT conducted these meetings via webinar that enabled virtual attendees to provide qualitative comments.

Community meetings were held on:

- ◆ **Tuesday, May 24, 2022 @ 10:00 am -12:00 PM CDT**
- ◆ **Tuesday, May 24, 2022 @ 1:00 PM - 3:00 PM CDT**
- ◆ **Tuesday, June 7, 2022 @ 10:00 AM – 12:00 PM CDT**

The community meetings were open to the public, therefore, firms that participated in the community meetings may have been randomly selected for other qualitative activities.

### 7.3.5 In-Depth Interviews

The in-depth interviews were one-on-one interviews with M/WBE and non-M/WBE business owners or representatives to gather information about the firms' experiences in attempting to do, and conducting, business with the City (both directly as a prime and/or as a subcontractor). During the interviews we gathered demographic information such as the firm's primary line of business, ethnicity, gender, education/training background of the owner, business history, size and gross revenues for the study period. The in-depth interviews were structured settings in which an interviewer or facilitator used an interview guide (**Appendix F**) to obtain input from participants. The interviews provided more latitude for additional information gathering on issues that are unique to the respondents' experiences than the community meetings or surveys. The interviewer made no attempt to prompt or guide responses from the participants, although follow-up questions were asked to obtain further clarification or information as necessary and appropriate. Before the interviews began, each participant attested that their

responses were given freely and were true and accurate reflections of their experience with the City or its prime contractors.

### 7.3.6 Stakeholder Outreach

Outreach to stakeholders (trade associations and business organizations) was beneficial to the outreach efforts because their assistance extended communication efforts to inform and engage the business community in qualitative activities. Stakeholders were asked to disseminate community meeting notices and encourage their members to participate in the qualitative data collection activities.

Stakeholders were also asked to provide MGT with a copy of membership or vendor lists which were used to help build the master vendor outreach database. The organizations and associations included in these efforts are identified in **Appendix H, List of Professional Organizations**.

## 7.4 Demographics

As mentioned, the use of a multi-pronged approach to collecting qualitative data provided a broader reach within the relevant market area. The self-reported demographic characteristics of qualitative participants by data collection activity type are presented in the sections below.

### 7.4.1 Collective Qualitative Data

This section provides demographic data of firms that participated in the various data collection activities such as the number of M/WBE firms and the industries the firms represent in comparison to non-M/WBE firms.

For all the qualitative collection activities conducted throughout the study, Nonminority Women (17% of participants), African American (12.8% of participants), and Hispanic American (8.5% of participants), respectively, represented the largest group of participants.

### 7.4.2 Online and Telephone Business Survey

This survey collected 83 responses from firm owners and representatives in the City’s relevant market area. **Figure 7-1** provides the race, ethnicity, and gender of respondents. M/WBE firms accounted for 83% of respondents, breaking down further into 24% African American or Black, 39% Non-Minority Women, 15% Hispanic American or Latino, 6% Native American or American Indian, and 1% Asian American. **Figure 7-2** shows response rates per business category.

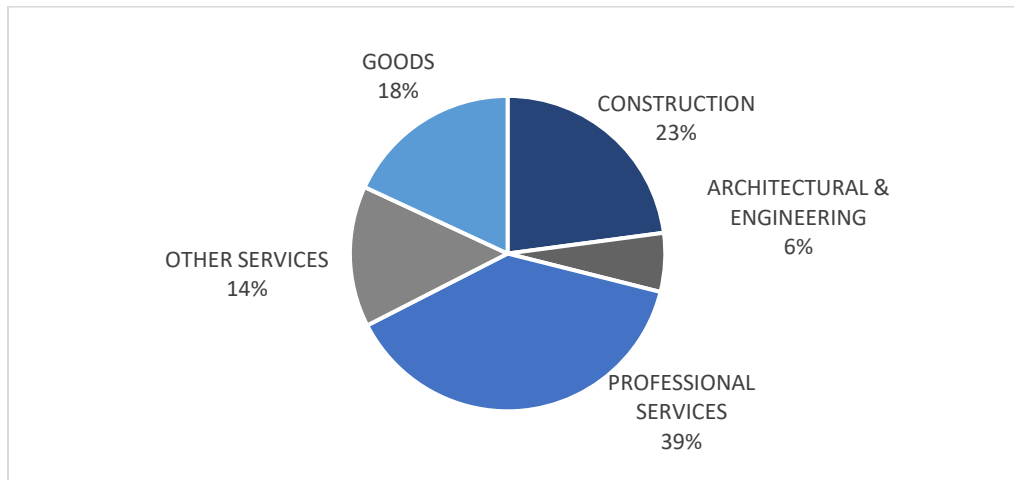
FIGURE 7-1. CITY  
SURVEY OF VENDORS DEMOGRAPHICS:  
PROPORTION OF RESPONDENTS BY M/WBE CLASS

Business Ownership Classification	Construction	Architectural & Engineering	Professional Services	Other Services	Goods	Total
African American	21%	20%	28%	25%	20%	24%
Asian American	0%	0%	0%	8%	0%	1%

Business Ownership Classification	Construction	Architectural & Engineering	Professional Services	Other Services	Goods	Total
Hispanic American	11%	40%	9%	42%	0%	14%
Native American	11%	0%	0%	0%	13%	5%
<b>Total MBE</b>	<b>42%</b>	<b>60%</b>	<b>38%</b>	<b>75%</b>	<b>33%</b>	<b>45%</b>
Non-Minority Women	26%	20%	50%	25%	47%	39%
<b>Total M/WBE</b>	<b>68%</b>	<b>80%</b>	<b>88%</b>	<b>100%</b>	<b>80%</b>	<b>83%</b>

Source: Vendor Surveys, Rincon & Associates 2022

FIGURE 7-2. CITY  
SURVEY OF VENDORS DEMOGRAPHICS:  
PROPORTION OF RESPONDENTS BY INDUSTRY



Source: Vendor Surveys, Rincon & Associates 2022.

### 7.4.3 Discriminatory Behaviors to Doing Business

Included below (Table 7-1) is a summary of survey responses by firms as to whether they encountered disparate treatment or discrimination working on City projects, either as primes or subcontractors. Proportions of M/WBEs indicating such experiences were as follows:

- ◆ 17% of M/WBE’s polled from the vendor survey claimed there is an informal network of prime contractors and subcontractors that exclude their company from doing business and they have experienced a denial of their opportunity to bid.

TABLE 7-1. CITY  
DISCRIMINATION EXPERIENCES IDENTIFIED BY SURVEY RESPONDENTS  
PRIME AND SUBCONTRACTOR FIRMS

	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	TOTAL MBE	NON-MINORITY WOMEN	TOTAL M/WBE	NON-M/WBE
Harassment on the Jobsite	11%	0%	0%	0%	6%	0%	3%	0%
Prequalification requirements	33%	0%	8%	0%	21%	7%	15%	0%
An informal network of prime contractors and subcontractors that has excluded my company from doing business ("Good ole boy" network)	25%	0%	33%	0%	25%	7%	17%	8%
Use of racial slurs or workplace violence, intimidation, or sabotage	16%	0%	0%	0%	9%	3%	6%	0%
Exclusion from events, organizations, or business networks	29%	0%	25%	0%	24%	0%	13%	0%
Collusion and conspiracy by trade by competitors and suppliers	19%	17%	0%	4%	10%	8%	10%	10%
Refusal by agencies, primes, suppliers and/or customers to deal with minorities or women	31%	9%	0%	4%	12%	0%	10%	10%
Obtaining insurance (general liability, professional liability, etc.)	21%	0%	0%	0%	12%	3%	8%	0%
Double standards in measuring performance	22%	100%	8%	0%	18%	4%	11%	0%
Denial of	37%	100%	9%	0%	26%	4%	17%	0%

	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	TOTAL MBE	NON-MINORITY WOMEN	TOTAL M/WBE	NON-M/WBE
opportunity to bid								
Unfair denial of contract award	28%	0%	11%	0%	19%	4%	12%	0%
Slow payment or non-payment for project work	6%	8%	0%	3%	5%	0%	4%	4%
Unfair contract termination	11%	0%	8%	0%	9%	3%	6%	0%
Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment	12%	0%	18%	0%	13%	7%	10%	0%
Unequal access to bonding, credit, or financing as compared to non-minority or non-woman owned companies	35%	0%	8%	0%	21%	0%	11%	0%
Other: (Please describe other discriminatory behaviors experienced)	27%	0%	0%	0%	14%	0%	7%	0%

Source: Vendor Surveys, Rincon & Associates 2022.

Note: Percentages are calculated based on responses within each individual race, ethnicity, or gender category.

#### 7.4.4 Prime Contracting Inclusion of M/WBEs on Projects with and without Goals

Firms that participated in the qualitative data collection who also work in the private sector as primes noted that relationships are the foundation of their success. However, M/WBE subcontractor firms were not as fortunate in developing such relationships because the private sector does not historically have M/WBE goal requirements on their contracts, which means that without goals, primes hire M/WBE subcontractors for their projects at lower rates than their non-M/WBE counterparts. In *Builders Association of Greater Chicago v. City of Chicago*, the court held that the failure of prime contractors



even to solicit qualified M/WBE firms is a “market failure” that is significant evidence in helping to establish a government’s compelling interest in remedying such failures<sup>138</sup>.

Survey respondents who indicated they were subcontractors or suppliers were asked how often prime contractors/vendors solicited their firm to bid on projects with M/WBE goals compared to those without M/WBE goals. The survey sought to determine if prime contractor behavior was the same when projects applied M/WBE goals versus projects without goals.

Participants overwhelmingly agreed that primes that solicit bids for public sector work were not soliciting M/WBE firms for private projects. **Table 7-2** below details survey respondents' experiences with primes when projects do not include M/WBE goals. The survey asked, “How often do prime contractors/vendors who use your firm as a subcontractor on public-sector projects with M/WBE goals solicit your firm on projects (private or public) without M/WBE goals?” For M/WBEs collectively, 41 percent indicated that they are seldom or never solicited on projects without goals. Individually, African American firms and non-minority women firms experienced the most frequent impact of exclusion when there were no goals. Similar results were observed in each major procurement category.

TABLE 7-2.  
PRIMES LACK OF SOLICITATION OF M/WBE FIRMS ON PROJECTS WITHOUT GOALS

BUSINESS OWNERSHIP CLASSIFICATION	Construction	ARCHITECTURAL & ENGINEERING	Professional Services	NON-Professional Services	Goods AND EQUIPMENT	TOTAL
AFRICAN AMERICAN	22%	0%	42%	0%	0%	22%
ASIAN AMERICAN	0%	0%	0%	0%	0%	0%
HISPANIC AMERICAN	0%	0%	0%	0%	0%	0%
NATIVE AMERICAN	22%	0%	0%	0%	0%	6%
TOTAL MBE	44%	0%	42%	0%	0%	28%
NON-MINORITY WOMEN	11%	0%	25%	0%	0%	13%
TOTAL M/WBE	56%	0%	67%	0%	0%	41%
NON-M/WBE	11%	50%	0%	0%	0%	6%

Source: Vendor Surveys, Rincon & Associates 2022.

Further evidence of “Market Failure” can be seen in **Table 7-3**. This table summarizes the firms’ experiences being released from the City of Waco and non-City projects after the project has been awarded. As shown above, in **Table 7-2**, M/WBE firms are only asked to participate in non-goal projects in certain industries and it is not consistent across all backgrounds. When M/WBEs are asked to be a

<sup>138</sup> *Builders Association of Greater Chicago v. City of Chicago*, 298 F.Supp. 2d 725, 737 (N.D. Ill. 2003).

part of private sector projects, the table shows, that the prevalence of M/WBEs being dropped from the project is much higher on non-City projects than on projects for the City of Waco.

TABLE 7-3.  
M/WBE FIRMS DROPPED AFTER PROJECT AWARD

PROJECT TYPE	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	TOTAL MBE	NON-MINORITY WOMEN	TOTAL M/WBE
City of Waco Project	10%	0%	0%	10%	10%	8%	9%
Non-City of Waco Project	56%	100%*	36%	0%	20%	38%	35%

Source: Vendor Surveys, Rincon & Associates 2022. \*Low number did not allow for proper analysis.

## 7.4.5 Discrimination and Disparate Treatment on Private Projects

This section examines understanding and identifying the type of discriminatory treatment encountered by M/WBEs working private projects. A trend for firms that participated in the interviews, surveys or business engagement meetings was the indication that discrimination is prevalent and happens frequently in subtle ways and even to their peer competitors in the private marketplace. **Table 7-4** shows the type of discrimination felt by those indicating they were discriminated against based on their race, ethnicity, or gender. Individually, African American firms indicated experiencing the highest levels of direct discrimination against them due to race on private projects. Additionally, all other groups indicated direct discrimination compared to nearly no indication for non-M/WBEs.

TABLE 7-4.  
DISCRIMINATORY TREATMENT IDENTIFIED BY PRIMES AND SUBCONTRACTORS  
PRIVATE PROJECTS

BARRIER	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	TOTAL MBE	NON-MINORITY WOMEN	TOTAL M/WBE	NON-M/WBE
Harassment on the Jobsite	6%	0%	0%	33%	6%	0%	3%	0%
Prequalification requirements	47%	100%	22%	33%	39%	14%	27%	8%
An informal network of prime contractors and subcontractors that has excluded my company from doing business ("Good ole boy" network)	47%	100%	22%	0%	37%	8%	23%	8%

BARRIER	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	TOTAL MBE	NON-MINORITY WOMEN	TOTAL M/WBE	NON-M/WBE
Use of racial slurs or workplace violence, intimidation, or sabotage	19%	0%	0%	33%	13%	4%	8%	8%
Exclusion from events, organizations, or business networks	44%	0%	9%	33%	29%	0%	16%	0%
Collusion and conspiracy by trade by competitors and suppliers	50%	0%	10%	0%	30%	7%	18%	25%
Refusal by agencies, primes, suppliers and/or customers to deal with minorities or women	44%	0%	10%	0%	28%	4%	16%	0%
Obtaining insurance (general liability, professional liability, etc.)	18%	0%	0%	0%	10%	3%	7%	0%
Double standards in measuring performance	44%	100%	0%	33%	29%	4%	17%	8%
Denial of opportunity to bid	38%	100%	9%	33%	29%	7%	19%	0%
Unfair denial of contract award	40%	0%	11%	33%	29%	7%	18%	0%
Slow payment or non-payment for project work	24%	0%	9%	0%	16%	7%	12%	8%
Unfair contract termination	6%	0%	9%	0%	6%	0%	3%	0%
Predatory business practices such as price discrimination by suppliers/inspect ors, bid shopping, slow payment, or non-payment	31%	100%	0%	0%	20%	7%	14%	8%

BARRIER	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	TOTAL MBE	NON-MINORITY WOMEN	TOTAL M/WBE	NON-M/WBE
Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies	41%	0%	0%	0%	23%	4%	14%	8%
Other: (Please describe other discriminatory behaviors experienced)	7%	0%	0%	0%	4%	0%	2%	0%

Source: Vendor Survey, Rincon & Associates 2022.

## 7.5 In-Depth Firm Interviews

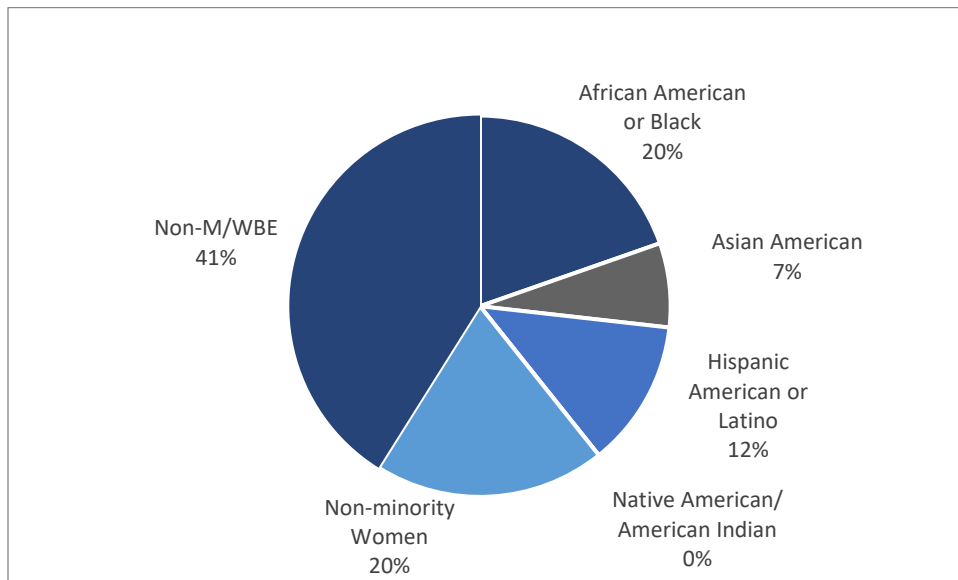
The findings below reflect the opinions and perceptions of qualitative participants characterized in the preceding demographic summary. As such, the themes are drawn from a very broad base of participants reflecting a comprehensive array of viewpoints and experiences regarding work with the City or its primes.

In the successive sections, findings are generally organized around themes of concerns expressed by vendors, with evidence divided between (1) items identified through qualitative input from qualitative research participants (interviews and open-ended comments) and (2) quantitative summaries of perceptions collected through the custom census business surveys. In some cases, content is limited to one category of findings or the other based on the scope of information collected through either medium.

The in-depth interviews were conducted with randomly selected firms extracted from the master vendor database and located in the City’s relevant market area.<sup>139</sup> MGT cross referenced the list of firms for the interviews to ensure they were not previously selected for other qualitative activities. In total, 19 firms were interviewed. The racial and ethnic composition of the firms that completed an interview are illustrated in **Figure 7-3**. Our conclusions from the responses received do not reflect a statistical finding for Native American firms in the qualitative findings.

<sup>139</sup> See Chapter 4, Market Area and Availability Analyses.

FIGURE 7-3. CITY IN-DEPTH INTERVIEW DEMOGRAPHICS:  
M/WBE CLASSIFICATION



Source: In-Depth Interviews, Innovative Strategies 2022.

### 7.5.1 Procurement Process Issues and Challenges of M/WBEs

Procurement process issues and challenges are frequent issues of concern among vendors in the relevant market. The fair and equal opportunity to bid or propose on the City contracts is critical to the growth and success of all firms, and particularly those of disadvantaged social or economic circumstances, such as M/WBEs.

Included below is a sampling of comments from participants reflecting specific instances of these barriers:

- ♦ A Non-Minority Women Owned Business stated, “Preference to an incumbent, regardless of quality of our price, products and services. Even when we are less. Email has also been marked as spam when competing causing us to not be able to get a bid submitted. A lot of funny business.”
- ♦ An African American Woman Business Owner had this response during one of the In-Depth Interview’s that MGT conducted: “All the time there is a challenge for African American business to be respected like our counterparts. I have had a bad experience on jobs which I believe is based on my race. We noticed we got more jobs if a white person represented us, and we now have a Caucasian gentlemen represent our company. We have more success this way. It is the reality of the business. An African American face does not get the job. We are more successful when we have our white employee be the face of our company.”

## 7.5.2 Financial Barriers Expressed by M/WBE Firms

Limited access to capital and inconsistent cash flow impacts M/WBE and small firms' ability to successfully complete projects, apply for and receive bonds, hire employees, and operate their businesses. Similarly, cash flow becomes a barrier for M/WBE firms, particularly smaller M/WBE firms, because it limits the amount of work they can bid.

Specific issues and challenges noted in this area include:

- ◆ It's apparent that Primes and the City have a minimum requirement of M/WBE's they have to select for contracts and there is an expectation and a pressure to improve bid's from M/WBE's when they are selected.

## 7.5.3 Experiences from M/WBEs on Prime Behavior

Subcontracting offers M/WBE firms a way to grow their businesses. Primes that treat M/WBEs unfairly or deny the opportunity to bid on contracts impacts the local economy but also potentially negatively impacts the growth of M/WBEs in the marketplace. Included below is a sampling of comments from participants reflecting specific instances of these barriers:

- ◆ An Asian-American Owned Professional Services Company stated, "My employees have experienced racial slurs."
- ◆ An African American Woman Owned Professional Services Company added, "When one company was told I was a minority company they said they did not want to do business with a black company."

## 7.6 Stakeholder Interviews

Stakeholders were identified as area trade associations and business organizations that have a stake in the development and growth of area businesses, including minority- and women-owned businesses. MGT invited stakeholders to participate in interviews. The stakeholder organizations that participated in the interviews provide capacity building, advocacy, and technical and/or business development to their members, many of which are M/WBE firms. The common themes expressed by stakeholders included:

- ◆ Subcontractors want to make sure primes and the city engage with chambers when they are sending out RFP's rather than just posting them on a website.
- ◆ There are informal networks that exist in some sectors that exclude M/WBE's and don't let new businesses break in making bidding unfair.
- ◆ M/WBE's and specifically Women-Owned Businesses are not receiving enough contracts because the city is not providing enough knowledge or resources on how to properly bid on them or notified when the RFP has been sent out.
- ◆ There is a need for a representative in charge of disseminating information on available M/WBE contracts that are offered to be bid on.

- ♦ No acknowledgement of M/WBE goals in the applications on city contracts but there are for the state.
- ♦ Don't just post on the city website to get feedback from businesses or organizations on how to best solicit for bids to contracts – implement more of a direct outreach program.

## 7.7 Summary

The evidence from the qualitative activities is consistent with and corroborates the finding of discrimination from **Chapter 4 Market Area and Availability Analyses**, **Chapter 5 Utilization and Disparity Analyses**, and **Chapter 6 Private Sector**. The qualitative evidence suggests that M/WBEs face discriminatory barriers to full and equitable participation in public and private sector contracts in the City market. The results also show that M/WBE firms face business-related discrimination in the relevant marketplace at substantially higher rates than non-M/WBEs. Additionally, the results show that M/WBE firms that were solicited for projects with M/WBE goals are seldom or never solicited for projects without goals. The relative lack of solicitation of M/WBEs in the absence of affirmative efforts by City and other public entities in the relevant market area shows that business discrimination continues to be a barrier to M/WBE business opportunities. These activities have yielded evidence that courts have found to be highly probative in deciding whether an entity such as the City has been or continues to be a passive participant in a discriminatory market area. This is particularly true when considered in conjunction with the other statistical and quantitative evidence provided in this report.

Qualitative data were collected using multiple methods and included a broad reach of diverse businesses and business industries. Feedback from many businesses had common discriminatory themes regarding their experiences working or attempting to work with the City, such as prime contractors rarely utilizing M/WBEs when there were no project goals, dropping M/WBEs from projects they were initially included in after the work began, and numerous discriminatory barriers in doing business (i.e., insurance requirements, slow or no payments, cost of bidding, or contract requirements).

# 8 Findings and Recommendations/ Best Practices

## 8.1 Introduction

The City of Waco (City) retained MGT of America Consulting, LLC (MGT) to conduct the City’s 2023 disparity study. The goal of the Disparity Study is to determine if there are any disparities between the utilization of minority or women business enterprises (M/WBEs) compared to the availability of M/WBEs in the marketplace who are ready, willing, and able to perform work, and whether such disparities are consistent with the existence of discrimination. MGT examined the statistical data using the following procurement categories:

- ◆ Construction;
- ◆ Architecture & Engineering;
- ◆ Professional Services;
- ◆ Other Services; and
- ◆ Goods

CHAPTER SECTIONS	
8.1	Introduction
8.2	Findings
8.3	Aspirational Goals
8.4	Recommendations/Best Practices
8.5	Conclusions

The City’s Disparity Study consisted of fact-finding to analyze procurement activity during October 1, 2016, to September 30, 2021 (Fiscal Years 2017 to 2021) regarding the utilization of minority and women business enterprises, and to evaluate various options for future program development. Within the context of studying City procurement practices, the study must be conducted consistent with disparity study best practices, controlling local legal precedents and constitutional law.

The City’s Disparity Study determined that the disparities between the number of minority- and female-owned businesses that are willing and able to perform construction, architecture & engineering, professional services, other services, and goods services contracts, and the numbers of these same business types that are participating in these same types of contracts with the City are effected by race, ethnicity, and gender. This chapter will summarize the evidence on the central research question: *is there factual predicate evidence for a city of Waco supplier diversity program?*

As discussed throughout this study, courts have determined that a race-conscious program involving governmental procurement of goods or services is subject to strict judicial scrutiny under the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution and must be narrowly tailored to remedy the identified discrimination.

MGT’s methodology included a review of disparity studies’ legal framework, a policy and procedures review, analyses of utilization, availability, and statistical disparity, qualitative/anecdotal research, private sector analyses, and findings, establishment of aspirational goals methodology, and industry best practices. The results of this study and conclusions drawn are presented in detail in **Chapters 2** through **7** of this report.



## 8.2 Findings

### Finding A : Relevant Geographic and Product Market Areas *(Chapter 4, Appendix A)*

The entire universe of expenditure data was utilized to determine the relevant geographic market area for the study.<sup>140</sup> This included both expenditures to prime contractors and subcontractors. Based on the market area analysis results for each business category, the recommended relevant market area are the 50 counties within the City’s marketplace (“Market Area”), as seen in the right-hand box. The spending in the relevant geographic market area is represented in Table 8-1. The entire NAICS codes that made up the City’s product market are shown in **Appendix A**.

City of Waco Relevant Market Area	
ANDERSON COUNTY, TX	HOOD COUNTY, TX
BASTROP COUNTY, TX	HOUSTON COUNTY, TX
BELL COUNTY, TX	JOHNSON COUNTY, TX
BLANCO COUNTY, TX	KAUFMAN COUNTY, TX
BOSQUE COUNTY, TX	LAMPASAS COUNTY, TX
BRAZOS COUNTY, TX	LEE COUNTY, TX
BROWN COUNTY, TX	LEON COUNTY, TX
BURLESON COUNTY, TX	LIMESTONE COUNTY, TX
BURNET COUNTY, TX	LLANO COUNTY, TX
CALLAHAN COUNTY, TX	MADISON COUNTY, TX
COLEMAN COUNTY, TX	MCCULLOCH COUNTY, TX
COMANCHE COUNTY, TX	MCLENNAN COUNTY, TX
CORYELL COUNTY, TX	MILAM COUNTY, TX
DALLAS COUNTY, TX	MILLS COUNTY, TX
EASTLAND COUNTY, TX	NAVARRO COUNTY, TX
ELLIS COUNTY, TX	PALO PINTO COUNTY, TX
ERATH COUNTY, TX	PARKER COUNTY, TX
FALLS COUNTY, TX	ROBERTSON COUNTY, TX
FAYETTE COUNTY, TX	SAN SABA COUNTY, TX
FREESTONE COUNTY, TX	SOMERVELL COUNTY, TX
GRIMES COUNTY, TX	STEPHENS COUNTY, TX
HAMILTON COUNTY, TX	TARRANT COUNTY, TX
HAYS COUNTY, TX	TRAVIS COUNTY, TX
HENDERSON COUNTY, TX	WASHINGTON COUNTY, TX
HILL COUNTY, TX	WILLIAMSON COUNTY, TX

<sup>140</sup> Chapter 4 & 5, Market Area and Utilization Analyses

TABLE 8-1.  
RELEVANT MARKET AREA ANALYSIS  
DISTRIBUTION OF DOLLARS BY BUSINESS CATEGORY,  
CITY MARKET AREA

Construction	Amount	Percent
<i>Inside Waco Market Area</i>	\$232,721,965.13	87.65%
<i>Outside Waco Market Area</i>	\$32,776,640.81	12.35%
<b>Construction, TOTAL</b>	<b>\$265,498,605.94</b>	<b>100.00%</b>
Architecture & Engineering	Amount	Percent
<i>Inside Waco Market Area</i>	\$2,893,651.36	54.23%
<i>Outside Waco Market Area</i>	\$2,442,112.68	45.77%
<b>Architecture &amp; Engineering, TOTAL</b>	<b>\$5,335,764.04</b>	<b>100.00%</b>
Professional Services	Amount	Percent
<i>Inside Waco Market Area</i>	\$2,865,620.04	49.64%
<i>Outside Waco Market Area</i>	\$2,906,968.32	50.36%
<b>Professional Services, TOTAL</b>	<b>\$5,772,588.36</b>	<b>100.00%</b>
Other Services	Amount	Percent
<i>Inside Waco Market Area</i>	\$28,610,742.82	77.63%
<i>Outside Waco Market Area</i>	\$8,244,826.64	22.37%
<b>Other Services, TOTAL</b>	<b>\$36,855,569.46</b>	<b>100.00%</b>
Goods	Amount	Percent
<i>Inside Waco Market Area</i>	\$71,237,904.30	62.24%
<i>Outside Waco Market Area</i>	\$43,213,262.89	37.76%
<b>Goods, TOTAL</b>	<b>\$114,451,167.19</b>	<b>100.00%</b>
ALL BUSINESS CATEGORIES	Amount	Percent
<i>Inside Waco Market Area</i>	\$338,329,883.65	79.06%
<i>Outside Waco Market Area</i>	\$89,583,811.34	20.94%
<b>ALL BUSINESS CATEGORIES, TOTAL</b>	<b>\$427,913,694.99</b>	<b>100.00%</b>

Source: MGT developed a Master Prime File based on City's system between Fiscal Years 2017 to 2021

## Finding B : M/WBE Utilization *(Chapter 5, Appendix B)*

In **Table 8-2**, the utilization analysis shows that non-M/WBE firms are utilized at higher rates than their M/WBE counterparts. The City's utilization with non-M/WBE firms totaled 92.90 percent, while 7.08 percent went to M/WBE firms. Overall, the highest utilization rates among M/WBE classifications included Hispanic American firms accounting for 5.72 percent of dollars paid and nonminority females accounting for 1.16 percent of dollars paid. Further analyzing the individual procurement categories, Hispanic American firms had the greatest utilization among M/WBE firms in Construction at 9.18

percent or \$24.36 million, followed by nonminority female firms in Other Services at 3.72 percent or \$1.37 million.<sup>141</sup>

TABLE 8-2.  
UTILIZATION ANALYSIS  
BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	GOODS
African Americans	\$770,379.93	\$309,141.00	\$0.00	\$0.00	\$461,238.93	\$0.00
Asian Americans	\$86,512.51	\$0.00	\$0.00	\$1,885.10	\$0.00	\$84,627.41
Hispanic Americans	\$24,476,333.90	\$24,361,007.06	\$0.00	\$0.00	\$0.00	\$115,326.84
Native Americans	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTAL MINORITY FIRMS</b>	<b>\$25,333,226.34</b>	<b>\$24,670,148.06</b>	<b>\$0.00</b>	<b>\$1,885.10</b>	<b>\$461,238.93</b>	<b>\$199,954.25</b>
Nonminority Female Firms	\$4,946,945.02	\$3,034,453.15	\$0.00	\$38,009.39	\$1,370,667.99	\$503,814.49
<b>TOTAL M/WBE FIRMS</b>	<b>\$30,280,171.36</b>	<b>\$27,704,601.21</b>	<b>\$0.00</b>	<b>\$39,894.49</b>	<b>\$1,831,906.92</b>	<b>\$703,768.74</b>
TOTAL Non-M/WBE Firms	\$397,633,523.63	\$237,794,004.73	\$5,335,764.04	\$5,732,693.87	\$35,023,662.54	\$113,747,398.45
<b>TOTAL FIRMS</b>	<b>\$427,913,694.99</b>	<b>\$265,498,605.94</b>	<b>\$5,335,764.04</b>	<b>\$5,772,588.36</b>	<b>\$36,855,569.46</b>	<b>\$114,451,167.19</b>
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	GOODS
African Americans	0.18%	0.12%	0.00%	0.00%	1.25%	0.00%
Asian Americans	0.02%	0.00%	0.00%	0.03%	0.00%	0.07%
Hispanic Americans	5.72%	9.18%	0.00%	0.00%	0.00%	0.10%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY FIRMS</b>	<b>5.92%</b>	<b>9.29%</b>	<b>0.00%</b>	<b>0.03%</b>	<b>1.25%</b>	<b>0.17%</b>
Nonminority Female Firms	1.16%	1.14%	0.00%	0.66%	3.72%	0.44%
<b>TOTAL M/WBE FIRMS</b>	<b>7.08%</b>	<b>10.43%</b>	<b>0.00%</b>	<b>0.69%</b>	<b>4.97%</b>	<b>0.61%</b>
TOTAL Non-M/WBE Firms	92.92%	89.57%	100.00%	99.31%	95.03%	99.39%

Source: Chapter 5, Market Area and Utilization Analysis.

### Finding C : Availability Estimates (Chapter 4, Appendix B)

A reliable estimation of the number of firms *willing* and *able* to provide each of the respective services under the examination scope is an incumbent element in the determination of disparity. Post-*Croson* case law has not prescribed a single approach to deriving firm availability, and agencies have used various means to estimate pools of available vendors that have withstood legal scrutiny.

MGT calculates availability based on a “custom census” approach. This approach is the most accurate for calculating availability at its most granular level. An in-depth explanation of this approach is provided in **Chapter 4**. Detailed availability results by business category and 4-digit NAICS code are

<sup>141</sup> Chapter 3, Market Area and Utilization Analyses

provided in **Appendix B**. The availability estimates by procurement category are illustrated in **Table 8-3**.

TABLE 8-3.  
ESTIMATION OF AVAILABLE FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	GOODS
African Americans	1.79%	1.42%	3.77%	10.08%	5.31%	1.01%
Asian Americans	1.72%	0.81%	0.25%	4.02%	2.31%	0.05%
Hispanic Americans	2.63%	3.16%	3.99%	1.75%	7.79%	0.23%
Native Americans	0.42%	0.29%	0.16%	0.92%	0.47%	0.01%
<b>TOTAL MINORITY FIRMS</b>	<b>9.08%</b>	<b>5.69%</b>	<b>8.18%</b>	<b>16.77%</b>	<b>15.89%</b>	<b>1.30%</b>
Nonminority Female Firms	21.49%	36.23%	33.17%	17.84%	11.35%	10.11%
<b>TOTAL M/WBE FIRMS</b>	<b>30.57%</b>	<b>41.92%</b>	<b>41.35%</b>	<b>34.61%</b>	<b>27.24%</b>	<b>11.41%</b>
TOTAL Non-M/WBE Firms	69.43%	58.08%	58.65%	65.39%	72.76%	88.59%

Source: Chapter 5, Availability and Disparity Analysis.

### Finding D : Disparity (Chapter 5)

This section includes the results of the disparity ratios calculated in **Chapter 4**. MGT’s disparity index methodology yields an easily calculable value, understandable in its interpretation, and universally comparable. A disparity in utilization within the minority- and female-owned firms can be assessed concerning the utilization of nonminority- and male-owned firms. MGT applies two significant tests to determine statistical significance: (1) whether the disparity index is less than or equal to 80 percent of respective M/WBE availability, which is labeled “substantial disparity,” and (2) whether the disparity index passes the t-test determination of statistical significance. In cases where one, or especially both, measures hold true, a remedy is typically deemed justifiable by courts, making these results critical outcomes of the subsequent analyses.

These overall results show that among M/WBE firms there remains disparity for all categories. Only in Construction and Other Services do you find no disparity for Hispanic American firms. Additionally, as a total M/WBE classification, all procurement categories find substantial and statistically significant disparity. Detailed disparity results by business category and 4-digit NAICS code are provided in **Appendix B**.

TABLE 8-4.  
DISPARITY RATIO SUMMARY ANALYSIS

Procurement Category	All	Construction	Architecture & Engineering	Professional Services	Other Services	Goods
African Americans	Disparity	Disparity	Disparity	<b>Disparity</b>	<b>Disparity</b>	Disparity
Asian Americans	Disparity	Disparity	Disparity	<b>Disparity</b>	<b>Disparity</b>	No Disparity

Hispanic Americans	No Disparity	No Disparity	Disparity	<b>Disparity</b>	Disparity	Disparity
Native Americans	Disparity	Disparity	Disparity	<b>Disparity</b>	<b>Disparity</b>	Disparity
MBE Firms	Disparity	Disparity	Disparity	<b>Disparity</b>	<b>Disparity</b>	Disparity
Nonminority Females	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>
Total M/WBE Firms	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>	<b>Disparity</b>

**BOLD** indicates substantial statistically significant disparity.

## Finding E : Private Sector Disparities in Census SBO and ABS Data

(Chapter 6)

Based on US Census 2012 SBO and 2017 ABS data, MGT attempted to answer the research question; “Do marketplace disparities exist in the private sector regarding revenue within similar City of Waco procurement categories for firms owned by minorities or females?”. Both data sets gather and report firm information for firms with paid employees, including workers on the payroll (employer firms). SBO data is the only data set that provides firms without paid employees, including sole proprietors and partners of unincorporated businesses that do not have any other employees on the payroll (nonemployer firms). This is an important distinction because it provides a more encompassing picture of the private sector. SBO is limited in the age of the data, but it can be supplemented with more recent ABS data. It should also be noted that all the disparity indices in the SBO tables are statistically significant within a 95 percent confidence interval.

According to the findings, the SBO and ABS data analysis show consistent underutilization of M/WBE firms relative to their availability in the marketplace. Further, each of the five procurement categories analyzed showed substantial disparity among defined M/WBE classes where sufficient data were available.

## Finding F : Disparities In Individual Wages, Business Earnings, Self-Employment Rates (Chapter 6)

Findings from the Public Use Microdata Sample (PUMS) from 2016-2020 data indicate that minorities and women earn significantly less wages and business earnings than their nonminority male counterparts. Additionally, the findings show that minorities and women have significantly less formation rates than nonminority males. When these self-employment rates were stratified by race and by business type, trends varied within individual race-by-type cells, but disparities persisted, in general, for all minorities and nonminority females. These findings support the conclusion that discriminatory disparities for these groups (of adequate sample size to permit interpretation) were likely the result of differences in the marketplace due to race, gender, and ethnicity. Additionally, analysis of observed vs. predicted self-employment rates shows that there are instances that discrimination impacted these rates, and that business marketplace discrimination exists in the City’s market.

## Finding G : Qualitative and Anecdotal Results *(Chapter 6)*

The collective qualitative activities gathered input through vendor surveys, in-depth interviews, community meetings, and stakeholder outreach from swath of business owners or representatives in the relevant market area regarding their opinions and perceptions of how discrimination has affected their experiences working with the City or with primes as subcontractors on City projects. The respondents' race, ethnicity, and gender accounted for 83 percent of the total respondents, with nonminority female firms at 39 percent of those that participated, followed by African American firms making up 24 percent, Hispanic American firms making up 14 percent, Native Americans firms 5 percent, and Asian American firms making up 1 percent.

The evidence from the qualitative activities was consistent with the other evidence reported throughout this study. The evidence found that M/WBE firms face business-related discrimination in the relevant marketplace at substantially higher rates than non-M/WBEs. Additionally, the results show that M/WBE firms that were solicited for projects with M/WBE goals are seldom or never solicited for projects without goals. The relative lack of solicitation of M/WBEs in the absence of affirmative efforts by the City and other public entities in the relevant market area shows that business discrimination continues to be a barrier to M/WBE business opportunities. The qualitative evidence suggests that M/WBEs face discriminatory barriers to full and equitable participation in public and private sector contracts in the City of Waco market.

### 8.3 Aspirational Goals Methodology

Recommended M/WBE aspirational goals and availability are outlined in **Table 8-5**. These estimates should provide the baseline starting point for establishing any supplier diversity goals. It was determined that to create feasible aspirational goals that would not create undue burden on third parties, half of what is the current availability should be used. The City should first start with half of the current M/WBE availability and in conjunction with programmatic policies should determine how these goals can be adjusted upwards or downwards to meet their specific need. It should be noted that aspirational goals should not be applied rigidly to every individual City procurement. Instead, M/WBE goals should vary from project to project.

TABLE 8-5.  
PROPOSED M/WBE GOALS

BUSINESS CATEGORY	2023 DISPARITY STUDY M/WBE AVAILABILITY	ASPIRATIONAL M/WBE GOALS
Construction	42%	21%
Architecture & Engineering	41%	21%
Professional Services	35%	17%
Other Services	27%	14%
Goods	11%	6%

## 8.4 Selected Industry Recommendations/Best Practices

Many state and local government agencies have policies and practices that attempt to address marketplace discrimination and barriers faced by minority, women, and small business enterprises. Such assistance may include direct subsidies to businesses, funds for management and technical assistance to small and new entrepreneurs, mentor-protégé programs, diversity training, and bonding assistance, as well as collaboration with and support for organizations that provide management and technical assistance to businesses.

The following provides selected industry practices. Some have worked in certain localities, and some have not been as effective in others. Effectiveness can depend on a variety of factors. As such, it is difficult to determine whether a particular policy or practice is solely responsible for the success of a program.

### Race and Gender-Neutral Recommendations/Best Practices

#### Recommendation/Best Practice A: Small Business Prime Contracting Programs

##### Rotation of Bidders

Some political jurisdictions use rotation of bidder schemes to limit habit purchases from majority firms and to ensure that all firms have an opportunity to bid along with majority firms. A number of agencies, including the City of Indianapolis, Indiana; Fairfax County, Virginia; the Port Authority of New York and New Jersey; and Miami-Dade County, Florida, use bid rotation to encourage utilization, particularly in architecture and engineering. Some examples of bidder rotation from these agencies include:

**Metropolitan Sewer District of Greater Cincinnati (MSD).** MSD's Small Business Manager shall establish a Small Contract Rotation Pool for certified SBEs, including procedures applicable to construction, supplies/services, and professional services for contracts between \$5,000 and \$50,000. Each certified SBE is grouped by its commodity codes based on the type of business.<sup>142</sup>

**Miami-Dade County, Florida.** Miami-Dade County uses small purchase orders for the Small Business Enterprise program and rotates on that basis. In addition, Miami-Dade County utilizes an Equitable Distribution Program, whereby a pool of qualified architecture and engineering professionals are rotated awards of county miscellaneous architecture and engineering services as prime contractors and subcontractors.

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<sup>142</sup> Metropolitan Sewer District of Greater Cincinnati Small Business Enterprise Program Rules and Guidelines Section 4(F).

## Small Business Set-asides/Sheltered Markets

**Miami-Dade County Government.** On March 6, 2012, The Board of County Commissioners in Miami, Florida adopted Ordinance No. 12-13, which requires the County to shelter all purchases for goods and services valued up to \$100,000 for competition among certified SBE firms.

**State of New Jersey.** The State of New Jersey Small Business Set-Aside Program was established with the goal of awarding 25 percent of state contracting and purchase order dollars to small businesses.<sup>143</sup>

At least 10 percent of the State contracts shall be awarded to small businesses whose gross revenues do not exceed \$500,000; at least an additional 15 percent shall be awarded to additional categories of small businesses whose gross revenues do not exceed \$12 million or the applicable Federal revenue standards.

**State of Maryland (Small Business Reserve Program).** Maryland's Small Business Reserve Program (SBR) provides prime contracting opportunities in an exclusive environment where small businesses compete against other small businesses. This race- and gender-neutral set aside program applies to 23 designated agencies that are required to spend at least 10 percent of their total fiscal year procurement expenditures with SBR vendors.<sup>144</sup> During Fiscal Year 2016, the SBR Program achieved 7.70 percent participation with total payments of \$301.8 million to SBR vendors.

**City of St. Petersburg, Florida.** The City of St. Petersburg's Sheltered Market program is used when it is determined that there are sufficient SBEs to afford effective competition and where necessary to meet the annual city-wide goals for SBE participation, both for construction and the purchase of supplies and services.<sup>145</sup> For construction sheltered market contracts, SBE prime contractors or subcontractors collectively shall perform at least 20 percent of the contracting effort, including the costs of materials, goods and supplies, with their own organization and resources.

**San Francisco Municipal Transportation Agency (SFMTA).** SFMTA has established an SBE Set-Aside Program for Professional and Technical Services.

## Race-neutral Joint Ventures

**San Antonio, Texas.** The City has established a joint venture program that provides Contract incentives to respondents if an SBE and/or M/WBE is performing more than 40% of the tasks on a contract. Additionally, up to 20 of 100 evaluation points are provided for joint venture respondents per their SBE and/or M/WBE percent on a contract.

**City of Fort Worth, Texas.** The Office of Business Diversity also administers a M/WBE Prime Program and a Joint Venture Program. The M/WBE Prime program is used in cases where construction projects do not exceed \$100,000 and architectural and engineering or other professional services do not exceed \$150,000. With the M/WBE Prime program, primes cannot subcontract more than 49% of the work to non-M/WBEs. The M/WBE Prime Program allows for allocations up to 20% of weighted selection criteria for M/WBEs on bids. With the Joint Venture Program, a jointly owned business enterprise ownership

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<sup>143</sup> N.J.A.C. 17:13.

<sup>144</sup> (Md. Code Ann., State Fin. & Proc. Art. §14-501 – 14-505 (2011 Supp.))

<sup>145</sup> City of St. Petersburg Municipal Code Section 2-239 to 2-246 of Division 4, Article 5, Chapter 2.



percentage will be counted towards the M/WBE subcontracting goal. The joint venture must share the initial investment, risks, and profits, and one of the businesses must be a certified M/WBE firm. In the bid document, the joint venture must show that the M/WBE firm has a defined portion of work to be performed, which is equal to the share in ownership, control, knowledge, management, responsibility, risks, and profits of the joint venture. The joint venture agreement establishes a new company created for a specific project and is subject to review and acceptance by the City.

**Atlanta, Georgia.** The City of Atlanta requires establishment of joint ventures on large projects of over \$10 million.<sup>146</sup> Primes are required to create a joint venture with a firm from a different ethnic/gender group in order to ensure prime contracting opportunities for all businesses. This rule applies to women- and minority-owned firms as well as nonminority firms. This rule has resulted in tens of millions of dollars in contract awards to women- and minority-owned firms.

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

## Construction Management, Request for Proposals, and Design-build

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

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

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

A number of agencies around the country, the Charlotte-Mecklenburg School System, Miami-Dade County Public Schools, the Tri-County Metropolitan Transportation District of Oregon, and the City of Columbia, SC, have had some success with this approach.<sup>147</sup>

The Colorado Department of Transportation (DOT) has required DBE and Emerging Small Business (ESB) performance plans for bidders on design-build projects. Colorado DOT achieved \$187 million in DBE utilization on the \$1.2 billion T-REX project using this approach.<sup>148</sup>

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<sup>146</sup> City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

<sup>147</sup> Federal Transit Administration, Lessons Learned #45 (May 2002). [www.fta.dot.gov/library/program/ll/man/ll45.html](http://www.fta.dot.gov/library/program/ll/man/ll45.html).

<sup>148</sup> D. Wilson, Colorado Department of Transportation Statewide Transportation Disparity Study, 2009, at 3-20.

## SBE Prime Contractors Assistance

North Carolina Department of Transportation (NCDOT) Fully Operated Rental Agreements. Under these arrangements, a firm may bid an hourly rate for using certain equipment and the necessary staff. In these field-let contracts, engineers select the firm with the appropriate equipment and the lowest bid rate. If that firm is not available, the engineers select the next lowest hourly rate. This rental agreement technique is used primarily to supplement NCDOT equipment in the event of NCDOT equipment failure or peak demand for NCDOT services. The rental agreement technique is attractive to small contractors because the typical small firm has much better knowledge of its own hourly costs than it does of the costs to complete an entire project.

Florida Department of Transportation (Florida DOT) Business Development Initiative. The Florida DOT has undertaken a stepped-up small business initiative with the following principal components:

- ◆ Reserving certain construction, maintenance, and professional services contracts for small businesses.
- ◆ Providing bid preference points to small businesses, and to firms offering subcontracts to small businesses on professional services contracts.
- ◆ Waiving performance and bid bond requirements for contracts under \$250,000.
- ◆ Using a modified pre-qualification process for certain construction and maintenance projects.

## Recommendation/Best Practice B: Small Business Program for Subcontracts

### Small Business Project Goals

**City of Fort Worth, Texas.** The City of Fort Worth has both project specific goals and overall aspirational goals. Project specific goals for MBE, MBE-AA, M/WBE, SBE, and DBE subcontracting participation or participation through the MBE Joint Venture program applies for project total dollar amounts of \$50,000.01 or more.

Industry aspirational goals apply for projects over \$50,000 when there are two or more firms available for the specific supplies or service. The industry specific goals and race specific subcontracting opportunities include:

- Construction Services
  - Goal: 25%
  - Subcontracting opportunities available for African American, Asian-American Hispanic-American and Native-American businesses
- Professional Services
  - Goal: 15%
  - Subcontracting opportunities available for African American businesses only

- Architectural & Engineering Services
  - Goal: 15%
  - Subcontracting opportunities available for SBEs
- Goods & Non-Professional Services
  - Goal: 25%
  - Subcontracting opportunities available for M/WBEs

The City does have good faith efforts and requires primes to submit a good faith effort form at bid if subcontractor utilization is less than the stated goal.

**City of Houston, Texas.** The City of Houston has citywide goals, which departments should achieve collectively. Due to *Kossmann Contracting Co., Inc. v. City of Houston*, there are categorical goals for construction contracts when there is a high frequency of the same type of project. It is the official policy of the City of Houston that as an overall goal, thirty-four percent (34%) of the construction project funds be expended with certified small business enterprises (SBE). Good Faith Efforts are required if a goal is not met, by policy at pre-award and are evaluated after awarding the project.

**City of San Antonio, Texas.** The City of San Antonio’s Small Business Office operates the Small Business Economic Development Advocacy Program (SBEDA). Through the SBEDA Subcontracting Program, contracts could be required to have 40% of a contract be subcontracted to SBEs and/or M/WBEs.

**Cook County Government (Illinois).** In Cook County, the Compliance Contract Director (CCD), following the compilation and stringent review of the most current data that is feasibly and practicably available relative to the availability of MBEs and WBEs who have the capacity to successfully supply the relevant goods and services, and in consultation with the User Agency, shall establish Project Specific Goals for construction, which shall be incorporated into each bid and RFP.<sup>149</sup>

**Sacramento Municipal Utility District (SMUD).** All prime bids that include 20 percent SBE subcontract utilization with SEED vendors will receive a 5 percent bid preference (capped at \$250,000) and 10 points on RFP evaluations. Proposals with less than 20 percent SBE subcontract utilization are awarded a 5 percent bid preference on the part of their bid that includes SBE subcontractors.

**City of Charlotte, North Carolina.** The City of Charlotte, which includes public utilities, has a comprehensive SBE program including SBE set asides and business assistance.<sup>150</sup> In addition, the City sets department goals for SBE utilization, sets SBE goals on formal and informal contracts, and makes SBE utilization part of department performance review utilization numbers. The City has a waiver provision for bidders but has rejected bids for bidder noncompliance with the SBE program. Charlotte achieved 28.9 percent M/WBE subcontractor utilization in construction and 33.1 percent M/WBE subcontractor utilization in architecture and engineering through small business subcontracting goals.<sup>151</sup>

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<sup>149</sup> Cook County Ord. No. 14-1232, 3-12-2014; Ord. No. 16-3598, 6-29-2016; Ord. No. 17-3217, 6-7-2017.

<sup>150</sup> A description of the Charlotte SBE program can be found at [www.charmeck.org/Departments/Economic+Development/Small+Business/Home.htm](http://www.charmeck.org/Departments/Economic+Development/Small+Business/Home.htm).

<sup>151</sup> MGT, The City of Charlotte Update Disparity Study, 2011, Exhibit 7-1.

**The State of Maryland** has goals set for the DBE program for contracts funded by the USDOT. Individual DBE Program goals are only established for each of MDOT's federally funded business units; SHA, MAA, and MTA.

## Recommendation/Best Practice C : Inclusion in Financial and Professional Services

**City of San Antonio, Texas.** Through the SBEDA, the City has established a bonding assistance program. SBEs and M/WBEs are eligible to participate in Credit Repair or Access to Capital classes and receive a letter of credit at the end of the program that enhances their bonding capacity.

**New York Con Edison.** In 2012, two MBE fund managers handled \$490 million for the U.S. small-cap and U.S. large-cap equity funds for the Con Ed pension fund.<sup>152</sup> Con Edison has used minority insurance brokers for business travel/employee crime protection, liability and property insurance, lease obligations, and special liability insurance required by railroads.

**Port Authority of New York and New Jersey.** The Port Authority has encouraged the use of S/M/WBEs in finance through its financial advisory call-in program which targets small firms to serve as a pool of advisors for the Port Authority Chief Financial Officer. The financial advisors address debt issuance, financial advisory services, real estate transactions, and green initiatives. There are three to four firms in each of these categories in the financial advisory call-in program.

The Port Authority of New York and New Jersey's Specialty Insurance Program sets aside five sets of insurance policies to small brokers, and the Port's Financial Advisors Call In program pre-qualifies small firms for task orders in financial advisory services, real estate transactions, debt issuance, and green initiatives.

## Recommendation/Best Practice D: Outreach

**City of Austin, Texas.** The City has employed various efforts to increase outreach and technical assistance for M/WBEs. SMBR employs a Bonding Financial Consultant to assist business owners with bonding needs. SMBR provides electronic and hardcopy access of plans and drawings via the Plan Room program. The City provides training on their online Plan Room access.

SMBR provides assistance and outreach via monthly workshops and provides links to a variety of online resources. SMBR contracted with the Asian Contractors Association, Austin Area Black Contractors Association, Inc., and the U.S. Hispanic Contractors Association de Austin to help increase outreach efforts, the number of certified firms, and the number of certified firms doing business with the City of Austin. There is also an online list of small business resources and minority chambers that are able to provide information and support for business owners. SMBR also publishes a quarterly newsletter

**City of Fort Worth, Texas.** The Office of Business Diversity outreaches to their M/WBE vendor community through hosting workshops and events for M/WBE subcontractors. Some of these events include:

- Quarterly Certification Workshops

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<sup>152</sup> New York Con Edison, *Diversity Annual Report, 2012.*

- RFQ, RFP, ITB & Best Value Solicitation Workshops
- Bi-Monthly Vendor Information Forums

**City of San Antonio, Texas.** The SBEDA website provides forms, resource guides, and other online resources that allow for easy access of information about their programs. The Small Business Office also has a Small Business Liaison that is available for small businesses to meet with to ask questions, and request or obtain counseling.

All primes and subcontractors must use the City Contract Management System (CCMS) that allows the City to monitor the utilization of SBEs and M/WBEs. CCMS allows the Small Business Office's to monitor contract compliance with the SBEDA program.

**New York Con Edison.** Con Edison partnered with the National Minority Supplier Development Council's Corporate Plus Program to identify M/WBEs with the experience and capacity. Con Edison new vendors have provided services in nontraditional areas of opportunity, such as dry-ice blasting, real-estate, environmental remediation, gas pipe, and fuel. Con Edison also co-hosted Minority Supplier Development Council's Sustainability Summit to recruit M/WBEs who provide energy-efficient and environmentally friendly goods and services. Finally, Con Edison supported the Construction Mentorship Program, a nine-month executive education program for M/WBEs. Con Edison reported spending over \$1.5 billion with M/WBEs from 2008 to 2012.

**Florida State Minority Supplier Development Council (FSMSDC).** In 2018, FSMSDC in conjunction with various private and public organizations hosted its annual Business Expo designed to provide minority-owned and small business enterprises with technical assistance as well as networking opportunities. The Business Expo featured hundreds of business appointments, power-packed workshops, and industry group gathering. Programming included the following:

1. Loan-A-Thon Financing for Business Growth: Vendors met one-on-one with bankers and alternative lenders.
2. Elevator Pitch Competition
3. Buyers and Sellers Lounge
4. Master Classes
5. CEO Forum
6. B2B Trade Fair
7. Youth Entrepreneur Workshops

## Recommendation/Best Practice E: Service-disabled Veterans/Veterans Programs

**Miami-Dade County, Government.** Sec. 2-8.5.1 of Miami-Dade County’s municipal ordinances establishes procedures to provide preferences to Local Certified Veteran Business Enterprises in County contracts.<sup>153</sup>

In Miami, a Local Certified Veteran Business Enterprise (VBE) that submits a bid for a contract shall receive a bid preference of five percent of the bid price. Further a local VBE that submits a proposal in response to an RFP, RFQ, RFI, or a Notice to Professional Consultants that assigns weights to evaluation and selection criteria shall receive an additional five percent of the evaluation points scored on the technical portion of such bidder’s proposal.

**The City University of New York (CUNY).** Article 17-B of the NYS Executive Law and Parts 252 of Title 9 of the New York Codes, Rules and Regulations require CUNY along with State Agencies and Authorities, and the vendors and contractors with whom they do business, to make good faith efforts to procure contracted labor, services (including legal, financial, and professional services), supplies, equipment, and materials from New York State certified Service Disabled Veteran-Owned Businesses (SDVOB).<sup>154</sup> The participation goal for SDVOBs are set by Executive Law Article 17-B at 6%.

**State of Tennessee.** The State of Tennessee defines a "Service-disabled veteran" as any person who served honorably on active duty in the armed forces of the United States with at least a twenty percent (20%) disability that is service-connected, meaning that such disability was incurred or aggravated in the line of duty in the active military, naval or air service;

The State further defines as "Service-disabled veteran-owned business" as:

A veteran-owned business that is a continuing, independent, for-profit business located in the state that performs a commercially useful function, and:

- (A) Is at least fifty-one percent (51%) owned and controlled by one (1) or more service-disabled veterans;
- (B) In the case of a business solely owned by one (1) service-disabled veteran and such person's spouse, is at least fifty percent (50%) owned and controlled by the service-disabled veteran; or
- (C) In the case of any publicly owned business, at least fifty-one percent (51%) of the stock of which is owned and controlled by one (1) or more service-disabled veterans and whose management and daily business operations are under the control of one (1) or more service-disabled veterans;<sup>155</sup>

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<sup>153</sup> Ord. No. 09-68, § 1, 9-1-09; Ord. No. 15-24, § 1, 4-21-15.

<sup>154</sup> CUNY Administrative Procedures & Guidance, University Office of Budget and Finance—January 2018.

<sup>155</sup> T.C.A. §12-3-1102

T.C.A. §12-3-1106(b) requires agencies and departments to establish agency internal goals for participation of veteran owned business enterprises.

**City of Gainesville.** In 2016, to help Service-Disabled Veteran Businesses (SDVB) be more successful, the City of Gainesville adopted the Small and Service-Disabled Veteran Business Program. The program provides significant opportunities for qualified local small businesses to participate on a nondiscriminatory basis in all aspects of the City's contracting and procurement programs as well as providing other needed business services. The program provides SDVB's the following:

1. Listing in the City's online directory of certified firms;
2. Technical assistance in preparing bids;
3. Bid documents available at no cost;
4. Purchases more than \$5,000 and less than \$50,000 require three written quotes and require one of the quotes to come from a certified small and/or service-disabled veteran business, if they exist; and
5. The City's procurement policy includes points at the competitive level (above \$50,000) if you are a certified small and/or service-disabled veteran business (5% of total points).

**City of Orlando.** Under Florida statutes Section 295.187 a "veteran business enterprise" (VBE) is defined as:

An independently owned and operated business:

1. Employs 200 or fewer permanent full-time employees;
2. Together with its affiliates has a net worth of \$5 million or less or, if a sole proprietorship, has a net worth of \$5 million or less including personal and business investments;
3. Is organized to engage in commercial transactions;
4. Is domiciled in this state;
5. Is at least 51 percent owned by one or more wartime veterans or service-disabled veterans; and
6. the management and daily business operations of which are controlled by one or more wartime veterans or service-disabled veterans or, for a service-disabled veteran having a permanent and total disability, by the spouse or permanent caregiver of the veteran.<sup>156</sup>

For solicitations by competitive sealed bidding and requests for quotations the City of Orlando provides the following bid incentives for VBEs:

1. Fifteen percent (15%) on bids up to \$1,500;
2. Ten percent (10%) non bids from \$1,500.01 to \$19,999.99;
3. Nine percent (9%) on bids from \$20,000 to \$39,999.99;
4. Eight percent (8%) on bids from \$40,000 to \$59,999.99;

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<sup>156</sup> Fl Stat Sec.295.187(c). Florida Veteran Business Enterprise Opportunity Act.

5. Seven percent (7%) on bids from \$60,000 to \$79,999.99;
6. Six percent (6%) on bids from \$80,000 to \$99,999.99;
7. Five percent (5%) on bids from \$100,000 to \$149,999.99;
8. Four percent (4%) on bids from \$150,000 to \$249,999.99;
9. Three percent (3%) on bids from \$250,000 to \$499,999.99;
10. Two percent (2%) on bids from \$500,000 to \$999,999.99; and
11. One percent (1%) on bids for \$1,000,000 or more.<sup>157</sup>

## **Recommendation/Best Practice F: Enhance Data Collection**

The City should consider adopting one electronic system for collecting comprehensive data on all prime and subcontracts, regardless of characteristics or whether these contracts have M/WBE firms under them, for all relevant contracts (e.g., Construction, Architecture & Engineering, Professional Services, Other Services, and Goods contracts and procurements).

Collecting prime and subcontract data on all relevant contracts will help ensure the City monitors the participation of M/WBEs and its work accurately identifies future subcontracting opportunities for M/WBEs. The City should consider collecting this data as part of bids but also requiring prime contractors to submit payment data on subcontracts as part of the invoicing process for all contracts.

## **Recommendation/Best Practice G: Adopt an Audit Clause for Contracts**

An audit clause in all City contracts will require companies contracted with the City to maintain contract files and data for an established period of time and require companies to provide the City with any data or information requested in the execution of the company's contract. The audit clause allows the City to collect any data needed in the performance of their duties such as subcontract reporting.

## **Recommendation/Best Practice H: Specific RFPs/RFQs for A&E Procurements**

The City should create specific RFPs/RFQs for A&E Procurements to allow for the procurement and outreach to smaller businesses that encompass not only SBEs but also M/WBEs.

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<sup>157</sup> Orlando Code, Chapter 7, Article XI, Sec. 7.1102(C).



## Race and Gender Recommendations/Best Practices

### Recommendation/Best Practice I: Combined Race-neutral and Race-conscious Programs

A number of agencies (Tampa, Florida; Hillsborough County, Florida; Jacksonville, Florida; Port Authority of New York and New Jersey; and State of Connecticut) combine race neutral and race conscious program features.

**City of St. Paul, Minnesota.** The City of Saint Paul Vendor Outreach program requires that contractors document their solicitation of bids from SBEs, MBEs, and WBEs, in addition to listing subcontracting opportunities, attending pre-bid conferences and seeking assistance from M/WBE organizations. St. Paul achieved 10.4 percent SBE spending (out of \$113.2 million in total spending). In the SBE program, 62.5 percent of SBE spending went to WBEs, 21.2 percent to nonminority males and 16.3 percent to MBEs.

**San Francisco Bay Area Rapid Transit (BART).** BART's goal is to determine the race neutral and race conscious portions of a particular goal and to attain as much of the goal by race neutral means as possible. The basis for BART's methodology centers on the past level of race-neutral DBE attainment and the past level of race-conscious DBE attainment. The race neutral DBE attainment stems from either DBE prime contractors or from DBE participation as subcontractors on contracts without DBE goals.

**City and County of Durham** develop and use race- and gender-neutral measures to facilitate the participation of Underutilized Business Enterprises (UBEs) in city contracting activities. These measures may include but are not limited to: (1) Arranging solicitation times for the presentations of bids, quantities, specifications, and delivery schedules so as to facilitate the participation of interested persons. (2) Providing timely information on contracting procedures, bid preparation, and specific contracting opportunities. (3) Holding pre-bid conferences, where appropriate, to explain the projects and to encourage potential bidders to solicit available UBEs as subcontractors or as joint venturers. (4) Adopting prompt payment procedures, including requiring by contract that contractors pay their direct subcontractors within a stated period of receipt of payment from the city, subject to appropriate exceptions. (5) Reviewing bonding and insurance requirements to eliminate unnecessary barriers to contracting with the city. (6) Maintaining a bidders list, consisting of all persons bidding on city prime contracts and bidding or quoting on city-funded subcontracts. (7) Providing technical assistance.

## 8.5 Conclusions

This study provides factual predicate evidence, the compelling governmental interest, and legal defensibility for implementing a narrowly tailored M/WBE supplier diversity program. Discriminatory disparities were identified in all procurement categories, and business ownership classification analyzed, except for Hispanic American firms in Construction and Asian Americans in Goods as illustrated in **Table 8-4**. This evidence is based on quantitative and qualitative data from public and private sources. Any program efforts must be narrowly tailored to rectify the issues identified in this report.

# Appendix A : Detailed Market Area Analysis

## Geographic Product Market

TABLE A-1.  
CITY OF WACO GEOGRAPHIC MARKET AREA  
ALL FIRMS

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
MCLENNAN COUNTY, TX	\$ 104,689,744.46	25%	25%
TARRANT COUNTY, TX	\$ 73,188,535.65	17%	42%
DALLAS COUNTY, TX	\$ 47,346,342.41	11%	53%
TRAVIS COUNTY, TX	\$ 31,048,880.82	7%	60%
WILLIAMSON COUNTY, TX	\$ 26,067,732.09	6%	66%
CORYELL COUNTY, TX	\$ 23,607,609.53	6%	72%
JOHNSON COUNTY, TX	\$ 16,484,779.66	4%	76%
BRAZOS COUNTY, TX	\$ 6,662,071.28	2%	77%
HAYS COUNTY, TX	\$ 1,992,539.09	0%	78%
ERATH COUNTY, TX	\$ 1,473,770.21	0%	78%
BELL COUNTY, TX	\$ 1,384,748.55	0%	78%
HILL COUNTY, TX	\$ 537,569.38	0%	79%
LLANO COUNTY, TX	\$ 481,120.44	0%	79%
BOSQUE COUNTY, TX	\$ 430,235.55	0%	79%
WASHINGTON COUNTY, TX	\$ 248,967.91	0%	79%
FREESTONE COUNTY, TX	\$ 217,726.99	0%	79%
FALLS COUNTY, TX	\$ 131,497.67	0%	79%
NAVARRO COUNTY, TX	\$ 74,731.33	0%	79%
ELLIS COUNTY, TX	\$ 54,110.95	0%	79%
ANDERSON COUNTY, TX	\$ 35,621.31	0%	79%
KAUFMAN COUNTY, TX	\$ 20,770.34	0%	79%
BASTROP COUNTY, TX	\$ 17,764.11	0%	79%
LIMESTONE COUNTY, TX	\$ 16,829.58	0%	79%
FAYETTE COUNTY, TX	\$ 16,407.43	0%	79%
BURNET COUNTY, TX	\$ 13,547.90	0%	79%
MILAM COUNTY, TX	\$ 10,904.33	0%	79%
PARKER COUNTY, TX	\$ 10,000.00	0%	79%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
BURLESON COUNTY, TX	\$ 6,448.06	0%	79%
GRIMES COUNTY, TX	\$ 5,570.51	0%	79%
LAMPASAS COUNTY, TX	\$ 4,083.14	0%	79%
HOOD COUNTY, TX	\$ 3,046.91	0%	79%
BROWN COUNTY, TX	\$ 1,574.28	0%	79%
MCCULLOCH COUNTY, TX	\$ 1,119.36	0%	79%
MILLS COUNTY, TX	\$ 572.96	0%	79%
EASTLAND COUNTY, TX	\$ 561.97	0%	79%
HAMILTON COUNTY, TX	\$ 35.04	0%	79%
HENDERSON COUNTY, TX	\$ -	0%	79%
LEE COUNTY, TX	\$ -	0%	79%
ROBERTSON COUNTY, TX	\$ -	0%	79%
STEPHENS COUNTY, TX	\$ -	0%	79%
FANNIN COUNTY, TX	\$ 22,049,533.01	5%	84%
KING COUNTY, WA	\$ 9,132,671.53	2%	86%
HARRIS COUNTY, TX	\$ 4,083,707.13	1%	87%
SAINT LOUIS COUNTY, MO	\$ 3,789,032.14	1%	88%
DENTON COUNTY, TX	\$ 2,183,805.07	1%	88%
COBB COUNTY, GA	\$ 2,103,982.80	0%	89%
MARICOPA COUNTY, AZ	\$ 1,950,959.55	0%	89%
SAN DIEGO COUNTY, CA	\$ 1,502,263.22	0%	90%
COOK COUNTY, IL	\$ 1,427,273.36	0%	90%
BEXAR COUNTY, TX	\$ 1,390,537.47	0%	90%
CHIPPEWA COUNTY, WI	\$ 1,380,302.00	0%	91%
SAN BERNARDINO COUNTY, CA	\$ 1,284,502.36	0%	91%
SEDGWICK COUNTY, KS	\$ 1,250,735.53	0%	91%
WINNEBAGO COUNTY, WI	\$ 1,105,321.27	0%	91%
NACOGDOCHES COUNTY, TX	\$ 1,048,831.99	0%	92%
GREENE COUNTY, MO	\$ 1,005,104.97	0%	92%
BROWN COUNTY, WI	\$ 986,104.87	0%	92%
DEKALB COUNTY, GA	\$ 963,745.97	0%	92%
DOUGLAS COUNTY, NE	\$ 963,315.77	0%	93%
MONTGOMERY COUNTY, OH	\$ 889,924.63	0%	93%
WINONA COUNTY, MN	\$ 871,209.69	0%	93%
BRISTOL COUNTY, MA	\$ 865,761.80	0%	93%
LOS ANGELES COUNTY, CA	\$ 834,071.27	0%	93%
FULTON COUNTY, GA	\$ 804,937.40	0%	94%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
TUSCALOOSA COUNTY, AL	\$ 750,000.00	0%	94%
ORANGE COUNTY, FL	\$ 727,936.03	0%	94%
LARIMER COUNTY, CO	\$ 694,401.84	0%	94%
BERNALILLO COUNTY, NM	\$ 658,312.27	0%	94%
BENTON COUNTY, AR	\$ 642,219.82	0%	94%
IREDELL COUNTY, NC	\$ 514,719.15	0%	94%
KENOSHA COUNTY, WI	\$ 498,243.27	0%	95%
JEFFERSON COUNTY, AL	\$ 485,217.44	0%	95%
DUPAGE COUNTY, IL	\$ 482,496.33	0%	95%
ALLEN COUNTY, IN	\$ 482,038.50	0%	95%
TULSA COUNTY, OK	\$ 473,175.19	0%	95%
OKLAHOMA COUNTY, OK	\$ 457,610.77	0%	95%
CABARRUS COUNTY, NC	\$ 440,836.92	0%	95%
WARREN COUNTY, OH	\$ 405,526.62	0%	95%
ORANGE COUNTY, CA	\$ 404,359.81	0%	95%
MIDDLESEX COUNTY, MA	\$ 402,377.56	0%	96%
NEW YORK COUNTY, NY	\$ 395,605.19	0%	96%
GREENVILLE COUNTY, SC	\$ 371,155.82	0%	96%
FAYETTE COUNTY, KY	\$ 359,297.01	0%	96%
GUADALUPE COUNTY, TX	\$ 352,623.05	0%	96%
INTERNATIONAL	\$ 324,928.93	0%	96%
NEWPORT NEWS City COUNTY, VA	\$ 319,101.45	0%	96%
SANTA CLARA COUNTY, CA	\$ 313,516.88	0%	96%
JESSAMINE COUNTY, KY	\$ 311,383.00	0%	96%
HAMILTON COUNTY, OH	\$ 309,274.09	0%	96%
RICHLAND COUNTY, SC	\$ 300,413.20	0%	96%
HENNEPIN COUNTY, MN	\$ 294,467.80	0%	96%
LAKE COUNTY, IL	\$ 285,365.20	0%	96%
GRAYSON COUNTY, TX	\$ 276,359.18	0%	97%
COLLIN COUNTY, TX	\$ 272,199.09	0%	97%
FAIRFIELD COUNTY, CT	\$ 253,698.34	0%	97%
STARK COUNTY, OH	\$ 247,351.20	0%	97%
CUYAHOGA COUNTY, OH	\$ 244,274.72	0%	97%
LUBBOCK COUNTY, TX	\$ 229,848.76	0%	97%
LAUDERDALE COUNTY, AL	\$ 221,134.31	0%	97%
DUVAL COUNTY, FL	\$ 216,380.01	0%	97%
LICKING COUNTY, OH	\$ 216,173.89	0%	97%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
SALINE COUNTY, KS	\$ 212,561.45	0%	97%
TOM GREEN COUNTY, TX	\$ 196,303.13	0%	97%
JOHNSON COUNTY, KS	\$ 195,806.27	0%	97%
NASSAU COUNTY, NY	\$ 192,986.57	0%	97%
SUMMIT COUNTY, OH	\$ 191,629.04	0%	97%
JACKSON COUNTY, MO	\$ 187,684.02	0%	97%
SUFFOLK COUNTY, NY	\$ 181,334.64	0%	97%
SEBASTIAN COUNTY, AR	\$ 177,566.86	0%	97%
SAN MATEO COUNTY, CA	\$ 162,491.24	0%	97%
ALLEGHENY COUNTY, PA	\$ 159,787.16	0%	97%
MOBILE COUNTY, AL	\$ 157,189.23	0%	97%
SAINT LOUIS City COUNTY, MO	\$ 156,730.28	0%	97%
MECKLENBURG COUNTY, NC	\$ 147,296.42	0%	98%
KINGS COUNTY, NY	\$ 146,215.54	0%	98%
VENTURA COUNTY, CA	\$ 140,638.57	0%	98%
SOMERSET COUNTY, NJ	\$ 140,346.12	0%	98%
YORK COUNTY, SC	\$ 140,206.30	0%	98%
BERGEN COUNTY, NJ	\$ 139,690.70	0%	98%
FRANKLIN COUNTY, VA	\$ 139,570.73	0%	98%
YELLOWSTONE COUNTY, MT	\$ 138,691.43	0%	98%
COMAL COUNTY, TX	\$ 136,172.32	0%	98%
VANDEBURGH COUNTY, IN	\$ 134,749.77	0%	98%
EL PASO COUNTY, TX	\$ 133,920.78	0%	98%
HOWARD COUNTY, MD	\$ 130,545.14	0%	98%
COLUMBIA COUNTY, WI	\$ 130,000.87	0%	98%
STEARNS COUNTY, MN	\$ 129,342.42	0%	98%
OCEAN COUNTY, NJ	\$ 126,580.43	0%	98%
KANE COUNTY, IL	\$ 120,691.88	0%	98%
ALAMEDA COUNTY, CA	\$ 118,468.18	0%	98%
CARROLL COUNTY, GA	\$ 116,793.72	0%	98%
ROCK COUNTY, WI	\$ 111,858.58	0%	98%
CUMBERLAND COUNTY, ME	\$ 108,355.78	0%	98%
POTTAWATOMIE COUNTY, OK	\$ 108,025.90	0%	98%
SHELBY COUNTY, TN	\$ 103,991.15	0%	98%
GWINNETT COUNTY, GA	\$ 100,473.30	0%	98%
LEON COUNTY, FL	\$ 100,275.23	0%	98%
FRANKLIN COUNTY, OH	\$ 96,811.21	0%	98%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
DANE COUNTY, WI	\$ 93,732.49	0%	98%
HARTFORD COUNTY, CT	\$ 90,793.36	0%	98%
PROVIDENCE COUNTY, RI	\$ 88,882.12	0%	98%
SACRAMENTO COUNTY, CA	\$ 88,572.36	0%	98%
BUCKS COUNTY, PA	\$ 87,691.44	0%	98%
HANCOCK COUNTY, OH	\$ 83,209.24	0%	98%
ADA COUNTY, ID	\$ 82,379.27	0%	98%
HIDALGO COUNTY, TX	\$ 82,180.39	0%	98%
MIDDLESEX COUNTY, CT	\$ 80,673.90	0%	98%
CLARK COUNTY, NV	\$ 77,386.81	0%	98%
MORRIS COUNTY, NJ	\$ 77,288.24	0%	98%
EAST BATON ROUGE COUNTY, LA	\$ 75,811.87	0%	98%
ROCK ISLAND COUNTY, IL	\$ 75,357.47	0%	98%
BROWARD COUNTY, FL	\$ 73,013.80	0%	98%
TANGIPAHOA COUNTY, LA	\$ 68,955.15	0%	99%
RAMSEY COUNTY, MN	\$ 64,309.70	0%	99%
FAIRFAX COUNTY, VA	\$ 64,009.71	0%	99%
FORT BEND COUNTY, TX	\$ 63,544.22	0%	99%
FRANKLIN COUNTY, NC	\$ 62,755.20	0%	99%
MONTGOMERY COUNTY, PA	\$ 62,424.18	0%	99%
SEWARD COUNTY, NE	\$ 62,135.95	0%	99%
WESTMORELAND COUNTY, PA	\$ 60,943.05	0%	99%
DELAWARE COUNTY, IN	\$ 60,377.96	0%	99%
SAN FRANCISCO COUNTY, CA	\$ 59,981.44	0%	99%
ETOWAH COUNTY, AL	\$ 59,710.45	0%	99%
SANTA BARBARA COUNTY, CA	\$ 59,189.27	0%	99%
KERR COUNTY, TX	\$ 58,793.15	0%	99%
MILWAUKEE COUNTY, WI	\$ 58,729.73	0%	99%
LANCASTER COUNTY, PA	\$ 58,373.46	0%	99%
CADDO COUNTY, LA	\$ 58,295.99	0%	99%
WAKE COUNTY, NC	\$ 56,893.92	0%	99%
UTAH COUNTY, UT	\$ 56,304.34	0%	99%
WARREN COUNTY, IA	\$ 55,934.04	0%	99%
CHESTER COUNTY, PA	\$ 55,540.60	0%	99%
BUNCOMBE COUNTY, NC	\$ 54,833.67	0%	99%
ERIE COUNTY, NY	\$ 54,737.45	0%	99%
MCHENRY COUNTY, IL	\$ 54,575.66	0%	99%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
ROCKWALL COUNTY, TX	\$ 54,491.30	0%	99%
CHRISTIAN COUNTY, MO	\$ 54,054.36	0%	99%
ALACHUA COUNTY, FL	\$ 53,782.33	0%	99%
PASSAIC COUNTY, NJ	\$ 53,610.01	0%	99%
WASHINGTON COUNTY, OR	\$ 53,569.13	0%	99%
UNICOI COUNTY, TN	\$ 53,433.07	0%	99%
PALM BEACH COUNTY, FL	\$ 53,213.09	0%	99%
DAKOTA COUNTY, MN	\$ 52,254.43	0%	99%
MONTGOMERY COUNTY, TX	\$ 50,244.18	0%	99%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 49,992.08	0%	99%
WAUKESHA COUNTY, WI	\$ 48,328.73	0%	99%
ECTOR COUNTY, TX	\$ 48,322.12	0%	99%
ANNE ARUNDEL COUNTY, MD	\$ 47,575.17	0%	99%
DAVIDSON COUNTY, TN	\$ 47,015.27	0%	99%
NUECES COUNTY, TX	\$ 46,536.69	0%	99%
PIMA COUNTY, AZ	\$ 45,109.48	0%	99%
NEW HAVEN COUNTY, CT	\$ 44,580.71	0%	99%
RIVERSIDE COUNTY, CA	\$ 42,898.62	0%	99%
WILL COUNTY, IL	\$ 42,893.45	0%	99%
AUSTIN COUNTY, TX	\$ 42,808.47	0%	99%
CHESHIRE COUNTY, NH	\$ 42,521.27	0%	99%
WAUSHARA COUNTY, WI	\$ 41,908.98	0%	99%
BEDFORD COUNTY, TN	\$ 41,752.87	0%	99%
EL DORADO COUNTY, CA	\$ 40,045.76	0%	99%
PIERCE COUNTY, WA	\$ 39,641.41	0%	99%
WORCESTER COUNTY, MA	\$ 39,579.64	0%	99%
ARAPAHOE COUNTY, CO	\$ 39,186.24	0%	99%
BALTIMORE COUNTY, MD	\$ 38,773.01	0%	99%
PINELLAS COUNTY, FL	\$ 38,533.92	0%	99%
BURLINGTON COUNTY, NJ	\$ 36,288.19	0%	99%
WELD COUNTY, CO	\$ 35,699.49	0%	99%
WINNEBAGO COUNTY, IL	\$ 35,672.60	0%	99%
CUMBERLAND COUNTY, PA	\$ 34,811.38	0%	99%
GLOUCESTER COUNTY, NJ	\$ 34,588.93	0%	99%
KENT COUNTY, MI	\$ 34,411.29	0%	99%
BRAZORIA COUNTY, TX	\$ 34,248.39	0%	99%
FORSYTH COUNTY, NC	\$ 34,030.58	0%	99%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
MULTNOMAH COUNTY, OR	\$ 33,197.33	0%	99%
EL PASO COUNTY, CO	\$ 32,416.81	0%	99%
HILLSBOROUGH COUNTY, FL	\$ 32,272.21	0%	99%
BROOME COUNTY, NY	\$ 31,660.64	0%	99%
SNOHOMISH COUNTY, WA	\$ 31,571.81	0%	99%
MINNEHAHA COUNTY, SD	\$ 31,370.40	0%	99%
MONROE COUNTY, NY	\$ 31,165.71	0%	99%
HUDSON COUNTY, NJ	\$ 31,045.35	0%	99%
MARION COUNTY, IN	\$ 30,730.96	0%	99%
JEFFERSON COUNTY, KY	\$ 29,575.51	0%	99%
SUMMIT COUNTY, UT	\$ 29,332.33	0%	99%
WAYNE COUNTY, MI	\$ 29,316.42	0%	99%
OAKLAND COUNTY, MI	\$ 29,284.85	0%	99%
OZAUKEE COUNTY, WI	\$ 29,180.12	0%	99%
CLEVELAND COUNTY, OK	\$ 29,051.65	0%	99%
CHEYENNE COUNTY, NE	\$ 28,810.22	0%	99%
FORSYTH COUNTY, GA	\$ 28,323.95	0%	99%
SALT LAKE COUNTY, UT	\$ 28,322.92	0%	99%
MIAMI-DADE COUNTY, FL	\$ 28,145.19	0%	99%
BUTLER COUNTY, OH	\$ 27,356.50	0%	99%
MONTGOMERY COUNTY, MD	\$ 27,308.84	0%	99%
ESSEX COUNTY, NJ	\$ 27,009.86	0%	99%
PRINCE GEORGES COUNTY, MD	\$ 26,445.50	0%	99%
WILLIAMSON COUNTY, TN	\$ 26,204.36	0%	99%
WASHINGTON COUNTY, MS	\$ 25,760.52	0%	99%
RICHMOND COUNTY, GA	\$ 25,725.10	0%	99%
JEFFERSON COUNTY, TX	\$ 25,165.03	0%	99%
CHESAPEAKE City COUNTY, VA	\$ 25,150.26	0%	99%
ALLEN COUNTY, OH	\$ 25,148.69	0%	99%
SPARTANBURG COUNTY, SC	\$ 25,043.41	0%	99%
BLAIR COUNTY, PA	\$ 24,545.46	0%	99%
SEMINOLE COUNTY, FL	\$ 24,349.85	0%	99%
VAN ZANDT COUNTY, TX	\$ 23,879.67	0%	99%
PHILADELPHIA COUNTY, PA	\$ 23,793.57	0%	99%
GUILFORD COUNTY, NC	\$ 23,031.11	0%	99%
ONONDAGA COUNTY, NY	\$ 22,589.86	0%	99%
ALEXANDRIA City COUNTY, VA	\$ 22,184.85	0%	99%



COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
WASHOE COUNTY, NV	\$ 22,078.89	0%	99%
LANE COUNTY, OR	\$ 22,006.25	0%	99%
WICHITA COUNTY, TX	\$ 21,780.09	0%	99%
BREVARD COUNTY, FL	\$ 21,744.25	0%	99%
ANOKA COUNTY, MN	\$ 21,723.51	0%	99%
SAINT LUCIE COUNTY, FL	\$ 21,598.79	0%	99%
GILLESPIE COUNTY, TX	\$ 21,447.52	0%	99%
BALDWIN COUNTY, AL	\$ 21,347.38	0%	99%
ULSTER COUNTY, NY	\$ 21,078.80	0%	99%
FAYETTE COUNTY, GA	\$ 21,059.57	0%	99%
TRANSYLVANIA COUNTY, NC	\$ 21,043.04	0%	99%
INGHAM COUNTY, MI	\$ 20,941.51	0%	99%
TAYLOR COUNTY, TX	\$ 20,724.12	0%	99%
MORGAN COUNTY, UT	\$ 20,302.39	0%	100%
ORANGE COUNTY, NC	\$ 20,006.49	0%	100%
ESSEX COUNTY, MA	\$ 19,907.81	0%	100%
FRANKLIN COUNTY, TX	\$ 19,587.87	0%	100%
HARDIN COUNTY, TN	\$ 19,544.78	0%	100%
JACKSON COUNTY, OR	\$ 19,541.74	0%	100%
BOULDER COUNTY, CO	\$ 19,498.58	0%	100%
CHITTENDEN COUNTY, VT	\$ 19,077.97	0%	100%
CALCASIEU COUNTY, LA	\$ 18,938.34	0%	100%
RANDOLPH COUNTY, MO	\$ 18,744.82	0%	100%
MCCRACKEN COUNTY, KY	\$ 18,679.66	0%	100%
ANDERSON COUNTY, SC	\$ 18,170.20	0%	100%
CHARLESTON COUNTY, SC	\$ 18,156.40	0%	100%
DELAWARE COUNTY, PA	\$ 18,085.47	0%	100%
UNION COUNTY, NJ	\$ 17,949.08	0%	100%
HAMILTON COUNTY, IN	\$ 17,754.53	0%	100%
OTTAWA COUNTY, MI	\$ 17,615.31	0%	100%
SMITH COUNTY, TX	\$ 17,452.71	0%	100%
HAMILTON COUNTY, TN	\$ 17,410.21	0%	100%
CLACKAMAS COUNTY, OR	\$ 17,383.85	0%	100%
FLOYD COUNTY, IN	\$ 17,042.05	0%	100%
JOHNSON COUNTY, IN	\$ 17,019.39	0%	100%
TANEY COUNTY, MO	\$ 16,885.90	0%	100%
ANDROSCOGGIN COUNTY, ME	\$ 16,790.46	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
MIAMI COUNTY, OH	\$ 16,458.77	0%	100%
KENDALL COUNTY, TX	\$ 16,415.26	0%	100%
EMMET COUNTY, MI	\$ 16,168.71	0%	100%
CANYON COUNTY, ID	\$ 16,114.75	0%	100%
LYCOMING COUNTY, PA	\$ 15,957.67	0%	100%
JEFFERSON COUNTY, CO	\$ 15,469.16	0%	100%
DOUGLAS COUNTY, KS	\$ 15,455.12	0%	100%
MARATHON COUNTY, WI	\$ 15,373.50	0%	100%
BROOMFIELD COUNTY, CO	\$ 15,312.75	0%	100%
TIPPECANOE COUNTY, IN	\$ 15,284.56	0%	100%
MEDINA COUNTY, OH	\$ 15,272.33	0%	100%
SAINT TAMMANY COUNTY, LA	\$ 15,158.93	0%	100%
ERIE COUNTY, PA	\$ 15,158.67	0%	100%
BURLEIGH COUNTY, ND	\$ 15,099.78	0%	100%
CHEROKEE COUNTY, GA	\$ 15,067.14	0%	100%
MACOMB COUNTY, MI	\$ 15,026.84	0%	100%
BERKELEY COUNTY, WV	\$ 14,927.50	0%	100%
LEHIGH COUNTY, PA	\$ 14,503.70	0%	100%
LACKAWANNA COUNTY, PA	\$ 14,269.69	0%	100%
LUCAS COUNTY, OH	\$ 14,258.39	0%	100%
WESTCHESTER COUNTY, NY	\$ 14,188.42	0%	100%
EAU CLAIRE COUNTY, WI	\$ 14,156.02	0%	100%
CHATHAM COUNTY, GA	\$ 14,144.11	0%	100%
GALVESTON COUNTY, TX	\$ 14,122.97	0%	100%
PLACER COUNTY, CA	\$ 14,042.81	0%	100%
WAYNE COUNTY, IN	\$ 13,780.62	0%	100%
MANATEE COUNTY, FL	\$ 13,730.20	0%	100%
HARFORD COUNTY, MD	\$ 13,633.29	0%	100%
HINDS COUNTY, MS	\$ 13,578.93	0%	100%
NEW LONDON COUNTY, CT	\$ 13,442.34	0%	100%
ALBANY COUNTY, NY	\$ 13,415.72	0%	100%
CONTRA COSTA COUNTY, CA	\$ 13,221.55	0%	100%
CARVER COUNTY, MN	\$ 12,943.14	0%	100%
MERCER COUNTY, NJ	\$ 12,836.73	0%	100%
ONEIDA COUNTY, WI	\$ 12,701.58	0%	100%
MIDLAND COUNTY, TX	\$ 12,685.50	0%	100%
SAN JOAQUIN COUNTY, CA	\$ 12,362.76	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
SULLIVAN COUNTY, TN	\$ 11,944.89	0%	100%
SIOUX COUNTY, IA	\$ 11,880.26	0%	100%
FLATHEAD COUNTY, MT	\$ 11,864.11	0%	100%
POWESHIEK COUNTY, IA	\$ 11,859.10	0%	100%
POTTER COUNTY, TX	\$ 11,825.24	0%	100%
KNOX COUNTY, TN	\$ 11,278.67	0%	100%
ANGELINA COUNTY, TX	\$ 11,089.67	0%	100%
LIVINGSTON COUNTY, MI	\$ 10,984.40	0%	100%
GIBSON COUNTY, IN	\$ 10,814.44	0%	100%
KENT COUNTY, RI	\$ 10,777.70	0%	100%
LORAIN COUNTY, OH	\$ 10,767.03	0%	100%
NICOLLET COUNTY, MN	\$ 10,725.64	0%	100%
BUTTE COUNTY, CA	\$ 10,716.72	0%	100%
SUFFOLK COUNTY, MA	\$ 10,702.61	0%	100%
POLK COUNTY, FL	\$ 10,671.19	0%	100%
WARREN COUNTY, PA	\$ 10,449.35	0%	100%
MARION COUNTY, FL	\$ 10,259.36	0%	100%
BEAVER COUNTY, PA	\$ 10,209.20	0%	100%
FRANKLIN COUNTY, MA	\$ 9,900.68	0%	100%
SCOTT COUNTY, IA	\$ 9,855.27	0%	100%
WASHINGTON COUNTY, TN	\$ 9,791.79	0%	100%
SAN LUIS OBISPO COUNTY, CA	\$ 9,648.88	0%	100%
LINCOLN COUNTY, MS	\$ 9,328.52	0%	100%
INDIAN RIVER COUNTY, FL	\$ 9,261.59	0%	100%
CLARK COUNTY, OH	\$ 9,207.60	0%	100%
SHAWNEE COUNTY, KS	\$ 9,003.39	0%	100%
MONROE COUNTY, IL	\$ 8,858.65	0%	100%
AUGLAIZE COUNTY, OH	\$ 8,603.81	0%	100%
SARASOTA COUNTY, FL	\$ 8,598.52	0%	100%
JEFFERSON COUNTY, LA	\$ 8,547.02	0%	100%
CLINTON COUNTY, NY	\$ 8,518.87	0%	100%
CLARK COUNTY, WA	\$ 8,501.12	0%	100%
HOPKINS COUNTY, TX	\$ 8,428.55	0%	100%
LA PORTE COUNTY, IN	\$ 8,421.16	0%	100%
PLYMOUTH COUNTY, MA	\$ 8,388.38	0%	100%
BEAUFORT COUNTY, SC	\$ 8,217.97	0%	100%
PULASKI COUNTY, AR	\$ 8,217.92	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
UNION COUNTY, NC	\$ 8,016.37	0%	100%
VIGO COUNTY, IN	\$ 7,913.97	0%	100%
NORFOLK COUNTY, MA	\$ 7,906.98	0%	100%
TOOMBS COUNTY, GA	\$ 7,764.24	0%	100%
SAINT CHARLES COUNTY, MO	\$ 7,738.44	0%	100%
CARSON City COUNTY, NV	\$ 7,630.69	0%	100%
QUEENS COUNTY, NY	\$ 7,623.58	0%	100%
CLINTON COUNTY, MI	\$ 7,579.55	0%	100%
KITSAP COUNTY, WA	\$ 7,471.47	0%	100%
RUTHERFORD COUNTY, TN	\$ 7,171.67	0%	100%
WRIGHT COUNTY, IA	\$ 7,131.39	0%	100%
GASTON COUNTY, NC	\$ 7,066.52	0%	100%
ALEUTIANS EAST COUNTY, AK	\$ 6,922.61	0%	100%
BRISTOL COUNTY, RI	\$ 6,870.44	0%	100%
HARDIN COUNTY, TX	\$ 6,837.91	0%	100%
COLLIER COUNTY, FL	\$ 6,827.81	0%	100%
RANKIN COUNTY, MS	\$ 6,628.05	0%	100%
RANDALL COUNTY, TX	\$ 6,600.00	0%	100%
LONOKE COUNTY, AR	\$ 6,580.78	0%	100%
MUSCATINE COUNTY, IA	\$ 6,539.04	0%	100%
CHEROKEE COUNTY, IA	\$ 6,369.76	0%	100%
KENT COUNTY, MD	\$ 6,296.82	0%	100%
JEFFERSON COUNTY, WV	\$ 6,196.20	0%	100%
ST JOSEPH COUNTY, IN	\$ 6,190.44	0%	100%
CLARK COUNTY, KY	\$ 6,157.11	0%	100%
MONROE COUNTY, PA	\$ 6,109.89	0%	100%
DAVIS COUNTY, UT	\$ 6,068.06	0%	100%
MISSOULA COUNTY, MT	\$ 6,046.59	0%	100%
SANGAMON COUNTY, IL	\$ 6,031.78	0%	100%
FRANKLIN COUNTY, PA	\$ 6,014.58	0%	100%
SUMTER COUNTY, FL	\$ 5,916.21	0%	100%
HARALSON COUNTY, GA	\$ 5,860.12	0%	100%
WISE COUNTY, TX	\$ 5,701.82	0%	100%
LITCHFIELD COUNTY, CT	\$ 5,629.12	0%	100%
COCHISE COUNTY, AZ	\$ 5,459.53	0%	100%
TAZEWELL COUNTY, IL	\$ 5,426.20	0%	100%
ADAMS COUNTY, CO	\$ 5,335.16	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
DURHAM COUNTY, NC	\$ 5,290.40	0%	100%
SEVIER COUNTY, TN	\$ 5,209.84	0%	100%
MARSHALL COUNTY, KS	\$ 5,208.10	0%	100%
KERN COUNTY, CA	\$ 5,060.67	0%	100%
UVALDE COUNTY, TX	\$ 5,022.00	0%	100%
MONTGOMERY COUNTY, NY	\$ 4,968.50	0%	100%
MARIN COUNTY, CA	\$ 4,957.66	0%	100%
CARROLL COUNTY, NH	\$ 4,941.46	0%	100%
WASHTENAW COUNTY, MI	\$ 4,920.58	0%	100%
BENTON COUNTY, OR	\$ 4,787.35	0%	100%
BRUNSWICK COUNTY, NC	\$ 4,763.25	0%	100%
HERNANDO COUNTY, FL	\$ 4,725.82	0%	100%
FREDERICK COUNTY, MD	\$ 4,678.94	0%	100%
WASHINGTON COUNTY, NY	\$ 4,657.36	0%	100%
TWIN FALLS COUNTY, ID	\$ 4,579.08	0%	100%
CLARK COUNTY, IN	\$ 4,524.30	0%	100%
MCLEAN COUNTY, IL	\$ 4,459.74	0%	100%
LAFAYETTE COUNTY, LA	\$ 4,447.67	0%	100%
VIRGINIA BEACH City COUNTY, VA	\$ 4,408.69	0%	100%
BUTLER COUNTY, PA	\$ 4,407.51	0%	100%
BLACK HAWK COUNTY, IA	\$ 4,401.46	0%	100%
TELLER COUNTY, CO	\$ 4,366.10	0%	100%
MADISON COUNTY, AL	\$ 4,355.82	0%	100%
BROOKINGS COUNTY, SD	\$ 4,250.74	0%	100%
NASSAU COUNTY, FL	\$ 4,220.33	0%	100%
SANTA CRUZ COUNTY, CA	\$ 4,153.63	0%	100%
CAMBRIA COUNTY, PA	\$ 4,137.49	0%	100%
CAMDEN COUNTY, NJ	\$ 4,077.67	0%	100%
BOONE COUNTY, MO	\$ 4,071.80	0%	100%
STILLWATER COUNTY, MT	\$ 4,040.00	0%	100%
MAHONING COUNTY, OH	\$ 3,997.16	0%	100%
OLDHAM COUNTY, KY	\$ 3,952.86	0%	100%
BOONE COUNTY, IN	\$ 3,898.02	0%	100%
SHERIDAN COUNTY, WY	\$ 3,885.08	0%	100%
NEW CASTLE COUNTY, DE	\$ 3,858.86	0%	100%
YOLO COUNTY, CA	\$ 3,842.87	0%	100%
HOUSTON COUNTY, MN	\$ 3,779.78	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
MONROE COUNTY, FL	\$ 3,760.33	0%	100%
NEW HANOVER COUNTY, NC	\$ 3,748.52	0%	100%
HENRY COUNTY, TN	\$ 3,702.00	0%	100%
FAULKNER COUNTY, AR	\$ 3,639.00	0%	100%
ESCAMBIA COUNTY, FL	\$ 3,630.87	0%	100%
BLOUNT COUNTY, TN	\$ 3,624.04	0%	100%
MCPHERSON COUNTY, KS	\$ 3,607.00	0%	100%
VOLUSIA COUNTY, FL	\$ 3,576.40	0%	100%
WILKES COUNTY, GA	\$ 3,575.94	0%	100%
SURRY COUNTY, NC	\$ 3,490.50	0%	100%
MIDDLESEX COUNTY, NJ	\$ 3,456.49	0%	100%
NORTHAMPTON COUNTY, PA	\$ 3,456.45	0%	100%
CLINTON COUNTY, OH	\$ 3,451.68	0%	100%
FRANKLIN COUNTY, MO	\$ 3,451.63	0%	100%
LIMESTONE COUNTY, AL	\$ 3,451.45	0%	100%
FREDERICKSBURG City COUNTY, VA	\$ 3,398.00	0%	100%
KANKAKEE COUNTY, IL	\$ 3,356.00	0%	100%
MARTIN COUNTY, FL	\$ 3,319.81	0%	100%
CLAY COUNTY, MO	\$ 3,299.10	0%	100%
LAKE COUNTY, OH	\$ 3,290.67	0%	100%
MORGAN COUNTY, AL	\$ 3,267.63	0%	100%
OLMSTED COUNTY, MN	\$ 3,256.20	0%	100%
BRADLEY COUNTY, TN	\$ 3,255.22	0%	100%
CASWELL COUNTY, NC	\$ 3,247.82	0%	100%
GREENE COUNTY, OH	\$ 3,242.88	0%	100%
WYANDOTTE COUNTY, KS	\$ 3,212.80	0%	100%
HALL COUNTY, GA	\$ 3,184.99	0%	100%
WHARTON COUNTY, TX	\$ 3,108.24	0%	100%
HANCOCK COUNTY, IA	\$ 3,048.90	0%	100%
IMPERIAL COUNTY, CA	\$ 3,000.00	0%	100%
SANTA ROSA COUNTY, FL	\$ 2,961.38	0%	100%
SUMNER COUNTY, TN	\$ 2,914.26	0%	100%
CHESTERFIELD COUNTY, VA	\$ 2,898.14	0%	100%
LAKE COUNTY, FL	\$ 2,891.09	0%	100%
DENVER COUNTY, CO	\$ 2,875.56	0%	100%
BERKELEY COUNTY, SC	\$ 2,829.80	0%	100%
WASHINGTON COUNTY, MD	\$ 2,819.42	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
SENECA COUNTY, OH	\$ 2,798.63	0%	100%
SANILAC COUNTY, MI	\$ 2,794.55	0%	100%
ONEIDA COUNTY, NY	\$ 2,775.28	0%	100%
SOLANO COUNTY, CA	\$ 2,770.20	0%	100%
BERKSHIRE COUNTY, MA	\$ 2,739.94	0%	100%
PAYNE COUNTY, OK	\$ 2,736.71	0%	100%
HAMBLEEN COUNTY, TN	\$ 2,710.00	0%	100%
WHATCOM COUNTY, WA	\$ 2,642.83	0%	100%
LAUDERDALE COUNTY, MS	\$ 2,618.29	0%	100%
SPALDING COUNTY, GA	\$ 2,616.97	0%	100%
FORREST COUNTY, MS	\$ 2,606.16	0%	100%
HARRISON COUNTY, MS	\$ 2,591.74	0%	100%
BERKS COUNTY, PA	\$ 2,576.35	0%	100%
RICHMOND COUNTY, NY	\$ 2,538.86	0%	100%
WALDO COUNTY, ME	\$ 2,501.28	0%	100%
FULTON COUNTY, OH	\$ 2,495.00	0%	100%
DILLON COUNTY, SC	\$ 2,464.94	0%	100%
PINAL COUNTY, AZ	\$ 2,464.81	0%	100%
PEORIA COUNTY, IL	\$ 2,445.15	0%	100%
SCHENECTADY COUNTY, NY	\$ 2,437.50	0%	100%
TULARE COUNTY, CA	\$ 2,428.26	0%	100%
LA SALLE COUNTY, IL	\$ 2,423.79	0%	100%
SIBLEY COUNTY, MN	\$ 2,419.11	0%	100%
DESOTO COUNTY, MS	\$ 2,414.11	0%	100%
KENNEBEC COUNTY, ME	\$ 2,413.00	0%	100%
WASHINGTON COUNTY, RI	\$ 2,400.86	0%	100%
ATHENS COUNTY, OH	\$ 2,400.35	0%	100%
HOUSTON COUNTY, GA	\$ 2,389.00	0%	100%
CHAMPAIGN COUNTY, OH	\$ 2,323.20	0%	100%
GEAUGA COUNTY, OH	\$ 2,297.66	0%	100%
LEE COUNTY, MS	\$ 2,295.00	0%	100%
YORK COUNTY, PA	\$ 2,267.22	0%	100%
PAULDING COUNTY, GA	\$ 2,133.74	0%	100%
CARROLL COUNTY, IA	\$ 2,132.32	0%	100%
LINN COUNTY, IA	\$ 2,120.94	0%	100%
BOYD COUNTY, KY	\$ 2,117.31	0%	100%
SHIAWASSEE COUNTY, MI	\$ 2,103.52	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
SONOMA COUNTY, CA	\$ 2,065.20	0%	100%
HENRY COUNTY, GA	\$ 2,062.86	0%	100%
LYON COUNTY, IA	\$ 2,050.29	0%	100%
RAPIDES COUNTY, LA	\$ 2,048.80	0%	100%
SPOTSYLVANIA COUNTY, VA	\$ 2,031.67	0%	100%
SHAWANO COUNTY, WI	\$ 2,031.19	0%	100%
BAY COUNTY, MI	\$ 2,010.90	0%	100%
DICKSON COUNTY, TN	\$ 2,010.66	0%	100%
CASS COUNTY, MN	\$ 1,980.52	0%	100%
MESA COUNTY, CO	\$ 1,951.62	0%	100%
NOLAN COUNTY, TX	\$ 1,936.19	0%	100%
WASHINGTON COUNTY, PA	\$ 1,866.19	0%	100%
BALTIMORE City COUNTY, MD	\$ 1,864.15	0%	100%
NEWPORT COUNTY, RI	\$ 1,863.59	0%	100%
BRYAN COUNTY, OK	\$ 1,860.00	0%	100%
SAINT CLAIR COUNTY, AL	\$ 1,844.97	0%	100%
WARREN COUNTY, KY	\$ 1,791.54	0%	100%
MONTEREY COUNTY, CA	\$ 1,785.23	0%	100%
SARATOGA COUNTY, NY	\$ 1,768.56	0%	100%
DAVISS COUNTY, KY	\$ 1,760.02	0%	100%
CARROLL COUNTY, MD	\$ 1,747.50	0%	100%
ANCHORAGE COUNTY, AK	\$ 1,725.99	0%	100%
HUGHES COUNTY, OK	\$ 1,723.44	0%	100%
MERCER COUNTY, PA	\$ 1,708.84	0%	100%
WORCESTER COUNTY, MD	\$ 1,700.76	0%	100%
QUEEN ANNES COUNTY, MD	\$ 1,670.34	0%	100%
ROCKINGHAM COUNTY, NH	\$ 1,608.61	0%	100%
MERCER COUNTY, OH	\$ 1,592.60	0%	100%
WASHINGTON COUNTY, MN	\$ 1,588.00	0%	100%
GUTHRIE COUNTY, IA	\$ 1,584.00	0%	100%
MINIDOKA COUNTY, ID	\$ 1,578.88	0%	100%
WILSON COUNTY, TX	\$ 1,562.00	0%	100%
CASS COUNTY, ND	\$ 1,555.11	0%	100%
PICKENS COUNTY, SC	\$ 1,537.45	0%	100%
HENDERSON COUNTY, NC	\$ 1,526.34	0%	100%
YAVAPAI COUNTY, AZ	\$ 1,517.85	0%	100%
WEBER COUNTY, UT	\$ 1,502.60	0%	100%



COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
UNION COUNTY, AR	\$ 1,495.34	0%	100%
ANDREWS COUNTY, TX	\$ 1,484.87	0%	100%
MATAGORDA COUNTY, TX	\$ 1,480.00	0%	100%
MONMOUTH COUNTY, NJ	\$ 1,477.42	0%	100%
LA PLATA COUNTY, CO	\$ 1,474.93	0%	100%
CREEK COUNTY, OK	\$ 1,470.00	0%	100%
EATON COUNTY, MI	\$ 1,459.18	0%	100%
ORANGE COUNTY, NY	\$ 1,446.00	0%	100%
WASHINGTON COUNTY, LA	\$ 1,433.47	0%	100%
CAMERON COUNTY, TX	\$ 1,394.97	0%	100%
COOKE COUNTY, TX	\$ 1,384.10	0%	100%
SANTA FE COUNTY, NM	\$ 1,365.38	0%	100%
BULLITT COUNTY, KY	\$ 1,321.00	0%	100%
BERRIEN COUNTY, MI	\$ 1,316.80	0%	100%
WASHINGTON COUNTY, UT	\$ 1,308.67	0%	100%
PULASKI COUNTY, IN	\$ 1,300.00	0%	100%
CHAUTAUQUA COUNTY, NY	\$ 1,256.88	0%	100%
RILEY COUNTY, KS	\$ 1,253.83	0%	100%
TIOGA COUNTY, NY	\$ 1,250.14	0%	100%
SCOTT COUNTY, MO	\$ 1,244.55	0%	100%
SHELBY COUNTY, TX	\$ 1,238.40	0%	100%
ATLANTIC COUNTY, NJ	\$ 1,234.62	0%	100%
OVERTON COUNTY, TN	\$ 1,230.95	0%	100%
KALAMAZOO COUNTY, MI	\$ 1,216.59	0%	100%
PAYETTE COUNTY, ID	\$ 1,185.08	0%	100%
PINE COUNTY, MN	\$ 1,182.75	0%	100%
MOHAVE COUNTY, AZ	\$ 1,178.10	0%	100%
VICTORIA COUNTY, TX	\$ 1,171.80	0%	100%
ARLINGTON COUNTY, VA	\$ 1,143.96	0%	100%
CAPE MAY COUNTY, NJ	\$ 1,141.97	0%	100%
SPOKANE COUNTY, WA	\$ 1,137.65	0%	100%
LANCASTER COUNTY, NE	\$ 1,115.39	0%	100%
RUSK COUNTY, TX	\$ 1,087.56	0%	100%
RUTHERFORD COUNTY, NC	\$ 1,081.34	0%	100%
RANDOLPH COUNTY, NC	\$ 1,080.00	0%	100%
OUTAGAMIE COUNTY, WI	\$ 1,078.29	0%	100%
DESCHUTES COUNTY, OR	\$ 1,075.00	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
BOX ELDER COUNTY, UT	\$ 1,037.47	0%	100%
DELAWARE COUNTY, OH	\$ 1,034.62	0%	100%
WRIGHT COUNTY, MN	\$ 1,029.07	0%	100%
LATAH COUNTY, ID	\$ 1,004.30	0%	100%
VAL VERDE COUNTY, TX	\$ 1,000.00	0%	100%
MARION COUNTY, MO	\$ 998.62	0%	100%
JOSEPHINE COUNTY, OR	\$ 986.40	0%	100%
ALAMANCE COUNTY, NC	\$ 982.27	0%	100%
MONITEAU COUNTY, MO	\$ 978.30	0%	100%
WALWORTH COUNTY, WI	\$ 974.08	0%	100%
DAUPHIN COUNTY, PA	\$ 942.41	0%	100%
JASPER COUNTY, MO	\$ 932.88	0%	100%
KIMBLE COUNTY, TX	\$ 929.64	0%	100%
PRINCE WILLIAM COUNTY, VA	\$ 831.81	0%	100%
FULTON COUNTY, AR	\$ 828.00	0%	100%
CAYUGA COUNTY, NY	\$ 819.49	0%	100%
BARNSTABLE COUNTY, MA	\$ 793.10	0%	100%
COLE COUNTY, MO	\$ 788.50	0%	100%
WHITFIELD COUNTY, GA	\$ 782.03	0%	100%
CLALLAM COUNTY, WA	\$ 761.00	0%	100%
SAINT CROIX COUNTY, WI	\$ 748.20	0%	100%
KANAWHA COUNTY, WV	\$ 740.35	0%	100%
MADISON COUNTY, AR	\$ 738.58	0%	100%
SARPY COUNTY, NE	\$ 710.00	0%	100%
HUNT COUNTY, TX	\$ 696.84	0%	100%
STEELE COUNTY, MN	\$ 680.44	0%	100%
WILSON COUNTY, TN	\$ 680.12	0%	100%
CAMDEN COUNTY, MO	\$ 675.00	0%	100%
DODGE COUNTY, MN	\$ 674.57	0%	100%
HILLSBOROUGH COUNTY, NH	\$ 664.00	0%	100%
TUSCOLA COUNTY, MI	\$ 659.55	0%	100%
TELFAIR COUNTY, GA	\$ 654.04	0%	100%
ERIE COUNTY, OH	\$ 652.41	0%	100%
JACKSON COUNTY, GA	\$ 575.53	0%	100%
COCONINO COUNTY, AZ	\$ 574.61	0%	100%
LUZERNE COUNTY, PA	\$ 552.91	0%	100%
PULASKI COUNTY, VA	\$ 552.68	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
CALHOUN COUNTY, AL	\$ 540.00	0%	100%
FRESNO COUNTY, CA	\$ 540.00	0%	100%
LINCOLN COUNTY, ME	\$ 506.87	0%	100%
SANDOVAL COUNTY, NM	\$ 478.87	0%	100%
MACON COUNTY, IL	\$ 478.85	0%	100%
CASS COUNTY, MI	\$ 469.46	0%	100%
HALL COUNTY, NE	\$ 444.74	0%	100%
WAUPACA COUNTY, WI	\$ 440.00	0%	100%
CANADIAN COUNTY, OK	\$ 425.86	0%	100%
CAMPBELL COUNTY, KY	\$ 417.58	0%	100%
PENNINGTON COUNTY, MN	\$ 412.85	0%	100%
HAWAII COUNTY, HI	\$ 411.84	0%	100%
POLK COUNTY, IA	\$ 410.10	0%	100%
MCLEOD COUNTY, MN	\$ 405.00	0%	100%
ROCKLAND COUNTY, NY	\$ 399.47	0%	100%
CHARLOTTE COUNTY, FL	\$ 394.00	0%	100%
ADAMS COUNTY, ID	\$ 390.52	0%	100%
OSCEOLA COUNTY, FL	\$ 380.29	0%	100%
SUNFLOWER COUNTY, MS	\$ 370.20	0%	100%
BANDERA COUNTY, TX	\$ 365.16	0%	100%
UMATILLA COUNTY, OR	\$ 363.76	0%	100%
KENT COUNTY, DE	\$ 359.41	0%	100%
IOWA COUNTY, IA	\$ 355.88	0%	100%
LAKE COUNTY, IN	\$ 355.41	0%	100%
EAGLE COUNTY, CO	\$ 355.05	0%	100%
SCOTT COUNTY, MN	\$ 349.00	0%	100%
LEE COUNTY, FL	\$ 341.65	0%	100%
GREGG COUNTY, TX	\$ 336.87	0%	100%
CERRO GORDO COUNTY, IA	\$ 336.05	0%	100%
WASHINGTON COUNTY, WI	\$ 299.98	0%	100%
MASON COUNTY, WA	\$ 296.15	0%	100%
AMADOR COUNTY, CA	\$ 285.09	0%	100%
WAYNE COUNTY, NC	\$ 281.80	0%	100%
GRANT COUNTY, IN	\$ 258.65	0%	100%
HOOD RIVER COUNTY, OR	\$ 247.00	0%	100%
CANNON COUNTY, TN	\$ 241.38	0%	100%
MCNAIRY COUNTY, TN	\$ 237.15	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
DODGE COUNTY, NE	\$ 233.05	0%	100%
NIAGARA COUNTY, NY	\$ 222.50	0%	100%
LINN COUNTY, OR	\$ 218.74	0%	100%
PEACH COUNTY, GA	\$ 217.66	0%	100%
JACKSON COUNTY, MI	\$ 213.40	0%	100%
CLERMONT COUNTY, OH	\$ 211.14	0%	100%
PAGE COUNTY, IA	\$ 209.18	0%	100%
ITASCA COUNTY, MN	\$ 204.01	0%	100%
WILSON COUNTY, KS	\$ 190.63	0%	100%
GRANT COUNTY, NM	\$ 182.70	0%	100%
SAINT MARTIN COUNTY, LA	\$ 179.08	0%	100%
HOWARD COUNTY, TX	\$ 177.49	0%	100%
ASHLAND COUNTY, OH	\$ 175.00	0%	100%
WALTON COUNTY, FL	\$ 165.13	0%	100%
WELLS COUNTY, IN	\$ 161.94	0%	100%
JEFFERSON COUNTY, MO	\$ 161.82	0%	100%
SHELBY COUNTY, KY	\$ 159.16	0%	100%
CARTER COUNTY, OK	\$ 140.53	0%	100%
PASCO COUNTY, FL	\$ 139.00	0%	100%
NEVADA COUNTY, CA	\$ 126.74	0%	100%
CHAMPAIGN COUNTY, IL	\$ 120.25	0%	100%
SAINT CLAIR COUNTY, MI	\$ 120.00	0%	100%
WALKER COUNTY, TX	\$ 111.28	0%	100%
DORCHESTER COUNTY, SC	\$ 100.00	0%	100%
MASON COUNTY, MI	\$ 95.04	0%	100%
JOHNSON COUNTY, IA	\$ 94.97	0%	100%
BRONX COUNTY, NY	\$ 90.63	0%	100%
SAUK COUNTY, WI	\$ 89.60	0%	100%
SAUNDERS COUNTY, NE	\$ 78.67	0%	100%
NYE COUNTY, NV	\$ 78.60	0%	100%
HOUSTON COUNTY, AL	\$ 76.89	0%	100%
JOHNSTON COUNTY, NC	\$ 70.15	0%	100%
LINCOLN COUNTY, OR	\$ 68.75	0%	100%
GRAND COUNTY, UT	\$ 66.40	0%	100%
COMANCHE COUNTY, OK	\$ 65.00	0%	100%
WINCHESTER City COUNTY, VA	\$ 57.57	0%	100%
LOGAN COUNTY, OK	\$ 53.53	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
PORTER COUNTY, IN	\$ 48.95	0%	100%
CRAWFORD COUNTY, MO	\$ 42.72	0%	100%
BARRON COUNTY, WI	\$ 42.18	0%	100%
TOLLAND COUNTY, CT	\$ 40.18	0%	100%
CALHOUN COUNTY, MI	\$ 36.99	0%	100%
NORMAN COUNTY, MN	\$ 36.01	0%	100%
SUSQUEHANNA COUNTY, PA	\$ 33.20	0%	100%
SALINE COUNTY, MO	\$ 30.00	0%	100%
HARRISONBURG City COUNTY, VA	\$ 29.67	0%	100%
DEL NORTE COUNTY, CA	\$ 25.00	0%	100%
JASPER COUNTY, IA	\$ 24.30	0%	100%
HENDRICKS COUNTY, IN	\$ 22.00	0%	100%
HURON COUNTY, OH	\$ 21.93	0%	100%
COWETA COUNTY, GA	\$ 6.25	0%	100%
GALLATIN COUNTY, KY	\$ 5.00	0%	100%
ORLEANS COUNTY, LA	\$ (111.95)	0%	100%
SHELBY COUNTY, AL	\$ (262.02)	0%	100%
<b>TOTAL</b>	<b>\$ 427,691,882.54</b>	<b>100%</b>	<b>100%</b>

TABLE A-2.  
CITY OF WACO GEOGRAPHIC MARKET AREA  
CONSTRUCTION FIRMS

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
TARRANT COUNTY, TX	\$ 66,518,534.68	25%	25%
MCLENNAN COUNTY, TX	\$ 55,496,209.95	21%	46%
DALLAS COUNTY, TX	\$ 36,119,131.98	14%	60%
WILLIAMSON COUNTY, TX	\$ 25,409,059.18	10%	69%
CORYELL COUNTY, TX	\$ 23,604,694.53	9%	78%
JOHNSON COUNTY, TX	\$ 16,120,487.89	6%	84%
BRAZOS COUNTY, TX	\$ 6,514,786.08	2%	87%
TRAVIS COUNTY, TX	\$ 2,603,930.28	1%	88%
LLANO COUNTY, TX	\$ 333,325.78	0%	88%
HILL COUNTY, TX	\$ 269,326.65	0%	88%
HAYS COUNTY, TX	\$ 239,951.67	0%	88%
BOSQUE COUNTY, TX	\$ 224,809.52	0%	88%
WASHINGTON COUNTY, TX	\$ 126,300.00	0%	88%
BELL COUNTY, TX	\$ 70,491.89	0%	88%
NAVARRO COUNTY, TX	\$ 58,270.05	0%	88%
LIMESTONE COUNTY, TX	\$ 13,529.16	0%	88%
FALLS COUNTY, TX	\$ 235.44	0%	88%
ANDERSON COUNTY, TX	\$ -	0%	88%
BURNET COUNTY, TX	\$ -	0%	88%
ELLIS COUNTY, TX	\$ -	0%	88%
ERATH COUNTY, TX	\$ -	0%	88%
KAUFMAN COUNTY, TX	\$ -	0%	88%
LEE COUNTY, TX	\$ -	0%	88%
MCCULLOCH COUNTY, TX	\$ -	0%	88%
MILAM COUNTY, TX	\$ -	0%	88%
ROBERTSON COUNTY, TX	\$ -	0%	88%
FANNIN COUNTY, TX	\$ 21,227,923.41	8%	96%
SAINT LOUIS COUNTY, MO	\$ 3,046,246.41	1%	97%
DENTON COUNTY, TX	\$ 1,734,894.16	1%	98%
CHIPPEWA COUNTY, WI	\$ 1,380,302.00	1%	98%
SEDGWICK COUNTY, KS	\$ 1,158,559.82	0%	99%
ORANGE COUNTY, FL	\$ 659,792.00	0%	99%
BROWN COUNTY, WI	\$ 605,800.00	0%	99%
CABARRUS COUNTY, NC	\$ 422,720.90	0%	99%
JESSAMINE COUNTY, KY	\$ 311,383.00	0%	100%
HARRIS COUNTY, TX	\$ 306,995.28	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
DOUGLAS COUNTY, NE	\$ 153,118.00	0%	100%
ALLEGHENY COUNTY, PA	\$ 105,812.00	0%	100%
GREENVILLE COUNTY, SC	\$ 81,023.44	0%	100%
LOS ANGELES COUNTY, CA	\$ 78,052.11	0%	100%
NASSAU COUNTY, NY	\$ 51,172.59	0%	100%
BUNCOMBE COUNTY, NC	\$ 49,745.28	0%	100%
INTERNATIONAL	\$ 39,979.68	0%	100%
JOHNSON COUNTY, KS	\$ 34,174.82	0%	100%
WINNEBAGO COUNTY, IL	\$ 28,718.87	0%	100%
BEXAR COUNTY, TX	\$ 25,002.21	0%	100%
VAN ZANDT COUNTY, TX	\$ 23,024.70	0%	100%
RIVERSIDE COUNTY, CA	\$ 21,817.99	0%	100%
SANTA CLARA COUNTY, CA	\$ 21,797.15	0%	100%
SANTA BARBARA COUNTY, CA	\$ 20,670.06	0%	100%
MECKLENBURG COUNTY, NC	\$ 19,057.60	0%	100%
SAN MATEO COUNTY, CA	\$ 18,328.32	0%	100%
KANE COUNTY, IL	\$ 17,521.36	0%	100%
SEMINOLE COUNTY, FL	\$ 11,441.78	0%	100%
ANGELINA COUNTY, TX	\$ 11,089.67	0%	100%
WARREN COUNTY, OH	\$ 9,223.43	0%	100%
STARK COUNTY, OH	\$ 7,557.83	0%	100%
CLARK COUNTY, OH	\$ 6,674.55	0%	100%
GLOUCESTER COUNTY, NJ	\$ 6,085.02	0%	100%
COBB COUNTY, GA	\$ 6,055.72	0%	100%
DANE COUNTY, WI	\$ 5,435.53	0%	100%
KERN COUNTY, CA	\$ 5,060.67	0%	100%
BERGEN COUNTY, NJ	\$ 4,596.98	0%	100%
WAYNE COUNTY, MI	\$ 4,460.22	0%	100%
HENNEPIN COUNTY, MN	\$ 4,042.30	0%	100%
GUILFORD COUNTY, NC	\$ 3,971.78	0%	100%
BROWARD COUNTY, FL	\$ 3,806.77	0%	100%
SURRY COUNTY, NC	\$ 3,490.50	0%	100%
MARION COUNTY, IN	\$ 2,810.44	0%	100%
ECTOR COUNTY, TX	\$ 2,664.58	0%	100%
HOPKINS COUNTY, TX	\$ 2,617.27	0%	100%
HINDS COUNTY, MS	\$ 2,465.18	0%	100%
PALM BEACH COUNTY, FL	\$ 2,437.68	0%	100%
HALL COUNTY, GA	\$ 2,224.59	0%	100%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
FULTON COUNTY, GA	\$ 2,101.00	0%	100%
COLLIN COUNTY, TX	\$ 2,063.44	0%	100%
MESA COUNTY, CO	\$ 1,853.87	0%	100%
MARICOPA COUNTY, AZ	\$ 1,807.15	0%	100%
SAN DIEGO COUNTY, CA	\$ 1,491.04	0%	100%
JACKSON COUNTY, OR	\$ 1,390.77	0%	100%
KENT COUNTY, RI	\$ 1,261.10	0%	100%
SUFFOLK COUNTY, NY	\$ 1,260.84	0%	100%
OAKLAND COUNTY, MI	\$ 1,255.75	0%	100%
UNION COUNTY, NC	\$ 1,163.79	0%	100%
GRAYSON COUNTY, TX	\$ 1,160.00	0%	100%
GALVESTON COUNTY, TX	\$ 893.22	0%	100%
MIDDLESEX COUNTY, MA	\$ 810.15	0%	100%
GUADALUPE COUNTY, TX	\$ 623.56	0%	100%
EAST BATON ROUGE COUNTY, LA	\$ 558.47	0%	100%
MONTGOMERY COUNTY, TX	\$ 507.61	0%	100%
ALAMEDA COUNTY, CA	\$ 490.18	0%	100%
WYANDOTTE COUNTY, KS	\$ 454.00	0%	100%
CANADIAN COUNTY, OK	\$ 425.86	0%	100%
HARTFORD COUNTY, CT	\$ 346.91	0%	100%
ERIE COUNTY, OH	\$ 333.32	0%	100%
ORANGE COUNTY, CA	\$ 301.49	0%	100%
HERNANDO COUNTY, FL	\$ 275.00	0%	100%
HAMILTON COUNTY, IN	\$ 253.00	0%	100%
VENTURA COUNTY, CA	\$ 161.52	0%	100%
SHELBY COUNTY, KY	\$ 159.16	0%	100%
WILLIAMSON COUNTY, TN	\$ 104.98	0%	100%
SMITH COUNTY, TX	\$ 90.00	0%	100%
SUFFOLK COUNTY, MA	\$ 65.00	0%	100%
SHELBY COUNTY, TN	\$ 23.38	0%	100%
<b>TOTAL</b>	<b>\$ 265,498,605.94</b>	<b>100%</b>	<b>100%</b>



TABLE A-3.  
CITY OF WACO GEOGRAPHIC MARKET AREA  
ARCHITECTURE & ENGINEERING FIRMS

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
BELL COUNTY, TX	\$ 1,622,661.99	30%	30%
TARRANT COUNTY, TX	\$ 635,707.51	12%	42%
MCLENNAN COUNTY, TX	\$ 547,400.23	10%	53%
TRAVIS COUNTY, TX	\$ 83,177.32	2%	54%
DALLAS COUNTY, TX	\$ 4,704.31	0%	54%
ANDERSON COUNTY, TX	\$ -	0%	54%
BASTROP COUNTY, TX	\$ -	0%	54%
JOHNSON COUNTY, TX	\$ -	0%	54%
WILLIAMSON COUNTY, TX	\$ -	0%	54%
COOK COUNTY, IL	\$ 801,149.74	15%	69%
DOUGLAS COUNTY, NE	\$ 695,915.00	13%	82%
SAN DIEGO COUNTY, CA	\$ 392,913.21	7%	90%
DUPAGE COUNTY, IL	\$ 327,369.79	6%	96%
HAMILTON COUNTY, OH	\$ 175,000.00	3%	99%
GREENVILLE COUNTY, SC	\$ 14,926.86	0%	99%
FORT BEND COUNTY, TX	\$ 13,818.68	0%	100%
ALLEN COUNTY, IN	\$ 7,662.00	0%	100%
MONTGOMERY COUNTY, TX	\$ 4,831.34	0%	100%
CUYAHOGA COUNTY, OH	\$ 4,408.15	0%	100%
SAINT LOUIS COUNTY, MO	\$ 3,235.14	0%	100%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 632.77	0%	100%
BEXAR COUNTY, TX	\$ 250.00	0%	100%
<b>TOTAL</b>	<b>\$ 5,335,764.04</b>	<b>100%</b>	<b>100%</b>

TABLE A-4.  
CITY OF WACO GEOGRAPHIC MARKET AREA  
PROFESSIONAL SERVICES FIRMS

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
MCLENNAN COUNTY, TX	\$ 1,728,158.44	30%	29.94%
TRAVIS COUNTY, TX	\$ 341,016.58	6%	35.84%
TARRANT COUNTY, TX	\$ 279,977.53	5%	40.69%
DALLAS COUNTY, TX	\$ 237,668.53	4%	44.81%
BELL COUNTY, TX	\$ 167,618.93	3%	47.72%
BRAZOS COUNTY, TX	\$ 35,684.47	1%	48.33%
WILLIAMSON COUNTY, TX	\$ 30,982.73	1%	48.87%
BASTROP COUNTY, TX	\$ 15,832.95	0%	49.15%
NAVARRO COUNTY, TX	\$ 15,713.28	0%	49.42%
PARKER COUNTY, TX	\$ 10,000.00	0%	49.59%
HAYS COUNTY, TX	\$ 1,380.90	0%	49.61%
BURNET COUNTY, TX	\$ 905.70	0%	49.63%
JOHNSON COUNTY, TX	\$ 430.00	0%	49.64%
FREESTONE COUNTY, TX	\$ 250.00	0%	49.64%
ANDERSON COUNTY, TX	\$ -	0%	49.64%
BOSQUE COUNTY, TX	\$ -	0%	49.64%
FALLS COUNTY, TX	\$ -	0%	49.64%
LIMESTONE COUNTY, TX	\$ -	0%	49.64%
MILLS COUNTY, TX	\$ -	0%	49.64%
HARRIS COUNTY, TX	\$ 280,204.11	5%	54.50%
WINNEBAGO COUNTY, WI	\$ 269,423.77	5%	59.16%
ORANGE COUNTY, CA	\$ 193,668.34	3%	62.52%
YORK COUNTY, SC	\$ 138,331.88	2%	64.91%
COLLIN COUNTY, TX	\$ 131,700.17	2%	67.20%
SUFFOLK COUNTY, NY	\$ 89,761.40	2%	68.75%
DENTON COUNTY, TX	\$ 79,637.37	1%	70.13%
SAN MATEO COUNTY, CA	\$ 69,441.03	1%	71.33%
EAST BATON ROUGE COUNTY, LA	\$ 62,609.60	1%	72.42%
PROVIDENCE COUNTY, RI	\$ 61,214.46	1%	73.48%
FRANKLIN COUNTY, NC	\$ 61,103.80	1%	74.54%
SANTA CLARA COUNTY, CA	\$ 61,079.00	1%	75.60%
KERR COUNTY, TX	\$ 55,272.37	1%	76.55%
FAIRFIELD COUNTY, CT	\$ 54,386.32	1%	77.49%
BEXAR COUNTY, TX	\$ 45,055.73	1%	78.28%
WINONA COUNTY, MN	\$ 44,416.92	1%	79.04%
CHRISTIAN COUNTY, MO	\$ 43,732.33	1%	79.80%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
FAIRFAX COUNTY, VA	\$ 43,333.11	1%	80.55%
COMAL COUNTY, TX	\$ 42,954.02	1%	81.30%
INTERNATIONAL	\$ 42,131.53	1%	82.03%
KING COUNTY, WA	\$ 34,992.88	1%	82.63%
MIDDLESEX COUNTY, MA	\$ 34,952.47	1%	83.24%
BROOME COUNTY, NY	\$ 31,660.64	1%	83.79%
MARICOPA COUNTY, AZ	\$ 31,322.75	1%	84.33%
STARK COUNTY, OH	\$ 29,331.28	1%	84.84%
HUDSON COUNTY, NJ	\$ 29,096.31	1%	85.34%
SAN FRANCISCO COUNTY, CA	\$ 24,039.15	0%	85.76%
LOS ANGELES COUNTY, CA	\$ 23,293.17	0%	86.16%
GLOUCESTER COUNTY, NJ	\$ 23,266.20	0%	86.56%
KINGS COUNTY, NY	\$ 21,266.61	0%	86.93%
HENNEPIN COUNTY, MN	\$ 20,872.58	0%	87.29%
GRAYSON COUNTY, TX	\$ 19,425.00	0%	87.63%
BEDFORD COUNTY, TN	\$ 18,885.95	0%	87.96%
CHESTER COUNTY, PA	\$ 18,091.65	0%	88.27%
HILLSBOROUGH COUNTY, FL	\$ 17,684.85	0%	88.58%
COBB COUNTY, GA	\$ 17,442.30	0%	88.88%
BROWARD COUNTY, FL	\$ 16,741.76	0%	89.17%
FORSYTH COUNTY, NC	\$ 16,543.79	0%	89.46%
INGHAM COUNTY, MI	\$ 16,359.79	0%	89.74%
SAN DIEGO COUNTY, CA	\$ 15,750.35	0%	90.01%
BALTIMORE COUNTY, MD	\$ 15,338.78	0%	90.28%
MINNEHAHA COUNTY, SD	\$ 15,238.31	0%	90.54%
ERIE COUNTY, PA	\$ 15,158.67	0%	90.81%
MARION COUNTY, IN	\$ 14,703.27	0%	91.06%
MANATEE COUNTY, FL	\$ 13,305.25	0%	91.29%
PINELLAS COUNTY, FL	\$ 12,884.49	0%	91.51%
NEW YORK COUNTY, NY	\$ 12,337.34	0%	91.73%
SACRAMENTO COUNTY, CA	\$ 11,713.22	0%	91.93%
WAUKESHA COUNTY, WI	\$ 11,688.96	0%	92.13%
KENT COUNTY, MI	\$ 11,654.57	0%	92.34%
EL PASO COUNTY, CO	\$ 11,411.90	0%	92.53%
MORRIS COUNTY, NJ	\$ 11,253.05	0%	92.73%
POTTER COUNTY, TX	\$ 10,748.65	0%	92.91%
EAU CLAIRE COUNTY, WI	\$ 10,624.17	0%	93.10%
CHATHAM COUNTY, GA	\$ 10,517.94	0%	93.28%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
TAYLOR COUNTY, TX	\$ 10,475.80	0%	93.46%
MIAMI-DADE COUNTY, FL	\$ 9,870.16	0%	93.63%
ANDROSCOGGIN COUNTY, ME	\$ 9,706.53	0%	93.80%
JACKSON COUNTY, MO	\$ 9,517.78	0%	93.97%
BURLINGTON COUNTY, NJ	\$ 9,355.70	0%	94.13%
ALEXANDRIA City COUNTY, VA	\$ 8,625.62	0%	94.28%
MONTGOMERY COUNTY, TX	\$ 8,611.19	0%	94.43%
PLACER COUNTY, CA	\$ 8,490.51	0%	94.57%
HAMILTON COUNTY, OH	\$ 8,027.74	0%	94.71%
RIVERSIDE COUNTY, CA	\$ 7,742.95	0%	94.85%
GREENVILLE COUNTY, SC	\$ 7,506.39	0%	94.98%
LAKE COUNTY, IL	\$ 7,192.86	0%	95.10%
QUEENS COUNTY, NY	\$ 7,163.83	0%	95.23%
ROCK COUNTY, WI	\$ 6,949.59	0%	95.35%
MECKLENBURG COUNTY, NC	\$ 6,865.17	0%	95.46%
LARIMER COUNTY, CO	\$ 6,693.01	0%	95.58%
RANDALL COUNTY, TX	\$ 6,600.00	0%	95.69%
DAKOTA COUNTY, MN	\$ 6,394.18	0%	95.81%
DANE COUNTY, WI	\$ 6,323.89	0%	95.92%
DELAWARE COUNTY, PA	\$ 6,271.12	0%	96.02%
WAYNE COUNTY, MI	\$ 5,899.46	0%	96.13%
WAKE COUNTY, NC	\$ 5,891.67	0%	96.23%
BURLEIGH COUNTY, ND	\$ 5,726.06	0%	96.33%
MONTGOMERY COUNTY, MD	\$ 5,645.36	0%	96.43%
BERGEN COUNTY, NJ	\$ 5,592.63	0%	96.52%
JEFFERSON COUNTY, AL	\$ 5,345.79	0%	96.61%
MARSHALL COUNTY, KS	\$ 5,208.10	0%	96.70%
FRANKLIN COUNTY, OH	\$ 4,880.10	0%	96.79%
DURHAM COUNTY, NC	\$ 4,769.49	0%	96.87%
SEMINOLE COUNTY, FL	\$ 4,643.88	0%	96.95%
ARAPAHOE COUNTY, CO	\$ 4,540.62	0%	97.03%
BREVARD COUNTY, FL	\$ 4,450.18	0%	97.11%
UTAH COUNTY, UT	\$ 4,424.69	0%	97.18%
CHEROKEE COUNTY, GA	\$ 4,147.70	0%	97.26%
PRINCE GEORGES COUNTY, MD	\$ 4,122.94	0%	97.33%
RAMSEY COUNTY, MN	\$ 4,039.10	0%	97.40%
BROOMFIELD COUNTY, CO	\$ 3,981.04	0%	97.47%
WASHINGTON COUNTY, OR	\$ 3,862.11	0%	97.53%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
DOUGLAS COUNTY, KS	\$ 3,807.23	0%	97.60%
HARTFORD COUNTY, CT	\$ 3,750.00	0%	97.66%
YOLO COUNTY, CA	\$ 3,704.90	0%	97.73%
FAULKNER COUNTY, AR	\$ 3,639.00	0%	97.79%
FRANKLIN COUNTY, MA	\$ 3,618.70	0%	97.85%
SUFFOLK COUNTY, MA	\$ 3,576.05	0%	97.92%
HAMILTON COUNTY, IN	\$ 3,141.60	0%	97.97%
ALAMEDA COUNTY, CA	\$ 3,097.10	0%	98.02%
TULSA COUNTY, OK	\$ 3,067.89	0%	98.08%
CLARK COUNTY, NV	\$ 3,046.14	0%	98.13%
BERNALILLO COUNTY, NM	\$ 3,023.81	0%	98.18%
HOPKINS COUNTY, TX	\$ 3,000.00	0%	98.24%
FULTON COUNTY, GA	\$ 2,981.41	0%	98.29%
OKLAHOMA COUNTY, OK	\$ 2,950.00	0%	98.34%
BUTLER COUNTY, PA	\$ 2,933.82	0%	98.39%
CHESTERFIELD COUNTY, VA	\$ 2,898.14	0%	98.44%
CHARLESTON COUNTY, SC	\$ 2,873.98	0%	98.49%
SAINT LOUIS COUNTY, MO	\$ 2,805.50	0%	98.54%
NEW HANOVER COUNTY, NC	\$ 2,793.90	0%	98.59%
BERKSHIRE COUNTY, MA	\$ 2,739.94	0%	98.63%
KENOSHA COUNTY, WI	\$ 2,557.15	0%	98.68%
ALBANY COUNTY, NY	\$ 2,441.60	0%	98.72%
SANTA CRUZ COUNTY, CA	\$ 2,434.86	0%	98.76%
LITCHFIELD COUNTY, CT	\$ 2,382.92	0%	98.80%
BENTON COUNTY, OR	\$ 2,327.50	0%	98.84%
MARIN COUNTY, CA	\$ 2,270.00	0%	98.88%
LA PORTE COUNTY, IN	\$ 2,241.83	0%	98.92%
ORANGE COUNTY, FL	\$ 2,114.96	0%	98.96%
FRANKLIN COUNTY, PA	\$ 2,077.84	0%	98.99%
GREENE COUNTY, OH	\$ 2,043.17	0%	99.03%
WHATCOM COUNTY, WA	\$ 1,938.64	0%	99.06%
WORCESTER COUNTY, MA	\$ 1,872.69	0%	99.10%
DESOTO COUNTY, MS	\$ 1,844.27	0%	99.13%
GREENE COUNTY, MO	\$ 1,802.50	0%	99.16%
ONONDAGA COUNTY, NY	\$ 1,790.00	0%	99.19%
MONTEREY COUNTY, CA	\$ 1,785.23	0%	99.22%
KNOX COUNTY, TN	\$ 1,773.71	0%	99.25%
WORCESTER COUNTY, MD	\$ 1,700.76	0%	99.28%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
KANKAKEE COUNTY, IL	\$ 1,678.00	0%	99.31%
MONTGOMERY COUNTY, NY	\$ 1,641.50	0%	99.34%
WASHINGTON COUNTY, MN	\$ 1,568.00	0%	99.37%
SHELBY COUNTY, TN	\$ 1,561.71	0%	99.39%
BUCKS COUNTY, PA	\$ 1,536.78	0%	99.42%
ANCHORAGE COUNTY, AK	\$ 1,516.13	0%	99.45%
CARSON City COUNTY, NV	\$ 1,318.33	0%	99.47%
SULLIVAN COUNTY, TN	\$ 1,299.00	0%	99.49%
ALACHUA COUNTY, FL	\$ 1,285.63	0%	99.51%
WICHITA COUNTY, TX	\$ 1,227.37	0%	99.53%
VENTURA COUNTY, CA	\$ 1,144.68	0%	99.55%
SPARTANBURG COUNTY, SC	\$ 1,116.80	0%	99.57%
COOK COUNTY, IL	\$ 1,111.07	0%	99.59%
FORT BEND COUNTY, TX	\$ 1,106.50	0%	99.61%
MACOMB COUNTY, MI	\$ 1,090.00	0%	99.63%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 1,079.65	0%	99.65%
MEDINA COUNTY, OH	\$ 1,078.02	0%	99.67%
VAL VERDE COUNTY, TX	\$ 1,000.00	0%	99.69%
WASHOE COUNTY, NV	\$ 998.00	0%	99.70%
LORAIN COUNTY, OH	\$ 956.98	0%	99.72%
ALAMANCE COUNTY, NC	\$ 915.37	0%	99.74%
LEHIGH COUNTY, PA	\$ 881.81	0%	99.75%
ETOWAH COUNTY, AL	\$ 875.00	0%	99.77%
BRAZORIA COUNTY, TX	\$ 862.46	0%	99.78%
SAN BERNARDINO COUNTY, CA	\$ 858.16	0%	99.80%
CLARK COUNTY, WA	\$ 814.22	0%	99.81%
SNOHOMISH COUNTY, WA	\$ 793.18	0%	99.82%
LAKE COUNTY, FL	\$ 789.89	0%	99.84%
CUYAHOGA COUNTY, OH	\$ 735.94	0%	99.85%
MULTNOMAH COUNTY, OR	\$ 700.37	0%	99.86%
COLE COUNTY, MO	\$ 698.50	0%	99.87%
SONOMA COUNTY, CA	\$ 689.81	0%	99.89%
DELAWARE COUNTY, OH	\$ 658.62	0%	99.90%
WESTCHESTER COUNTY, NY	\$ 573.90	0%	99.91%
SUMMIT COUNTY, OH	\$ 550.00	0%	99.92%
PIERCE COUNTY, WA	\$ 543.17	0%	99.93%
HILLSBOROUGH COUNTY, NH	\$ 466.00	0%	99.93%
SANTA BARBARA COUNTY, CA	\$ 445.90	0%	99.94%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
WAUPACA COUNTY, WI	\$ 440.00	0%	99.95%
GWINNETT COUNTY, GA	\$ 425.00	0%	99.96%
LANE COUNTY, OR	\$ 415.07	0%	99.96%
OAKLAND COUNTY, MI	\$ 399.50	0%	99.97%
MERCER COUNTY, NJ	\$ 395.00	0%	99.98%
CONTRA COSTA COUNTY, CA	\$ 363.91	0%	99.98%
SAINT TAMMANY COUNTY, LA	\$ 335.00	0%	99.99%
CLACKAMAS COUNTY, OR	\$ 319.00	0%	100.00%
MONTGOMERY COUNTY, OH	\$ 315.00	0%	100.00%
LUBBOCK COUNTY, TX	\$ 300.00	0%	100.01%
ARLINGTON COUNTY, VA	\$ 285.96	0%	100.01%
WASHINGTON COUNTY, PA	\$ 272.25	0%	100.02%
SAINT LOUIS City COUNTY, MO	\$ 269.00	0%	100.02%
HALL COUNTY, GA	\$ 265.33	0%	100.03%
ADA COUNTY, ID	\$ 227.39	0%	100.03%
JACKSON COUNTY, MI	\$ 213.40	0%	100.03%
WYANDOTTE COUNTY, KS	\$ 212.00	0%	100.04%
CLERMONT COUNTY, OH	\$ 211.14	0%	100.04%
CAPE MAY COUNTY, NJ	\$ 178.89	0%	100.04%
MARION COUNTY, FL	\$ 149.00	0%	100.05%
GRANT COUNTY, IN	\$ 134.00	0%	100.05%
CHAMPAIGN COUNTY, IL	\$ 120.25	0%	100.05%
WALKER COUNTY, TX	\$ 111.28	0%	100.05%
JOHNSON COUNTY, IA	\$ 94.97	0%	100.05%
SAUK COUNTY, WI	\$ 89.60	0%	100.06%
DAVIDSON COUNTY, TN	\$ 84.99	0%	100.06%
SEDGWICK COUNTY, KS	\$ 81.96	0%	100.06%
SUMMIT COUNTY, UT	\$ 77.75	0%	100.06%
POLK COUNTY, IA	\$ 70.60	0%	100.06%
COMANCHE COUNTY, OK	\$ 65.00	0%	100.06%
BRISTOL COUNTY, MA	\$ 38.12	0%	100.06%
JOHNSON COUNTY, KS	\$ 37.53	0%	100.06%
DUPAGE COUNTY, IL	\$ 26.85	0%	100.06%
WILLIAMSON COUNTY, TN	\$ 23.00	0%	100.06%
CHITTENDEN COUNTY, VT	\$ (56.10)	0%	100.06%
ORLEANS COUNTY, LA	\$ (99.00)	0%	100.06%
SHELBY COUNTY, AL	\$ (262.02)	0%	100.06%
NEW HAVEN COUNTY, CT	\$ (1,515.93)	0%	100.03%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
LANCASTER COUNTY, PA	\$ (1,771.81)	0%	100.00%
<b>TOTAL</b>	<b>\$ 5,772,588.36</b>	<b>100%</b>	<b>100%</b>

TABLE A-5.  
CITY OF WACO GEOGRAPHIC MARKET AREA  
GOODS FIRMS

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
MCLENNAN COUNTY, TX	\$ 31,235,123.58	27%	27.29%
TRAVIS COUNTY, TX	\$ 25,357,315.62	22%	22.16%
DALLAS COUNTY, TX	\$ 8,556,033.44	7%	7.48%
TARRANT COUNTY, TX	\$ 1,840,509.69	2%	1.61%
HAYS COUNTY, TX	\$ 1,706,852.61	1%	1.49%
BELL COUNTY, TX	\$ 1,051,819.08	1%	0.92%
WILLIAMSON COUNTY, TX	\$ 620,043.34	1%	0.54%
JOHNSON COUNTY, TX	\$ 275,039.65	0%	0.24%
HILL COUNTY, TX	\$ 250,989.97	0%	0.22%
WASHINGTON COUNTY, TX	\$ 111,022.46	0%	0.10%
FALLS COUNTY, TX	\$ 103,642.32	0%	0.09%
ELLIS COUNTY, TX	\$ 27,303.67	0%	0.02%
KAUFMAN COUNTY, TX	\$ 19,647.66	0%	0.02%
FAYETTE COUNTY, TX	\$ 16,407.43	0%	0.01%
BRAZOS COUNTY, TX	\$ 13,988.25	0%	0.01%
BURNET COUNTY, TX	\$ 12,642.20	0%	0.01%
MILAM COUNTY, TX	\$ 10,904.33	0%	0.01%
BOSQUE COUNTY, TX	\$ 7,171.64	0%	0.01%
BURLESON COUNTY, TX	\$ 6,448.06	0%	0.01%
LAMPASAS COUNTY, TX	\$ 4,083.14	0%	0.00%
LIMESTONE COUNTY, TX	\$ 3,215.55	0%	0.00%
GRIMES COUNTY, TX	\$ 3,146.51	0%	0.00%
BROWN COUNTY, TX	\$ 1,574.28	0%	0.00%
ERATH COUNTY, TX	\$ 802.46	0%	0.00%
NAVARRO COUNTY, TX	\$ 748.00	0%	0.00%
MILLS COUNTY, TX	\$ 572.96	0%	0.00%
EASTLAND COUNTY, TX	\$ 561.97	0%	0.00%
FREESTONE COUNTY, TX	\$ 159.68	0%	0.00%
HOOD COUNTY, TX	\$ 68.71	0%	0.00%
HAMILTON COUNTY, TX	\$ 35.04	0%	0.00%
CORYELL COUNTY, TX	\$ 31.00	0%	0.00%



LLANO COUNTY, TX	\$ -	0%	0.00%
PARKER COUNTY, TX	\$ -	0%	0.00%
STEPHENS COUNTY, TX	\$ -	0%	0.00%
KING COUNTY, WA	\$ 9,028,002.24	6%	6.14%
HARRIS COUNTY, TX	\$ 2,746,756.92	2%	2.40%
COBB COUNTY, GA	\$ 2,064,507.77	2%	1.80%
MARICOPA COUNTY, AZ	\$ 1,415,791.06	1%	1.24%
SAN BERNARDINO COUNTY, CA	\$ 1,262,863.71	1%	1.10%
BEXAR COUNTY, TX	\$ 1,191,371.76	1%	1.04%
GREENE COUNTY, MO	\$ 1,003,243.97	1%	0.88%
DEKALB COUNTY, GA	\$ 963,745.97	1%	0.84%
SAN DIEGO COUNTY, CA	\$ 921,924.84	1%	0.81%
MONTGOMERY COUNTY, OH	\$ 888,977.20	1%	0.78%
BRISTOL COUNTY, MA	\$ 863,828.12	1%	0.75%
WINNEBAGO COUNTY, WI	\$ 833,394.15	1%	0.73%
WINONA COUNTY, MN	\$ 820,943.19	1%	0.72%
FULTON COUNTY, GA	\$ 731,728.48	1%	0.64%
LOS ANGELES COUNTY, CA	\$ 707,313.34	1%	0.62%
LARIMER COUNTY, CO	\$ 681,283.29	1%	0.60%
BERNALILLO COUNTY, NM	\$ 655,288.46	1%	0.57%
BENTON COUNTY, AR	\$ 642,219.82	1%	0.56%
IREDELL COUNTY, NC	\$ 514,719.15	0%	0.45%
KENOSHA COUNTY, WI	\$ 495,686.12	0%	0.43%
ALLEN COUNTY, IN	\$ 474,376.50	0%	0.41%
JEFFERSON COUNTY, AL	\$ 436,576.69	0%	0.38%
BROWN COUNTY, WI	\$ 365,143.30	0%	0.32%
FAYETTE COUNTY, KY	\$ 357,762.63	0%	0.31%
GUADALUPE COUNTY, TX	\$ 347,561.63	0%	0.30%
OKLAHOMA COUNTY, OK	\$ 319,866.58	0%	0.28%
NEWPORT NEWS City COUNTY, VA	\$ 319,101.45	0%	0.28%
MIDDLESEX COUNTY, MA	\$ 301,812.38	0%	0.26%
COOK COUNTY, IL	\$ 293,862.72	0%	0.26%
LAKE COUNTY, IL	\$ 262,075.24	0%	0.23%
GREENVILLE COUNTY, SC	\$ 261,218.57	0%	0.23%
GRAYSON COUNTY, TX	\$ 255,774.18	0%	0.22%
HENNEPIN COUNTY, MN	\$ 251,434.82	0%	0.22%
DENTON COUNTY, TX	\$ 237,540.83	0%	0.21%
NEW YORK COUNTY, NY	\$ 236,921.95	0%	0.21%
CUYAHOGA COUNTY, OH	\$ 234,042.66	0%	0.20%

NACOGDOCHES COUNTY, TX	\$ 231,689.72	0%	0.20%
LUBBOCK COUNTY, TX	\$ 222,449.77	0%	0.19%
LAUDERDALE COUNTY, AL	\$ 221,134.31	0%	0.19%
DUVAL COUNTY, FL	\$ 216,380.01	0%	0.19%
SALINE COUNTY, KS	\$ 212,561.45	0%	0.19%
INTERNATIONAL	\$ 212,335.63	0%	0.19%
LICKING COUNTY, OH	\$ 202,209.54	0%	0.18%
FAIRFIELD COUNTY, CT	\$ 197,200.62	0%	0.17%
SANTA CLARA COUNTY, CA	\$ 188,872.00	0%	0.17%
ORANGE COUNTY, CA	\$ 181,185.38	0%	0.16%
SUMMIT COUNTY, OH	\$ 179,715.90	0%	0.16%
SEBASTIAN COUNTY, AR	\$ 177,566.86	0%	0.16%
TOM GREEN COUNTY, TX	\$ 173,959.19	0%	0.15%
RICHLAND COUNTY, SC	\$ 167,463.46	0%	0.15%
SAINT LOUIS COUNTY, MO	\$ 158,545.14	0%	0.14%
SAINT LOUIS City COUNTY, MO	\$ 155,971.23	0%	0.14%
SOMERSET COUNTY, NJ	\$ 140,346.12	0%	0.12%
YELLOWSTONE COUNTY, MT	\$ 138,691.43	0%	0.12%
VENTURA COUNTY, CA	\$ 138,569.53	0%	0.12%
FRANKLIN COUNTY, VA	\$ 135,679.53	0%	0.12%
MOBILE COUNTY, AL	\$ 135,101.72	0%	0.12%
VANDEBURGH COUNTY, IN	\$ 134,749.77	0%	0.12%
COLUMBIA COUNTY, WI	\$ 130,000.87	0%	0.11%
STEARNS COUNTY, MN	\$ 127,292.13	0%	0.11%
KINGS COUNTY, NY	\$ 124,948.93	0%	0.11%
HOWARD COUNTY, MD	\$ 123,267.00	0%	0.11%
MECKLENBURG COUNTY, NC	\$ 120,705.77	0%	0.11%
NASSAU COUNTY, NY	\$ 118,427.10	0%	0.10%
CARROLL COUNTY, GA	\$ 116,793.72	0%	0.10%
JOHNSON COUNTY, KS	\$ 116,328.96	0%	0.10%
HAMILTON COUNTY, OH	\$ 114,678.05	0%	0.10%
DOUGLAS COUNTY, NE	\$ 110,195.98	0%	0.10%
ALAMEDA COUNTY, CA	\$ 110,132.75	0%	0.10%
CUMBERLAND COUNTY, ME	\$ 108,355.78	0%	0.09%
POTTAWATOMIE COUNTY, OK	\$ 108,025.90	0%	0.09%
KANE COUNTY, IL	\$ 102,483.93	0%	0.09%
BERGEN COUNTY, NJ	\$ 97,526.95	0%	0.09%
LEON COUNTY, FL	\$ 93,004.91	0%	0.08%
BUCKS COUNTY, PA	\$ 86,154.66	0%	0.08%

GWINNETT COUNTY, GA	\$ 83,797.02	0%	0.07%
HARTFORD COUNTY, CT	\$ 82,172.77	0%	0.07%
COMAL COUNTY, TX	\$ 81,856.31	0%	0.07%
HANCOCK COUNTY, OH	\$ 81,558.64	0%	0.07%
FRANKLIN COUNTY, OH	\$ 80,997.67	0%	0.07%
SUFFOLK COUNTY, NY	\$ 80,334.66	0%	0.07%
ADA COUNTY, ID	\$ 79,985.02	0%	0.07%
MIDDLESEX COUNTY, CT	\$ 78,861.78	0%	0.07%
DANE COUNTY, WI	\$ 77,326.35	0%	0.07%
ROCK ISLAND COUNTY, IL	\$ 75,357.47	0%	0.07%
DUPAGE COUNTY, IL	\$ 74,401.06	0%	0.07%
SHELBY COUNTY, TN	\$ 72,562.30	0%	0.06%
CLARK COUNTY, NV	\$ 71,318.81	0%	0.06%
TANGIPAHOA COUNTY, LA	\$ 68,946.30	0%	0.06%
HIDALGO COUNTY, TX	\$ 68,529.26	0%	0.06%
SEDGWICK COUNTY, KS	\$ 66,809.59	0%	0.06%
OCEAN COUNTY, NJ	\$ 65,043.19	0%	0.06%
STARK COUNTY, OH	\$ 62,710.17	0%	0.05%
MONTGOMERY COUNTY, PA	\$ 62,424.18	0%	0.05%
SEWARD COUNTY, NE	\$ 62,135.95	0%	0.05%
WESTMORELAND COUNTY, PA	\$ 60,523.93	0%	0.05%
DELAWARE COUNTY, IN	\$ 60,377.96	0%	0.05%
ROCK COUNTY, WI	\$ 59,342.19	0%	0.05%
LANCASTER COUNTY, PA	\$ 57,861.32	0%	0.05%
CADDO COUNTY, LA	\$ 57,474.61	0%	0.05%
SAN MATEO COUNTY, CA	\$ 57,313.36	0%	0.05%
WARREN COUNTY, OH	\$ 56,829.79	0%	0.05%
WARREN COUNTY, IA	\$ 55,934.04	0%	0.05%
ERIE COUNTY, NY	\$ 53,790.80	0%	0.05%
PASSAIC COUNTY, NJ	\$ 53,610.01	0%	0.05%
UNICOI COUNTY, TN	\$ 53,433.07	0%	0.05%
ALACHUA COUNTY, FL	\$ 52,065.27	0%	0.05%
ROCKWALL COUNTY, TX	\$ 52,063.17	0%	0.05%
WAKE COUNTY, NC	\$ 51,002.25	0%	0.04%
MILWAUKEE COUNTY, WI	\$ 49,117.48	0%	0.04%
BROWARD COUNTY, FL	\$ 48,428.06	0%	0.04%
ALLEGHENY COUNTY, PA	\$ 46,577.38	0%	0.04%
NEW HAVEN COUNTY, CT	\$ 46,026.11	0%	0.04%
RAMSEY COUNTY, MN	\$ 45,922.72	0%	0.04%

PALM BEACH COUNTY, FL	\$ 45,834.32	0%	0.04%
ECTOR COUNTY, TX	\$ 45,657.54	0%	0.04%
AUSTIN COUNTY, TX	\$ 42,808.47	0%	0.04%
CHESHIRE COUNTY, NH	\$ 42,521.27	0%	0.04%
UTAH COUNTY, UT	\$ 42,505.54	0%	0.04%
WILL COUNTY, IL	\$ 42,302.69	0%	0.04%
WAUSHARA COUNTY, WI	\$ 41,908.98	0%	0.04%
MORRIS COUNTY, NJ	\$ 41,907.08	0%	0.04%
EL DORADO COUNTY, CA	\$ 40,487.76	0%	0.04%
COLLIN COUNTY, TX	\$ 38,356.42	0%	0.03%
TULSA COUNTY, OK	\$ 38,007.69	0%	0.03%
SANTA BARBARA COUNTY, CA	\$ 37,583.73	0%	0.03%
WAUKESHA COUNTY, WI	\$ 36,639.77	0%	0.03%
WELD COUNTY, CO	\$ 35,699.49	0%	0.03%
CHESTER COUNTY, PA	\$ 34,703.71	0%	0.03%
ORANGE COUNTY, FL	\$ 34,478.71	0%	0.03%
MONTGOMERY COUNTY, TX	\$ 33,033.20	0%	0.03%
MCHENRY COUNTY, IL	\$ 32,518.21	0%	0.03%
MULTNOMAH COUNTY, OR	\$ 32,496.96	0%	0.03%
BRAZORIA COUNTY, TX	\$ 32,279.78	0%	0.03%
DAVIDSON COUNTY, TN	\$ 32,153.77	0%	0.03%
SNOHOMISH COUNTY, WA	\$ 29,430.27	0%	0.03%
PIMA COUNTY, AZ	\$ 29,122.07	0%	0.03%
SUMMIT COUNTY, UT	\$ 28,893.96	0%	0.03%
CHEYENNE COUNTY, NE	\$ 28,810.22	0%	0.03%
FORSYTH COUNTY, GA	\$ 28,323.95	0%	0.02%
OZAUKEE COUNTY, WI	\$ 27,525.83	0%	0.02%
ESSEX COUNTY, NJ	\$ 26,754.22	0%	0.02%
FORT BEND COUNTY, TX	\$ 25,746.98	0%	0.02%
PROVIDENCE COUNTY, RI	\$ 25,618.95	0%	0.02%
CHESAPEAKE City COUNTY, VA	\$ 25,150.26	0%	0.02%
ALLEN COUNTY, OH	\$ 25,148.69	0%	0.02%
SALT LAKE COUNTY, UT	\$ 24,975.26	0%	0.02%
BLAIR COUNTY, PA	\$ 24,545.46	0%	0.02%
WILLIAMSON COUNTY, TN	\$ 24,106.96	0%	0.02%
SPARTANBURG COUNTY, SC	\$ 23,926.61	0%	0.02%
MONROE COUNTY, NY	\$ 23,730.12	0%	0.02%
PHILADELPHIA COUNTY, PA	\$ 23,579.02	0%	0.02%
BEDFORD COUNTY, TN	\$ 22,866.92	0%	0.02%

DAKOTA COUNTY, MN	\$ 22,498.34	0%	0.02%
SAINT LUCIE COUNTY, FL	\$ 21,598.79	0%	0.02%
GILLESPIE COUNTY, TX	\$ 21,447.52	0%	0.02%
BALDWIN COUNTY, AL	\$ 21,252.38	0%	0.02%
WORCESTER COUNTY, MA	\$ 21,089.69	0%	0.02%
WASHOE COUNTY, NV	\$ 21,080.89	0%	0.02%
ULSTER COUNTY, NY	\$ 21,078.80	0%	0.02%
EL PASO COUNTY, CO	\$ 21,004.91	0%	0.02%
WASHINGTON COUNTY, OR	\$ 20,740.82	0%	0.02%
WICHITA COUNTY, TX	\$ 20,552.72	0%	0.02%
BURLINGTON COUNTY, NJ	\$ 20,383.58	0%	0.02%
MORGAN COUNTY, UT	\$ 20,302.39	0%	0.02%
ARAPAHOE COUNTY, CO	\$ 19,953.16	0%	0.02%
KENT COUNTY, MI	\$ 19,737.64	0%	0.02%
FRANKLIN COUNTY, TX	\$ 19,587.87	0%	0.02%
HARDIN COUNTY, TN	\$ 19,544.78	0%	0.02%
GUILFORD COUNTY, NC	\$ 19,059.33	0%	0.02%
TRANSYLVANIA COUNTY, NC	\$ 18,948.04	0%	0.02%
CALCASIEU COUNTY, LA	\$ 18,938.34	0%	0.02%
RANDOLPH COUNTY, MO	\$ 18,744.82	0%	0.02%
MCCRACKEN COUNTY, KY	\$ 18,679.66	0%	0.02%
ANOKA COUNTY, MN	\$ 18,599.20	0%	0.02%
PINELLAS COUNTY, FL	\$ 18,485.27	0%	0.02%
ESSEX COUNTY, MA	\$ 18,439.27	0%	0.02%
CHITTENDEN COUNTY, VT	\$ 18,238.58	0%	0.02%
UNION COUNTY, NJ	\$ 17,949.08	0%	0.02%
OAKLAND COUNTY, MI	\$ 17,675.43	0%	0.02%
BREVARD COUNTY, FL	\$ 17,294.07	0%	0.02%
CLACKAMAS COUNTY, OR	\$ 17,064.85	0%	0.01%
FLOYD COUNTY, IN	\$ 17,042.05	0%	0.01%
JOHNSON COUNTY, IN	\$ 17,019.39	0%	0.01%
BOULDER COUNTY, CO	\$ 16,931.56	0%	0.01%
TANEY COUNTY, MO	\$ 16,885.90	0%	0.01%
KENDALL COUNTY, TX	\$ 16,415.26	0%	0.01%
EMMET COUNTY, MI	\$ 16,168.71	0%	0.01%
ORANGE COUNTY, NC	\$ 16,145.80	0%	0.01%
CANYON COUNTY, ID	\$ 16,114.75	0%	0.01%
JACKSON COUNTY, OR	\$ 16,083.22	0%	0.01%
LYCOMING COUNTY, PA	\$ 15,957.67	0%	0.01%

MINNEHAHA COUNTY, SD	\$ 15,855.69	0%	0.01%
MARATHON COUNTY, WI	\$ 15,373.50	0%	0.01%
CHARLESTON COUNTY, SC	\$ 15,282.42	0%	0.01%
LANE COUNTY, OR	\$ 15,004.05	0%	0.01%
WAYNE COUNTY, MI	\$ 14,873.77	0%	0.01%
PIERCE COUNTY, WA	\$ 14,816.01	0%	0.01%
CABARRUS COUNTY, NC	\$ 14,706.98	0%	0.01%
SMITH COUNTY, TX	\$ 14,455.95	0%	0.01%
LACKAWANNA COUNTY, PA	\$ 14,269.69	0%	0.01%
SACRAMENTO COUNTY, CA	\$ 14,220.08	0%	0.01%
MEDINA COUNTY, OH	\$ 14,194.31	0%	0.01%
HILLSBOROUGH COUNTY, FL	\$ 14,121.38	0%	0.01%
JACKSON COUNTY, MO	\$ 14,083.85	0%	0.01%
FORSYTH COUNTY, NC	\$ 13,846.66	0%	0.01%
WAYNE COUNTY, IN	\$ 13,780.62	0%	0.01%
PRINCE GEORGES COUNTY, MD	\$ 13,713.16	0%	0.01%
HARFORD COUNTY, MD	\$ 13,633.29	0%	0.01%
LEHIGH COUNTY, PA	\$ 13,621.89	0%	0.01%
RIVERSIDE COUNTY, CA	\$ 13,337.68	0%	0.01%
HAMILTON COUNTY, IN	\$ 13,299.13	0%	0.01%
TIPPECANOE COUNTY, IN	\$ 13,261.72	0%	0.01%
WESTCHESTER COUNTY, NY	\$ 12,984.24	0%	0.01%
CARVER COUNTY, MN	\$ 12,943.14	0%	0.01%
NEW LONDON COUNTY, CT	\$ 12,916.51	0%	0.01%
CONTRA COSTA COUNTY, CA	\$ 12,857.64	0%	0.01%
JEFFERSON COUNTY, CO	\$ 12,709.16	0%	0.01%
SAINT TAMMANY COUNTY, LA	\$ 12,650.58	0%	0.01%
SAN FRANCISCO COUNTY, CA	\$ 12,606.82	0%	0.01%
MACOMB COUNTY, MI	\$ 12,450.95	0%	0.01%
MERCER COUNTY, NJ	\$ 12,441.73	0%	0.01%
MIDLAND COUNTY, TX	\$ 12,395.50	0%	0.01%
OTTAWA COUNTY, MI	\$ 12,334.36	0%	0.01%
ANDERSON COUNTY, SC	\$ 12,199.82	0%	0.01%
MIAMI-DADE COUNTY, FL	\$ 12,152.35	0%	0.01%
SIOUX COUNTY, IA	\$ 11,880.26	0%	0.01%
FLATHEAD COUNTY, MT	\$ 11,864.11	0%	0.01%
POWESHIEK COUNTY, IA	\$ 11,859.10	0%	0.01%
MONTGOMERY COUNTY, MD	\$ 11,573.55	0%	0.01%
ONEIDA COUNTY, WI	\$ 11,479.37	0%	0.01%

BROOMFIELD COUNTY, CO	\$ 11,331.71	0%	0.01%
LIVINGSTON COUNTY, MI	\$ 10,984.40	0%	0.01%
LUCAS COUNTY, OH	\$ 10,959.79	0%	0.01%
HINDS COUNTY, MS	\$ 10,936.46	0%	0.01%
POLK COUNTY, FL	\$ 10,671.19	0%	0.01%
SULLIVAN COUNTY, TN	\$ 10,645.89	0%	0.01%
WARREN COUNTY, PA	\$ 10,449.35	0%	0.01%
CHRISTIAN COUNTY, MO	\$ 10,322.03	0%	0.01%
EAST BATON ROUGE COUNTY, LA	\$ 10,109.50	0%	0.01%
LORAIN COUNTY, OH	\$ 9,810.05	0%	0.01%
WASHINGTON COUNTY, TN	\$ 9,791.79	0%	0.01%
NICOLLET COUNTY, MN	\$ 9,686.95	0%	0.01%
SAN LUIS OBISPO COUNTY, CA	\$ 9,648.88	0%	0.01%
JEFFERSON COUNTY, KY	\$ 9,572.99	0%	0.01%
CHEROKEE COUNTY, GA	\$ 9,543.19	0%	0.01%
MARION COUNTY, IN	\$ 9,435.50	0%	0.01%
BURLEIGH COUNTY, ND	\$ 9,373.72	0%	0.01%
LINCOLN COUNTY, MS	\$ 9,328.52	0%	0.01%
SHAWNEE COUNTY, KS	\$ 9,003.39	0%	0.01%
MONROE COUNTY, IL	\$ 8,858.65	0%	0.01%
BUTTE COUNTY, CA	\$ 8,827.55	0%	0.01%
AUGLAIZE COUNTY, OH	\$ 8,603.81	0%	0.01%
ONONDAGA COUNTY, NY	\$ 8,514.14	0%	0.01%
PLYMOUTH COUNTY, MA	\$ 8,388.38	0%	0.01%
KNOX COUNTY, TN	\$ 8,317.48	0%	0.01%
PULASKI COUNTY, AR	\$ 8,217.92	0%	0.01%
DELAWARE COUNTY, PA	\$ 8,005.95	0%	0.01%
TOOMBS COUNTY, GA	\$ 7,764.24	0%	0.01%
CLINTON COUNTY, MI	\$ 7,579.55	0%	0.01%
SCOTT COUNTY, IA	\$ 7,329.00	0%	0.01%
BEAUFORT COUNTY, SC	\$ 7,199.15	0%	0.01%
HAMILTON COUNTY, TN	\$ 7,151.87	0%	0.01%
WRIGHT COUNTY, IA	\$ 7,131.39	0%	0.01%
ANDROSCOGGIN COUNTY, ME	\$ 7,083.93	0%	0.01%
GASTON COUNTY, NC	\$ 6,939.73	0%	0.01%
ALEUTIANS EAST COUNTY, AK	\$ 6,922.61	0%	0.01%
UNION COUNTY, NC	\$ 6,852.58	0%	0.01%
COLLIER COUNTY, FL	\$ 6,827.81	0%	0.01%
ALBANY COUNTY, NY	\$ 6,760.57	0%	0.01%

SAN JOAQUIN COUNTY, CA	\$ 6,673.99	0%	0.01%
RANKIN COUNTY, MS	\$ 6,628.05	0%	0.01%
BEAVER COUNTY, PA	\$ 6,603.68	0%	0.01%
LONOKE COUNTY, AR	\$ 6,580.78	0%	0.01%
SARASOTA COUNTY, FL	\$ 6,575.90	0%	0.01%
KENT COUNTY, RI	\$ 6,444.60	0%	0.01%
CHEROKEE COUNTY, IA	\$ 6,369.76	0%	0.01%
SAINT CHARLES COUNTY, MO	\$ 6,360.94	0%	0.01%
RUTHERFORD COUNTY, TN	\$ 6,347.11	0%	0.01%
KENT COUNTY, MD	\$ 6,296.82	0%	0.01%
FRANKLIN COUNTY, MA	\$ 6,281.98	0%	0.01%
JEFFERSON COUNTY, WV	\$ 6,196.20	0%	0.01%
ST JOSEPH COUNTY, IN	\$ 6,190.44	0%	0.01%
MONROE COUNTY, PA	\$ 6,109.89	0%	0.01%
HARDIN COUNTY, TX	\$ 6,051.91	0%	0.01%
SANGAMON COUNTY, IL	\$ 6,031.78	0%	0.01%
CLARK COUNTY, WA	\$ 5,870.58	0%	0.01%
WISE COUNTY, TX	\$ 5,701.82	0%	0.00%
WINNEBAGO COUNTY, IL	\$ 5,699.31	0%	0.00%
KITSAP COUNTY, WA	\$ 5,608.60	0%	0.00%
CLINTON COUNTY, NY	\$ 5,588.18	0%	0.00%
PLACER COUNTY, CA	\$ 5,485.30	0%	0.00%
BRISTOL COUNTY, RI	\$ 5,479.67	0%	0.00%
TAZEWELL COUNTY, IL	\$ 5,426.20	0%	0.00%
MARION COUNTY, FL	\$ 5,348.91	0%	0.00%
ADAMS COUNTY, CO	\$ 5,335.16	0%	0.00%
GALVESTON COUNTY, TX	\$ 5,334.24	0%	0.00%
GLOUCESTER COUNTY, NJ	\$ 5,237.71	0%	0.00%
LA PORTE COUNTY, IN	\$ 5,065.42	0%	0.00%
CARROLL COUNTY, NH	\$ 4,941.46	0%	0.00%
BRUNSWICK COUNTY, NC	\$ 4,763.25	0%	0.00%
FREDERICK COUNTY, MD	\$ 4,678.94	0%	0.00%
JEFFERSON COUNTY, LA	\$ 4,597.00	0%	0.00%
TWIN FALLS COUNTY, ID	\$ 4,579.08	0%	0.00%
CLARK COUNTY, IN	\$ 4,524.30	0%	0.00%
HARALSON COUNTY, GA	\$ 4,466.76	0%	0.00%
HERNANDO COUNTY, FL	\$ 4,450.82	0%	0.00%
LAFAYETTE COUNTY, LA	\$ 4,447.67	0%	0.00%
SUFFOLK COUNTY, MA	\$ 4,417.62	0%	0.00%



BLACK HAWK COUNTY, IA	\$ 4,401.46	0%	0.00%
TELLER COUNTY, CO	\$ 4,366.10	0%	0.00%
MADISON COUNTY, AL	\$ 4,355.82	0%	0.00%
DOUGLAS COUNTY, KS	\$ 4,257.89	0%	0.00%
BROOKINGS COUNTY, SD	\$ 4,250.74	0%	0.00%
SEMINOLE COUNTY, FL	\$ 4,215.57	0%	0.00%
CAMBRIA COUNTY, PA	\$ 4,137.49	0%	0.00%
BOONE COUNTY, MO	\$ 4,071.80	0%	0.00%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 4,042.93	0%	0.00%
STILLWATER COUNTY, MT	\$ 4,040.00	0%	0.00%
MAHONING COUNTY, OH	\$ 3,997.16	0%	0.00%
OLDHAM COUNTY, KY	\$ 3,952.86	0%	0.00%
FRANKLIN COUNTY, PA	\$ 3,936.74	0%	0.00%
SHERIDAN COUNTY, WY	\$ 3,885.08	0%	0.00%
BOONE COUNTY, IN	\$ 3,837.97	0%	0.00%
NUECES COUNTY, TX	\$ 3,814.50	0%	0.00%
HOUSTON COUNTY, MN	\$ 3,779.78	0%	0.00%
HENRY COUNTY, TN	\$ 3,702.00	0%	0.00%
ESCAMBIA COUNTY, FL	\$ 3,630.87	0%	0.00%
BLOUNT COUNTY, TN	\$ 3,624.04	0%	0.00%
VOLUSIA COUNTY, FL	\$ 3,576.40	0%	0.00%
WILKES COUNTY, GA	\$ 3,575.94	0%	0.00%
EAU CLAIRE COUNTY, WI	\$ 3,531.85	0%	0.00%
NASSAU COUNTY, FL	\$ 3,518.06	0%	0.00%
MIDDLESEX COUNTY, NJ	\$ 3,456.49	0%	0.00%
NORTHAMPTON COUNTY, PA	\$ 3,456.45	0%	0.00%
CLINTON COUNTY, OH	\$ 3,451.68	0%	0.00%
LIMESTONE COUNTY, AL	\$ 3,451.45	0%	0.00%
ANNE ARUNDEL COUNTY, MD	\$ 3,447.04	0%	0.00%
FREDERICKSBURG City COUNTY, VA	\$ 3,398.00	0%	0.00%
CHATHAM COUNTY, GA	\$ 3,366.29	0%	0.00%
BUNCOMBE COUNTY, NC	\$ 3,350.32	0%	0.00%
CLAY COUNTY, MO	\$ 3,299.10	0%	0.00%
LAKE COUNTY, OH	\$ 3,290.67	0%	0.00%
CASWELL COUNTY, NC	\$ 3,247.82	0%	0.00%
LITCHFIELD COUNTY, CT	\$ 3,246.20	0%	0.00%
BRADLEY COUNTY, TN	\$ 3,202.93	0%	0.00%
FAIRFAX COUNTY, VA	\$ 3,182.81	0%	0.00%
BALTIMORE COUNTY, MD	\$ 3,065.44	0%	0.00%

HANCOCK COUNTY, IA	\$ 3,048.90	0%	0.00%
SANTA ROSA COUNTY, FL	\$ 2,961.38	0%	0.00%
SUMNER COUNTY, TN	\$ 2,914.26	0%	0.00%
NORFOLK COUNTY, MA	\$ 2,892.40	0%	0.00%
DENVER COUNTY, CO	\$ 2,875.56	0%	0.00%
BERKELEY COUNTY, SC	\$ 2,829.80	0%	0.00%
SENECA COUNTY, OH	\$ 2,798.63	0%	0.00%
SANILAC COUNTY, MI	\$ 2,794.55	0%	0.00%
ONEIDA COUNTY, NY	\$ 2,775.28	0%	0.00%
SOLANO COUNTY, CA	\$ 2,770.20	0%	0.00%
MONTGOMERY COUNTY, NY	\$ 2,752.00	0%	0.00%
PAYNE COUNTY, OK	\$ 2,736.71	0%	0.00%
HAMBLEEN COUNTY, TN	\$ 2,710.00	0%	0.00%
DAVIS COUNTY, UT	\$ 2,690.57	0%	0.00%
MARIN COUNTY, CA	\$ 2,687.66	0%	0.00%
LAUDERDALE COUNTY, MS	\$ 2,618.29	0%	0.00%
SPALDING COUNTY, GA	\$ 2,616.97	0%	0.00%
FORREST COUNTY, MS	\$ 2,606.16	0%	0.00%
VIRGINIA BEACH City COUNTY, VA	\$ 2,539.95	0%	0.00%
RICHMOND COUNTY, NY	\$ 2,538.86	0%	0.00%
WALDO COUNTY, ME	\$ 2,501.28	0%	0.00%
DILLON COUNTY, SC	\$ 2,464.94	0%	0.00%
BENTON COUNTY, OR	\$ 2,447.35	0%	0.00%
PEORIA COUNTY, IL	\$ 2,445.15	0%	0.00%
SCHENECTADY COUNTY, NY	\$ 2,437.50	0%	0.00%
TULARE COUNTY, CA	\$ 2,428.26	0%	0.00%
HARRISON COUNTY, MS	\$ 2,421.74	0%	0.00%
SIBLEY COUNTY, MN	\$ 2,419.11	0%	0.00%
HOUSTON COUNTY, GA	\$ 2,389.00	0%	0.00%
GEAUGA COUNTY, OH	\$ 2,297.66	0%	0.00%
LEE COUNTY, MS	\$ 2,295.00	0%	0.00%
YORK COUNTY, PA	\$ 2,267.22	0%	0.00%
FRANKLIN COUNTY, MO	\$ 2,232.27	0%	0.00%
COCHISE COUNTY, AZ	\$ 2,186.51	0%	0.00%
MARTIN COUNTY, FL	\$ 2,183.80	0%	0.00%
PAULDING COUNTY, GA	\$ 2,133.74	0%	0.00%
CARROLL COUNTY, IA	\$ 2,132.32	0%	0.00%
LINN COUNTY, IA	\$ 2,120.94	0%	0.00%
NEW CASTLE COUNTY, DE	\$ 2,077.42	0%	0.00%

OLMSTED COUNTY, MN	\$ 2,073.70	0%	0.00%
HENRY COUNTY, GA	\$ 2,062.86	0%	0.00%
LYON COUNTY, IA	\$ 2,050.29	0%	0.00%
BERKS COUNTY, PA	\$ 2,049.14	0%	0.00%
RAPIDES COUNTY, LA	\$ 2,048.80	0%	0.00%
SHAWANO COUNTY, WI	\$ 2,031.19	0%	0.00%
BAY COUNTY, MI	\$ 2,010.90	0%	0.00%
DICKSON COUNTY, TN	\$ 2,010.66	0%	0.00%
HUDSON COUNTY, NJ	\$ 1,949.04	0%	0.00%
NOLAN COUNTY, TX	\$ 1,936.19	0%	0.00%
SHIAWASSEE COUNTY, MI	\$ 1,887.72	0%	0.00%
YORK COUNTY, SC	\$ 1,874.42	0%	0.00%
NEWPORT COUNTY, RI	\$ 1,863.59	0%	0.00%
RICHMOND COUNTY, GA	\$ 1,860.63	0%	0.00%
BRYAN COUNTY, OK	\$ 1,860.00	0%	0.00%
BALTIMORE City COUNTY, MD	\$ 1,850.00	0%	0.00%
WARREN COUNTY, KY	\$ 1,791.54	0%	0.00%
SARATOGA COUNTY, NY	\$ 1,768.56	0%	0.00%
DAVIESS COUNTY, KY	\$ 1,760.02	0%	0.00%
CARROLL COUNTY, MD	\$ 1,747.50	0%	0.00%
FAYETTE COUNTY, GA	\$ 1,737.83	0%	0.00%
HUGHES COUNTY, OK	\$ 1,723.44	0%	0.00%
SANTA CRUZ COUNTY, CA	\$ 1,718.77	0%	0.00%
MERCER COUNTY, PA	\$ 1,708.84	0%	0.00%
KANKAKEE COUNTY, IL	\$ 1,678.00	0%	0.00%
QUEEN ANNES COUNTY, MD	\$ 1,670.34	0%	0.00%
FRANKLIN COUNTY, NC	\$ 1,651.40	0%	0.00%
WASHTENAW COUNTY, MI	\$ 1,645.15	0%	0.00%
LAKE COUNTY, FL	\$ 1,621.20	0%	0.00%
ROCKINGHAM COUNTY, NH	\$ 1,608.61	0%	0.00%
WASHINGTON COUNTY, PA	\$ 1,593.94	0%	0.00%
MINIDOKA COUNTY, ID	\$ 1,578.88	0%	0.00%
WILSON COUNTY, TX	\$ 1,562.00	0%	0.00%
UVALDE COUNTY, TX	\$ 1,550.00	0%	0.00%
SEVIER COUNTY, TN	\$ 1,546.46	0%	0.00%
PICKENS COUNTY, SC	\$ 1,537.45	0%	0.00%
HENDERSON COUNTY, NC	\$ 1,526.34	0%	0.00%
YAVAPAI COUNTY, AZ	\$ 1,517.85	0%	0.00%
WEBER COUNTY, UT	\$ 1,502.60	0%	0.00%

UNION COUNTY, AR	\$ 1,495.34	0%	0.00%
ANDREWS COUNTY, TX	\$ 1,484.87	0%	0.00%
MATAGORDA COUNTY, TX	\$ 1,480.00	0%	0.00%
MONMOUTH COUNTY, NJ	\$ 1,477.42	0%	0.00%
LA PLATA COUNTY, CO	\$ 1,474.93	0%	0.00%
BUTLER COUNTY, PA	\$ 1,473.69	0%	0.00%
CREEK COUNTY, OK	\$ 1,470.00	0%	0.00%
EATON COUNTY, MI	\$ 1,459.18	0%	0.00%
ORANGE COUNTY, NY	\$ 1,446.00	0%	0.00%
WASHINGTON COUNTY, LA	\$ 1,433.47	0%	0.00%
CAMERON COUNTY, TX	\$ 1,394.97	0%	0.00%
COOKE COUNTY, TX	\$ 1,384.10	0%	0.00%
SANTA FE COUNTY, NM	\$ 1,365.38	0%	0.00%
BULLITT COUNTY, KY	\$ 1,321.00	0%	0.00%
BERRIEN COUNTY, MI	\$ 1,316.80	0%	0.00%
WASHINGTON COUNTY, UT	\$ 1,308.67	0%	0.00%
PULASKI COUNTY, IN	\$ 1,300.00	0%	0.00%
TIOGA COUNTY, NY	\$ 1,250.14	0%	0.00%
SCOTT COUNTY, MO	\$ 1,244.55	0%	0.00%
SHELBY COUNTY, TX	\$ 1,238.40	0%	0.00%
ATLANTIC COUNTY, NJ	\$ 1,234.62	0%	0.00%
OVERTON COUNTY, TN	\$ 1,230.95	0%	0.00%
KALAMAZOO COUNTY, MI	\$ 1,216.59	0%	0.00%
JEFFERSON COUNTY, TX	\$ 1,206.00	0%	0.00%
GREENE COUNTY, OH	\$ 1,199.71	0%	0.00%
PAYETTE COUNTY, ID	\$ 1,185.08	0%	0.00%
PINE COUNTY, MN	\$ 1,182.75	0%	0.00%
VICTORIA COUNTY, TX	\$ 1,171.80	0%	0.00%
SPOKANE COUNTY, WA	\$ 1,137.65	0%	0.00%
ATHENS COUNTY, OH	\$ 1,129.38	0%	0.00%
LANCASTER COUNTY, NE	\$ 1,115.39	0%	0.00%
RANDOLPH COUNTY, NC	\$ 1,080.00	0%	0.00%
OUTAGAMIE COUNTY, WI	\$ 1,078.29	0%	0.00%
BOX ELDER COUNTY, UT	\$ 1,037.47	0%	0.00%
LATAH COUNTY, ID	\$ 1,004.30	0%	0.00%
WYANDOTTE COUNTY, KS	\$ 1,001.30	0%	0.00%
MARION COUNTY, MO	\$ 998.62	0%	0.00%
JOSEPHINE COUNTY, OR	\$ 986.40	0%	0.00%
WALWORTH COUNTY, WI	\$ 974.08	0%	0.00%

CAPE MAY COUNTY, NJ	\$	963.08	0%	0.00%
NEW HANOVER COUNTY, NC	\$	954.62	0%	0.00%
WRIGHT COUNTY, MN	\$	953.25	0%	0.00%
DAUPHIN COUNTY, PA	\$	942.41	0%	0.00%
JASPER COUNTY, MO	\$	932.88	0%	0.00%
ARLINGTON COUNTY, VA	\$	858.00	0%	0.00%
VIGO COUNTY, IN	\$	845.67	0%	0.00%
PRINCE WILLIAM COUNTY, VA	\$	831.81	0%	0.00%
FULTON COUNTY, AR	\$	828.00	0%	0.00%
CAYUGA COUNTY, NY	\$	819.49	0%	0.00%
KIMBLE COUNTY, TX	\$	806.14	0%	0.00%
BARNSTABLE COUNTY, MA	\$	793.10	0%	0.00%
WHITFIELD COUNTY, GA	\$	782.03	0%	0.00%
SAINT CROIX COUNTY, WI	\$	748.20	0%	0.00%
KANAWHA COUNTY, WV	\$	740.35	0%	0.00%
MADISON COUNTY, AR	\$	738.58	0%	0.00%
KERR COUNTY, TX	\$	726.17	0%	0.00%
SARPY COUNTY, NE	\$	710.00	0%	0.00%
WHATCOM COUNTY, WA	\$	704.19	0%	0.00%
HUNT COUNTY, TX	\$	696.84	0%	0.00%
HALL COUNTY, GA	\$	695.07	0%	0.00%
CLALLAM COUNTY, WA	\$	692.00	0%	0.00%
STEELE COUNTY, MN	\$	680.44	0%	0.00%
DODGE COUNTY, MN	\$	674.57	0%	0.00%
MERCER COUNTY, OH	\$	672.20	0%	0.00%
TUSCOLA COUNTY, MI	\$	659.55	0%	0.00%
TELFAIR COUNTY, GA	\$	654.04	0%	0.00%
RUSK COUNTY, TX	\$	638.36	0%	0.00%
MOHAVE COUNTY, AZ	\$	589.05	0%	0.00%
COCONINO COUNTY, AZ	\$	574.61	0%	0.00%
CAMDEN COUNTY, NJ	\$	567.99	0%	0.00%
DESOTO COUNTY, MS	\$	559.84	0%	0.00%
LUZERNE COUNTY, PA	\$	552.91	0%	0.00%
PULASKI COUNTY, VA	\$	552.68	0%	0.00%
CALHOUN COUNTY, AL	\$	540.00	0%	0.00%
FRESNO COUNTY, CA	\$	540.00	0%	0.00%
DURHAM COUNTY, NC	\$	520.91	0%	0.00%
WILSON COUNTY, TN	\$	512.60	0%	0.00%
LINCOLN COUNTY, ME	\$	506.87	0%	0.00%

WASHINGTON COUNTY, RI	\$	501.45	0%	0.00%
SANDOVAL COUNTY, NM	\$	478.87	0%	0.00%
CUMBERLAND COUNTY, PA	\$	471.38	0%	0.00%
CASS COUNTY, MI	\$	469.46	0%	0.00%
QUEENS COUNTY, NY	\$	459.75	0%	0.00%
HALL COUNTY, NE	\$	444.74	0%	0.00%
MANATEE COUNTY, FL	\$	424.95	0%	0.00%
KENNEBEC COUNTY, ME	\$	414.00	0%	0.00%
PENNINGTON COUNTY, MN	\$	412.85	0%	0.00%
HAWAII COUNTY, HI	\$	411.84	0%	0.00%
MCLEOD COUNTY, MN	\$	405.00	0%	0.00%
ADAMS COUNTY, ID	\$	390.52	0%	0.00%
OSCEOLA COUNTY, FL	\$	380.29	0%	0.00%
SUNFLOWER COUNTY, MS	\$	370.20	0%	0.00%
BANDERA COUNTY, TX	\$	365.16	0%	0.00%
UMATILLA COUNTY, OR	\$	363.76	0%	0.00%
KENT COUNTY, DE	\$	359.41	0%	0.00%
IOWA COUNTY, IA	\$	355.88	0%	0.00%
LAKE COUNTY, IN	\$	355.41	0%	0.00%
LEE COUNTY, FL	\$	341.65	0%	0.00%
POLK COUNTY, IA	\$	339.50	0%	0.00%
CERRO GORDO COUNTY, IA	\$	336.05	0%	0.00%
ERIE COUNTY, OH	\$	319.09	0%	0.00%
CASS COUNTY, MN	\$	301.80	0%	0.00%
WASHINGTON COUNTY, WI	\$	299.98	0%	0.00%
WAYNE COUNTY, NC	\$	281.80	0%	0.00%
MIAMI COUNTY, OH	\$	266.19	0%	0.00%
EAGLE COUNTY, CO	\$	252.24	0%	0.00%
MACON COUNTY, IL	\$	248.12	0%	0.00%
HOOD RIVER COUNTY, OR	\$	247.00	0%	0.00%
CLARK COUNTY, OH	\$	244.80	0%	0.00%
CANNON COUNTY, TN	\$	241.38	0%	0.00%
MCNAIRY COUNTY, TN	\$	237.15	0%	0.00%
DODGE COUNTY, NE	\$	233.05	0%	0.00%
CASS COUNTY, ND	\$	222.61	0%	0.00%
NIAGARA COUNTY, NY	\$	222.50	0%	0.00%
LINN COUNTY, OR	\$	218.74	0%	0.00%
PEACH COUNTY, GA	\$	217.66	0%	0.00%
ANCHORAGE COUNTY, AK	\$	209.86	0%	0.00%

ITASCA COUNTY, MN	\$	204.01	0%	0.00%
HILLSBOROUGH COUNTY, NH	\$	198.00	0%	0.00%
WILSON COUNTY, KS	\$	190.63	0%	0.00%
PAGE COUNTY, IA	\$	189.18	0%	0.00%
GRANT COUNTY, NM	\$	182.70	0%	0.00%
SAINT MARTIN COUNTY, LA	\$	179.08	0%	0.00%
ASHLAND COUNTY, OH	\$	175.00	0%	0.00%
WELLS COUNTY, IN	\$	161.94	0%	0.00%
JEFFERSON COUNTY, MO	\$	161.82	0%	0.00%
AMADOR COUNTY, CA	\$	141.63	0%	0.00%
CARTER COUNTY, OK	\$	140.53	0%	0.00%
PASCO COUNTY, FL	\$	139.00	0%	0.00%
YOLO COUNTY, CA	\$	137.97	0%	0.00%
NEVADA COUNTY, CA	\$	126.74	0%	0.00%
GRANT COUNTY, IN	\$	124.65	0%	0.00%
CAMPBELL COUNTY, KY	\$	102.48	0%	0.00%
DORCHESTER COUNTY, SC	\$	100.00	0%	0.00%
MESA COUNTY, CO	\$	97.75	0%	0.00%
MASON COUNTY, MI	\$	95.04	0%	0.00%
HOPKINS COUNTY, TX	\$	80.00	0%	0.00%
SAUNDERS COUNTY, NE	\$	78.67	0%	0.00%
NYE COUNTY, NV	\$	78.60	0%	0.00%
HOUSTON COUNTY, AL	\$	76.89	0%	0.00%
JOHNSTON COUNTY, NC	\$	70.15	0%	0.00%
LINCOLN COUNTY, OR	\$	68.75	0%	0.00%
ALAMANCE COUNTY, NC	\$	66.90	0%	0.00%
GRAND COUNTY, UT	\$	66.40	0%	0.00%
BRONX COUNTY, NY	\$	65.16	0%	0.00%
HOWARD COUNTY, TX	\$	63.49	0%	0.00%
WINCHESTER City COUNTY, VA	\$	57.57	0%	0.00%
LOGAN COUNTY, OK	\$	53.53	0%	0.00%
CRAWFORD COUNTY, MO	\$	42.72	0%	0.00%
TOLLAND COUNTY, CT	\$	40.18	0%	0.00%
CALHOUN COUNTY, MI	\$	36.99	0%	0.00%
NORMAN COUNTY, MN	\$	36.01	0%	0.00%
SUSQUEHANNA COUNTY, PA	\$	33.20	0%	0.00%
SALINE COUNTY, MO	\$	30.00	0%	0.00%
JASPER COUNTY, IA	\$	24.30	0%	0.00%
HENDRICKS COUNTY, IN	\$	22.00	0%	0.00%

HURON COUNTY, OH	\$ 21.93	0%	0.00%
WASHINGTON COUNTY, MN	\$ 20.00	0%	0.00%
COWETA COUNTY, GA	\$ 6.25	0%	0.00%
GALLATIN COUNTY, KY	\$ 5.00	0%	0.00%
<b>TOTAL</b>	<b>\$ 114,451,167.19</b>	<b>100%</b>	<b>100%</b>

TABLE A-6.  
CITY OF WACO GEOGRAPHIC MARKET AREA  
OTHER SERVICES FIRMS

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
MCLENNAN COUNTY, TX	\$ 15,682,852.26	43%	42.55%
TARRANT COUNTY, TX	\$ 5,382,133.50	15%	57.16%
TRAVIS COUNTY, TX	\$ 2,663,441.02	7%	64.38%
DALLAS COUNTY, TX	\$ 2,529,031.61	7%	71.24%
ERATH COUNTY, TX	\$ 1,472,967.75	4%	75.24%
FREESTONE COUNTY, TX	\$ 217,317.31	1%	75.83%
BOSQUE COUNTY, TX	\$ 198,254.39	1%	76.37%
BRAZOS COUNTY, TX	\$ 97,612.48	0%	76.63%
BELL COUNTY, TX	\$ 94,818.65	0%	76.89%
JOHNSON COUNTY, TX	\$ 88,822.12	0%	77.13%
HAYS COUNTY, TX	\$ 44,353.91	0%	77.25%
ANDERSON COUNTY, TX	\$ 35,621.31	0%	77.35%
FALLS COUNTY, TX	\$ 27,619.91	0%	77.42%
ELLIS COUNTY, TX	\$ 26,807.28	0%	77.50%
HILL COUNTY, TX	\$ 17,252.76	0%	77.54%
WASHINGTON COUNTY, TX	\$ 11,645.45	0%	77.57%
WILLIAMSON COUNTY, TX	\$ 7,646.84	0%	77.60%
HOOD COUNTY, TX	\$ 2,978.20	0%	77.60%
CORYELL COUNTY, TX	\$ 2,884.00	0%	77.61%
GRIMES COUNTY, TX	\$ 2,424.00	0%	77.62%
BASTROP COUNTY, TX	\$ 1,931.16	0%	77.62%
KAUFMAN COUNTY, TX	\$ 1,122.68	0%	77.63%
MCCULLOCH COUNTY, TX	\$ 1,119.36	0%	77.63%
LIMESTONE COUNTY, TX	\$ 84.87	0%	77.63%
BROWN COUNTY, TX	\$ -	0%	77.63%
BURLESON COUNTY, TX	\$ -	0%	77.63%
HENDERSON COUNTY, TX	\$ -	0%	77.63%
LAMPASAS COUNTY, TX	\$ -	0%	77.63%
NAVARRO COUNTY, TX	\$ -	0%	77.63%



COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
PARKER COUNTY, TX	\$ -	0%	77.63%
NACOGDOCHES COUNTY, TX	\$ 817,142.27	2%	79.85%
TUSCALOOSA COUNTY, AL	\$ 750,000.00	2%	81.88%
HARRIS COUNTY, TX	\$ 749,750.82	2%	83.92%
SAINT LOUIS COUNTY, MO	\$ 578,199.95	2%	85.48%
MARICOPA COUNTY, AZ	\$ 502,038.59	1%	86.85%
TULSA COUNTY, OK	\$ 432,099.61	1%	88.02%
WARREN COUNTY, OH	\$ 339,473.40	1%	88.94%
COOK COUNTY, IL	\$ 331,149.83	1%	89.84%
SAN DIEGO COUNTY, CA	\$ 170,183.78	0%	90.30%
JACKSON COUNTY, MO	\$ 164,082.39	0%	90.75%
STARK COUNTY, OH	\$ 147,751.92	0%	91.15%
NEW YORK COUNTY, NY	\$ 146,345.90	0%	91.54%
OKLAHOMA COUNTY, OK	\$ 134,794.19	0%	91.91%
EL PASO COUNTY, TX	\$ 133,920.78	0%	92.27%
RICHLAND COUNTY, SC	\$ 132,949.74	0%	92.63%
DENTON COUNTY, TX	\$ 131,732.71	0%	92.99%
BEXAR COUNTY, TX	\$ 128,857.77	0%	93.34%
COLLIN COUNTY, TX	\$ 100,079.06	0%	93.61%
DUPAGE COUNTY, IL	\$ 80,698.63	0%	93.83%
KING COUNTY, WA	\$ 69,676.41	0%	94.02%
FULTON COUNTY, GA	\$ 68,126.51	0%	94.21%
MIDDLESEX COUNTY, MA	\$ 64,802.56	0%	94.38%
SACRAMENTO COUNTY, CA	\$ 62,639.06	0%	94.55%
OCEAN COUNTY, NJ	\$ 61,537.24	0%	94.72%
ETOWAH COUNTY, AL	\$ 58,835.45	0%	94.88%
ROCK COUNTY, WI	\$ 45,566.80	0%	95.00%
JOHNSON COUNTY, KS	\$ 45,264.96	0%	95.12%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 44,236.73	0%	95.24%
ANNE ARUNDEL COUNTY, MD	\$ 44,128.13	0%	95.36%
JEFFERSON COUNTY, AL	\$ 43,294.96	0%	95.48%
NUECES COUNTY, TX	\$ 42,722.19	0%	95.60%
SANTA CLARA COUNTY, CA	\$ 41,768.73	0%	95.71%
CUMBERLAND COUNTY, PA	\$ 34,340.00	0%	95.80%
BERGEN COUNTY, NJ	\$ 31,974.14	0%	95.89%
ORANGE COUNTY, FL	\$ 31,550.36	0%	95.98%
INTERNATIONAL	\$ 30,482.09	0%	96.06%
SHELBY COUNTY, TN	\$ 29,843.76	0%	96.14%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
ORANGE COUNTY, CA	\$ 29,204.60	0%	96.22%
CLEVELAND COUNTY, OK	\$ 29,051.65	0%	96.30%
WASHINGTON COUNTY, OR	\$ 28,966.20	0%	96.38%
BUTLER COUNTY, OH	\$ 27,356.50	0%	96.45%
WASHINGTON COUNTY, MS	\$ 25,760.52	0%	96.52%
LOS ANGELES COUNTY, CA	\$ 25,412.65	0%	96.59%
SEDGWICK COUNTY, KS	\$ 25,284.16	0%	96.66%
PIERCE COUNTY, WA	\$ 24,282.23	0%	96.72%
MORRIS COUNTY, NJ	\$ 24,128.11	0%	96.79%
JEFFERSON COUNTY, TX	\$ 23,959.03	0%	96.85%
RICHMOND COUNTY, GA	\$ 23,864.47	0%	96.92%
NASSAU COUNTY, NY	\$ 23,386.88	0%	96.98%
DAKOTA COUNTY, MN	\$ 23,361.91	0%	97.05%
SAN FRANCISCO COUNTY, CA	\$ 23,335.47	0%	97.11%
FORT BEND COUNTY, TX	\$ 22,872.06	0%	97.17%
TOM GREEN COUNTY, TX	\$ 22,343.94	0%	97.23%
MOBILE COUNTY, AL	\$ 22,087.51	0%	97.29%
MCHENRY COUNTY, IL	\$ 22,057.45	0%	97.35%
SAN BERNARDINO COUNTY, CA	\$ 20,780.49	0%	97.41%
BALTIMORE COUNTY, MD	\$ 20,368.79	0%	97.46%
JEFFERSON COUNTY, KY	\$ 20,002.52	0%	97.52%
FAYETTE COUNTY, GA	\$ 19,321.74	0%	97.57%
HENNEPIN COUNTY, MN	\$ 18,118.10	0%	97.62%
FAIRFAX COUNTY, VA	\$ 17,493.79	0%	97.67%
SAN MATEO COUNTY, CA	\$ 17,408.53	0%	97.71%
WORCESTER COUNTY, MA	\$ 16,617.26	0%	97.76%
GWINNETT COUNTY, GA	\$ 16,251.28	0%	97.80%
MIAMI COUNTY, OH	\$ 16,192.58	0%	97.85%
LAKE COUNTY, IL	\$ 16,097.10	0%	97.89%
PIMA COUNTY, AZ	\$ 15,987.41	0%	97.93%
COBB COUNTY, GA	\$ 15,977.01	0%	97.98%
BROWN COUNTY, WI	\$ 15,161.57	0%	98.02%
BERKELEY COUNTY, WV	\$ 14,927.50	0%	98.06%
DAVIDSON COUNTY, TN	\$ 14,776.51	0%	98.10%
ARAPAHOE COUNTY, CO	\$ 14,692.46	0%	98.14%
RAMSEY COUNTY, MN	\$ 14,347.88	0%	98.18%
LICKING COUNTY, OH	\$ 13,964.35	0%	98.22%
HIDALGO COUNTY, TX	\$ 13,651.13	0%	98.25%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
ALEXANDRIA City COUNTY, VA	\$ 13,559.23	0%	98.29%
ONONDAGA COUNTY, NY	\$ 12,285.72	0%	98.32%
HAMILTON COUNTY, OH	\$ 11,568.30	0%	98.35%
SUMMIT COUNTY, OH	\$ 11,363.14	0%	98.39%
COMAL COUNTY, TX	\$ 11,361.99	0%	98.42%
FRANKLIN COUNTY, OH	\$ 10,933.44	0%	98.45%
GIBSON COUNTY, IN	\$ 10,814.44	0%	98.48%
HAMILTON COUNTY, TN	\$ 10,258.34	0%	98.50%
TAYLOR COUNTY, TX	\$ 10,248.32	0%	98.53%
MONTGOMERY COUNTY, MD	\$ 10,089.93	0%	98.56%
SUFFOLK COUNTY, NY	\$ 9,977.74	0%	98.59%
OAKLAND COUNTY, MI	\$ 9,954.17	0%	98.61%
MILWAUKEE COUNTY, WI	\$ 9,612.25	0%	98.64%
UTAH COUNTY, UT	\$ 9,374.11	0%	98.66%
INDIAN RIVER COUNTY, FL	\$ 9,261.59	0%	98.69%
PRINCE GEORGES COUNTY, MD	\$ 8,609.40	0%	98.71%
GALVESTON COUNTY, TX	\$ 7,895.51	0%	98.73%
MONROE COUNTY, NY	\$ 7,435.59	0%	98.75%
ALLEGHENY COUNTY, PA	\$ 7,397.78	0%	98.77%
DOUGLAS COUNTY, KS	\$ 7,390.00	0%	98.79%
HOWARD COUNTY, MD	\$ 7,278.14	0%	98.81%
LEON COUNTY, FL	\$ 7,270.32	0%	98.83%
PINELLAS COUNTY, FL	\$ 7,164.16	0%	98.85%
LUBBOCK COUNTY, TX	\$ 7,098.99	0%	98.87%
VIGO COUNTY, IN	\$ 7,068.30	0%	98.89%
LANE COUNTY, OR	\$ 6,587.13	0%	98.91%
BURLINGTON COUNTY, NJ	\$ 6,548.91	0%	98.93%
MUSCATINE COUNTY, IA	\$ 6,539.04	0%	98.94%
GREENVILLE COUNTY, SC	\$ 6,480.56	0%	98.96%
LARIMER COUNTY, CO	\$ 6,425.54	0%	98.98%
CARSON City COUNTY, NV	\$ 6,312.36	0%	99.00%
CLARK COUNTY, KY	\$ 6,157.11	0%	99.01%
MIAMI-DADE COUNTY, FL	\$ 6,122.68	0%	99.03%
MISSOULA COUNTY, MT	\$ 6,046.59	0%	99.05%
ANDERSON COUNTY, SC	\$ 5,970.38	0%	99.06%
SUMTER COUNTY, FL	\$ 5,916.21	0%	99.08%
WINONA COUNTY, MN	\$ 5,849.58	0%	99.09%
SAN JOAQUIN COUNTY, CA	\$ 5,688.77	0%	99.11%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
OTTAWA COUNTY, MI	\$ 5,280.95	0%	99.12%
CUYAHOGA COUNTY, OH	\$ 5,087.97	0%	99.14%
NORFOLK COUNTY, MA	\$ 5,014.58	0%	99.15%
PALM BEACH COUNTY, FL	\$ 4,941.09	0%	99.17%
MARION COUNTY, FL	\$ 4,761.45	0%	99.18%
ALAMEDA COUNTY, CA	\$ 4,748.15	0%	99.19%
WASHINGTON COUNTY, NY	\$ 4,657.36	0%	99.20%
DANE COUNTY, WI	\$ 4,646.72	0%	99.22%
INGHAM COUNTY, MI	\$ 4,581.72	0%	99.23%
HARTFORD COUNTY, CT	\$ 4,523.68	0%	99.24%
MCLEAN COUNTY, IL	\$ 4,459.74	0%	99.25%
GUADALUPE COUNTY, TX	\$ 4,437.86	0%	99.27%
ALBANY COUNTY, NY	\$ 4,213.55	0%	99.28%
DOUGLAS COUNTY, NE	\$ 4,086.79	0%	99.29%
WAYNE COUNTY, MI	\$ 4,082.97	0%	99.30%
SEMINOLE COUNTY, FL	\$ 4,048.62	0%	99.31%
BROWARD COUNTY, FL	\$ 4,037.21	0%	99.32%
JEFFERSON COUNTY, LA	\$ 3,950.02	0%	99.33%
FRANKLIN COUNTY, VA	\$ 3,891.20	0%	99.34%
ORANGE COUNTY, NC	\$ 3,860.69	0%	99.35%
DELAWARE COUNTY, PA	\$ 3,808.40	0%	99.36%
MARION COUNTY, IN	\$ 3,781.75	0%	99.37%
MONROE COUNTY, FL	\$ 3,760.33	0%	99.38%
SEVIER COUNTY, TN	\$ 3,663.38	0%	99.39%
FORSYTH COUNTY, NC	\$ 3,640.13	0%	99.40%
MCPHERSON COUNTY, KS	\$ 3,607.00	0%	99.41%
BEAVER COUNTY, PA	\$ 3,605.52	0%	99.42%
CAMDEN COUNTY, NJ	\$ 3,509.68	0%	99.43%
UVALDE COUNTY, TX	\$ 3,472.00	0%	99.44%
CABARRUS COUNTY, NC	\$ 3,409.04	0%	99.45%
DAVIS COUNTY, UT	\$ 3,377.49	0%	99.46%
SALT LAKE COUNTY, UT	\$ 3,347.66	0%	99.47%
LUCAS COUNTY, OH	\$ 3,298.60	0%	99.48%
WASHTENAW COUNTY, MI	\$ 3,275.43	0%	99.49%
COCHISE COUNTY, AZ	\$ 3,273.02	0%	99.50%
MORGAN COUNTY, AL	\$ 3,267.63	0%	99.50%
MONTGOMERY COUNTY, TX	\$ 3,260.84	0%	99.51%
ANOKA COUNTY, MN	\$ 3,124.31	0%	99.52%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
WHARTON COUNTY, TX	\$ 3,108.24	0%	99.53%
KENT COUNTY, RI	\$ 3,072.00	0%	99.54%
CLARK COUNTY, NV	\$ 3,021.86	0%	99.55%
KENT COUNTY, MI	\$ 3,019.08	0%	99.56%
IMPERIAL COUNTY, CA	\$ 3,000.00	0%	99.56%
CLINTON COUNTY, NY	\$ 2,930.69	0%	99.57%
SMITH COUNTY, TX	\$ 2,906.76	0%	99.58%
WASHINGTON COUNTY, MD	\$ 2,819.42	0%	99.59%
KERR COUNTY, TX	\$ 2,794.61	0%	99.59%
JEFFERSON COUNTY, CO	\$ 2,760.00	0%	99.60%
CHESTER COUNTY, PA	\$ 2,745.24	0%	99.61%
HOPKINS COUNTY, TX	\$ 2,731.28	0%	99.62%
SUFFOLK COUNTY, MA	\$ 2,643.94	0%	99.62%
BOULDER COUNTY, CO	\$ 2,567.02	0%	99.63%
EAST BATON ROUGE COUNTY, LA	\$ 2,534.30	0%	99.64%
SCOTT COUNTY, IA	\$ 2,526.27	0%	99.64%
WINNEBAGO COUNTY, WI	\$ 2,503.35	0%	99.65%
FULTON COUNTY, OH	\$ 2,495.00	0%	99.66%
PINAL COUNTY, AZ	\$ 2,464.81	0%	99.66%
ROCKWALL COUNTY, TX	\$ 2,428.13	0%	99.67%
LA SALLE COUNTY, IL	\$ 2,423.79	0%	99.68%
CHAMPAIGN COUNTY, OH	\$ 2,323.20	0%	99.68%
CLARK COUNTY, OH	\$ 2,288.25	0%	99.69%
LANCASTER COUNTY, PA	\$ 2,283.95	0%	99.70%
SAINT TAMMANY COUNTY, LA	\$ 2,173.35	0%	99.70%
ADA COUNTY, ID	\$ 2,166.86	0%	99.71%
BOYD COUNTY, KY	\$ 2,117.31	0%	99.71%
FAIRFIELD COUNTY, CT	\$ 2,111.40	0%	99.72%
TRANSYLVANIA COUNTY, NC	\$ 2,095.00	0%	99.73%
JACKSON COUNTY, OR	\$ 2,067.75	0%	99.73%
STEARNS COUNTY, MN	\$ 2,050.29	0%	99.74%
PROVIDENCE COUNTY, RI	\$ 2,048.71	0%	99.74%
SPOTSYLVANIA COUNTY, VA	\$ 2,031.67	0%	99.75%
TIPPECANOE COUNTY, IN	\$ 2,022.84	0%	99.75%
SARASOTA COUNTY, FL	\$ 2,022.62	0%	99.76%
KENNEBEC COUNTY, ME	\$ 1,999.00	0%	99.76%
WILLIAMSON COUNTY, TN	\$ 1,969.42	0%	99.77%
WASHINGTON COUNTY, RI	\$ 1,899.41	0%	99.77%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
BRISTOL COUNTY, MA	\$ 1,895.56	0%	99.78%
BUTTE COUNTY, CA	\$ 1,889.17	0%	99.78%
VIRGINIA BEACH City COUNTY, VA	\$ 1,868.74	0%	99.79%
KITSAP COUNTY, WA	\$ 1,862.87	0%	99.80%
SAINT CLAIR COUNTY, AL	\$ 1,844.97	0%	99.80%
CLARK COUNTY, WA	\$ 1,816.32	0%	99.80%
MIDDLESEX COUNTY, CT	\$ 1,812.12	0%	99.81%
NEW CASTLE COUNTY, DE	\$ 1,781.44	0%	99.81%
BUNCOMBE COUNTY, NC	\$ 1,738.07	0%	99.82%
CASS COUNTY, MN	\$ 1,678.72	0%	99.82%
OZAUKEE COUNTY, WI	\$ 1,654.29	0%	99.83%
HANCOCK COUNTY, OH	\$ 1,650.60	0%	99.83%
GUTHRIE COUNTY, IA	\$ 1,584.00	0%	99.84%
WYANDOTTE COUNTY, KS	\$ 1,545.50	0%	99.84%
FAYETTE COUNTY, KY	\$ 1,534.38	0%	99.85%
MACOMB COUNTY, MI	\$ 1,485.89	0%	99.85%
ESSEX COUNTY, MA	\$ 1,468.54	0%	99.85%
HARALSON COUNTY, GA	\$ 1,393.36	0%	99.86%
BRISTOL COUNTY, RI	\$ 1,390.77	0%	99.86%
SAINT CHARLES COUNTY, MO	\$ 1,377.50	0%	99.86%
CHEROKEE COUNTY, GA	\$ 1,376.25	0%	99.87%
SONOMA COUNTY, CA	\$ 1,375.39	0%	99.87%
SNOHOMISH COUNTY, WA	\$ 1,348.36	0%	99.88%
CASS COUNTY, ND	\$ 1,332.50	0%	99.88%
ATHENS COUNTY, OH	\$ 1,270.97	0%	99.88%
CHAUTAUQUA COUNTY, NY	\$ 1,256.88	0%	99.89%
WINNEBAGO COUNTY, IL	\$ 1,254.42	0%	99.89%
RILEY COUNTY, KS	\$ 1,253.83	0%	99.89%
ONEIDA COUNTY, WI	\$ 1,222.21	0%	99.90%
FRANKLIN COUNTY, MO	\$ 1,219.36	0%	99.90%
KNOX COUNTY, TN	\$ 1,187.48	0%	99.90%
OLMSTED COUNTY, MN	\$ 1,182.50	0%	99.91%
MARTIN COUNTY, FL	\$ 1,136.01	0%	99.91%
LA PORTE COUNTY, IN	\$ 1,113.91	0%	99.91%
BRAZORIA COUNTY, TX	\$ 1,106.15	0%	99.92%
RUTHERFORD COUNTY, NC	\$ 1,081.34	0%	99.92%
POTTER COUNTY, TX	\$ 1,076.59	0%	99.92%
DESCHUTES COUNTY, OR	\$ 1,075.00	0%	99.92%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
HAMILTON COUNTY, IN	\$ 1,060.80	0%	99.93%
NICOLLET COUNTY, MN	\$ 1,038.69	0%	99.93%
BEAUFORT COUNTY, SC	\$ 1,018.82	0%	99.93%
MONITEAU COUNTY, MO	\$ 978.30	0%	99.94%
ERIE COUNTY, NY	\$ 946.65	0%	99.94%
MERCER COUNTY, OH	\$ 920.40	0%	99.94%
CHITTENDEN COUNTY, VT	\$ 895.49	0%	99.94%
VAN ZANDT COUNTY, TX	\$ 854.97	0%	99.95%
RUTHERFORD COUNTY, TN	\$ 824.56	0%	99.95%
CADDO COUNTY, LA	\$ 821.38	0%	99.95%
HARDIN COUNTY, TX	\$ 786.00	0%	99.95%
VENTURA COUNTY, CA	\$ 762.84	0%	99.95%
NASSAU COUNTY, FL	\$ 702.27	0%	99.96%
KANE COUNTY, IL	\$ 686.59	0%	99.96%
CAMDEN COUNTY, MO	\$ 675.00	0%	99.96%
MECKLENBURG COUNTY, NC	\$ 667.88	0%	99.96%
MONTGOMERY COUNTY, OH	\$ 632.43	0%	99.96%
WESTCHESTER COUNTY, NY	\$ 630.28	0%	99.96%
WILL COUNTY, IL	\$ 590.76	0%	99.97%
MOHAVE COUNTY, AZ	\$ 589.05	0%	99.97%
JACKSON COUNTY, GA	\$ 575.53	0%	99.97%
MONTGOMERY COUNTY, NY	\$ 575.00	0%	99.97%
BERKS COUNTY, PA	\$ 527.21	0%	99.97%
NEW LONDON COUNTY, CT	\$ 525.83	0%	99.97%
SAINT LOUIS City COUNTY, MO	\$ 490.05	0%	99.98%
SANTA BARBARA COUNTY, CA	\$ 489.58	0%	99.98%
LAKE COUNTY, FL	\$ 480.00	0%	99.98%
HILLSBOROUGH COUNTY, FL	\$ 465.98	0%	99.98%
RUSK COUNTY, TX	\$ 449.20	0%	99.98%
ALACHUA COUNTY, FL	\$ 431.43	0%	99.98%
WESTMORELAND COUNTY, PA	\$ 419.12	0%	99.98%
ROCKLAND COUNTY, NY	\$ 399.47	0%	99.98%
CHARLOTTE COUNTY, FL	\$ 394.00	0%	99.98%
DELAWARE COUNTY, OH	\$ 376.00	0%	99.99%
SUMMIT COUNTY, UT	\$ 360.62	0%	99.99%
SCOTT COUNTY, MN	\$ 349.00	0%	99.99%
GREGG COUNTY, TX	\$ 336.87	0%	99.99%
CAMPBELL COUNTY, KY	\$ 315.10	0%	99.99%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
MASON COUNTY, WA	\$ 296.15	0%	99.99%
MIDLAND COUNTY, TX	\$ 290.00	0%	99.99%
MINNEHAHA COUNTY, SD	\$ 276.40	0%	99.99%
CHATHAM COUNTY, GA	\$ 259.88	0%	99.99%
ESSEX COUNTY, NJ	\$ 255.64	0%	99.99%
MACON COUNTY, IL	\$ 230.73	0%	99.99%
SHIAWASSEE COUNTY, MI	\$ 215.80	0%	99.99%
PHILADELPHIA COUNTY, PA	\$ 214.55	0%	100.00%
HINDS COUNTY, MS	\$ 177.29	0%	100.00%
HARRISON COUNTY, MS	\$ 170.00	0%	100.00%
WILSON COUNTY, TN	\$ 167.52	0%	100.00%
WALTON COUNTY, FL	\$ 165.13	0%	100.00%
AMADOR COUNTY, CA	\$ 143.46	0%	100.00%
GASTON COUNTY, NC	\$ 126.79	0%	100.00%
KIMBLE COUNTY, TX	\$ 123.50	0%	100.00%
SAINT CLAIR COUNTY, MI	\$ 120.00	0%	100.00%
HOWARD COUNTY, TX	\$ 114.00	0%	100.00%
EAGLE COUNTY, CO	\$ 102.81	0%	100.00%
BALDWIN COUNTY, AL	\$ 95.00	0%	100.00%
COLE COUNTY, MO	\$ 90.00	0%	100.00%
WRIGHT COUNTY, MN	\$ 75.82	0%	100.00%
NEW HAVEN COUNTY, CT	\$ 70.53	0%	100.00%
CLALLAM COUNTY, WA	\$ 69.00	0%	100.00%
PLACER COUNTY, CA	\$ 67.00	0%	100.00%
BOONE COUNTY, IN	\$ 60.05	0%	100.00%
GREENE COUNTY, MO	\$ 58.50	0%	100.00%
BRADLEY COUNTY, TN	\$ 52.29	0%	100.00%
PORTER COUNTY, IN	\$ 48.95	0%	100.00%
BARRON COUNTY, WI	\$ 42.18	0%	100.00%
HARRISONBURG City COUNTY, VA	\$ 29.67	0%	100.00%
BRONX COUNTY, NY	\$ 25.47	0%	100.00%
DEL NORTE COUNTY, CA	\$ 25.00	0%	100.00%
PAGE COUNTY, IA	\$ 20.00	0%	100.00%
BALTIMORE City COUNTY, MD	\$ 14.15	0%	100.00%
BENTON COUNTY, OR	\$ 12.50	0%	100.00%
DESOTO COUNTY, MS	\$ 10.00	0%	100.00%
TANGIPAHOA COUNTY, LA	\$ 8.85	0%	100.00%
ORLEANS COUNTY, LA	\$ (12.95)	0%	100.00%



COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
EL DORADO COUNTY, CA	\$ (442.00)	0%	100.00%
<b>TOTAL</b>	<b>\$ 36,855,569.46</b>	<b>100%</b>	<b>100%</b>

## Product Market Area

TABLE A-7.  
CITY OF WACO PRODUCT MARKET AREA  
ALL NAICS CODES

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
237110	Water and Sewer Line and Related Structures Construction	\$129,873,354.12	31%	31%
237310	Highway, Street, and Bridge Construction	\$52,648,272.17	12%	43%
441310	Automotive Parts and Accessories Stores	\$23,617,452.60	6%	48%
238910	Site Preparation Contractors	\$22,870,771.61	5%	54%
238110	Poured Concrete Foundation and Structure Contractors	\$20,910,785.97	5%	59%
238990	All Other Specialty Trade Contractors	\$14,791,065.51	3%	62%
811111	General Automotive Repair	\$10,807,271.44	3%	65%
334515	Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals	\$10,651,102.99	3%	67%
236220	Commercial and Institutional Building Construction	\$9,649,579.91	2%	69%
238220	Plumbing, Heating, and Air-Conditioning Contractors	\$6,684,940.76	2%	71%
453210	Office Supplies and Stationery Stores	\$5,551,964.16	1%	72%
423830	Industrial Machinery and Equipment Merchant Wholesalers	\$5,348,113.32	1%	74%
423840	Industrial Supplies Merchant Wholesalers	\$4,997,747.06	1%	75%
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	\$4,757,745.69	1%	76%
423110	Automobile and Other Motor Vehicle Merchant Wholesalers	\$4,459,554.53	1%	77%
561621	Security Systems Services (except Locksmiths)	\$2,996,826.39	1%	78%
423120	Motor Vehicle Supplies and New Parts Merchant Wholesalers	\$2,913,441.23	1%	78%
441320	Tire Dealers	\$2,709,597.45	1%	79%
811310	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	\$2,596,264.62	1%	80%
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	\$2,533,122.11	1%	80%
444110	Home Centers	\$2,472,833.59	1%	81%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
444130	Hardware Stores	\$2,244,100.53	1%	81%
541330	Engineering Services	\$2,172,569.11	1%	82%
812331	Linen Supply	\$2,162,224.43	1%	82%
238210	Electrical Contractors and Other Wiring Installation Contractors	\$1,863,501.70	0%	83%
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	\$1,706,945.66	0%	83%
451110	Sporting Goods Stores	\$1,661,924.85	0%	84%
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	\$1,658,836.15	0%	84%
561710	Exterminating and Pest Control Services	\$1,583,497.89	0%	84%
562212	Solid Waste Landfill	\$1,525,198.76	0%	85%
443142	Electronics Stores	\$1,508,869.11	0%	85%
237990	Other Heavy and Civil Engineering Construction	\$1,435,247.76	0%	85%
424690	Other Chemical and Allied Products Merchant Wholesalers	\$1,405,252.79	0%	86%
423820	Farm and Garden Machinery and Equipment Merchant Wholesalers	\$1,282,752.80	0%	86%
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	\$1,264,606.99	0%	86%
423710	Hardware Merchant Wholesalers	\$1,202,424.72	0%	87%
238290	Other Building Equipment Contractors	\$1,184,609.46	0%	87%
488410	Motor Vehicle Towing	\$1,097,135.66	0%	87%
541310	Architectural Services	\$1,012,510.12	0%	87%
562119	Other Waste Collection	\$885,111.57	0%	88%
451211	Book Stores	\$850,258.47	0%	88%
238160	Roofing Contractors	\$833,716.55	0%	88%
336112	Light Truck and Utility Vehicle Manufacturing	\$823,494.06	0%	88%
811198	All Other Automotive Repair and Maintenance	\$820,846.53	0%	88%
811122	Automotive Glass Replacement Shops	\$813,250.00	0%	89%
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	\$800,417.96	0%	89%
423430	Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	\$788,482.28	0%	89%
541810	Advertising Agencies	\$783,100.15	0%	89%
333120	Construction machinery manufacturing	\$767,364.26	0%	89%
811118	Other Automotive Mechanical and Electrical Repair and Maintenance	\$724,210.18	0%	89%
453910	Pet and Pet Supplies Stores	\$702,931.04	0%	90%
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	\$685,294.05	0%	90%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
518210	Data Processing, Hosting, and Related Services	\$683,413.77	0%	90%
562998	All Other Miscellaneous Waste Management Services	\$674,620.09	0%	90%
334310	Audio and Video Equipment Manufacturing	\$659,648.87	0%	90%
424120	Stationery and Office Supplies Merchant Wholesalers	\$652,938.85	0%	90%
326122	Plastics Pipe and Pipe Fitting Manufacturing	\$616,648.23	0%	91%
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	\$611,286.46	0%	91%
811121	Automotive Body, Paint, and Interior Repair and Maintenance	\$601,934.18	0%	91%
323111	Commercial Printing (except Screen and Books)	\$591,306.09	0%	91%
561720	Janitorial services	\$579,160.43	0%	91%
452311	Warehouse Clubs and Supercenters	\$576,475.27	0%	91%
332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	\$560,334.57	0%	91%
424910	Farm Supplies Merchant Wholesalers	\$558,012.50	0%	91%
561730	Landscaping Services	\$533,809.80	0%	92%
332722	Bolt, Nut, Screw, Rivet, and Washer Manufacturing	\$475,772.31	0%	92%
238150	Glass and Glazing Contractors	\$472,314.77	0%	92%
481111	Scheduled Passenger Air Transportation	\$468,887.97	0%	92%
324110	Petroleum Refineries	\$465,166.54	0%	92%
424130	Industrial and Personal Service Paper Merchant Wholesalers	\$465,093.22	0%	92%
315990	Apparel Accessories and Other Apparel Manufacturing	\$458,571.95	0%	92%
561720	Janitorial Services	\$458,122.66	0%	92%
334516	Analytical Laboratory Instrument Manufacturing	\$447,587.40	0%	92%
448150	Clothing Accessories Stores	\$434,788.22	0%	93%
451120	Hobby, Toy, and Game Stores	\$432,282.34	0%	93%
423690	Other Electronic Parts and Equipment Merchant Wholesalers	\$420,557.86	0%	93%
339950	Sign Manufacturing	\$417,688.37	0%	93%
423740	Refrigeration Equipment and Supplies Merchant Wholesalers	\$405,190.79	0%	93%
541380	Testing Laboratories	\$403,646.30	0%	93%
532420	Office Machinery and Equipment Rental and Leasing	\$397,665.35	0%	93%
221310	Water Supply and Irrigation Systems	\$393,392.01	0%	93%
541360	Geophysical Surveying and Mapping Services	\$392,913.21	0%	93%
453220	Gift, Novelty, and Souvenir Stores	\$373,064.60	0%	93%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
424410	General Line Grocery Merchant Wholesalers	\$354,103.96	0%	94%
445110	Supermarkets and Other Grocery (except Convenience) Stores	\$349,279.55	0%	94%
541870	Advertising Material Distribution Services	\$337,012.20	0%	94%
511210	Software Publishers	\$327,937.93	0%	94%
323113	Commercial Screen Printing	\$310,965.48	0%	94%
451110	Sporting goods stores	\$298,571.72	0%	94%
454110	Electronic Shopping and Mail-Order Houses	\$289,989.58	0%	94%
621511	Medical Laboratories	\$289,460.24	0%	94%
561990	All Other Support Services	\$288,648.79	0%	94%
236210	Industrial Building Construction	\$284,374.00	0%	94%
238320	Painting and Wall Covering Contractors	\$275,746.75	0%	94%
423910	Sporting and Recreational Goods and Supplies Merchant Wholesalers	\$272,439.36	0%	94%
423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers	\$271,780.74	0%	94%
423490	Other Professional Equipment and Supplies Merchant Wholesalers	\$268,291.84	0%	94%
448190	Other Clothing Stores	\$267,401.09	0%	94%
445299	All Other Specialty Food Stores	\$254,612.91	0%	95%
334519	Other Measuring and Controlling Device Manufacturing	\$245,348.42	0%	95%
423410	Photographic Equipment and Supplies Merchant Wholesalers	\$244,283.01	0%	95%
541940	Veterinary Services	\$241,342.87	0%	95%
238330	Flooring Contractors	\$238,155.33	0%	95%
561611	Investigation Services	\$235,666.78	0%	95%
323117	Books Printing	\$227,962.24	0%	95%
335911	Storage Battery Manufacturing	\$226,794.74	0%	95%
325120	Industrial Gas Manufacturing	\$224,344.84	0%	95%
482111	Line-Haul Railroads	\$222,705.25	0%	95%
444130	Hardware stores	\$221,608.05	0%	95%
562112	Hazardous Waste Collection	\$221,015.88	0%	95%
423210	Furniture Merchant Wholesalers	\$215,117.56	0%	95%
423810	Construction and Mining (except Oil Well) Machinery and Equipment Merchant Wholesalers	\$209,710.42	0%	95%
452319	All Other General Merchandise Stores	\$208,374.57	0%	95%
541620	Environmental Consulting Services	\$207,508.01	0%	95%
325510	Paint and Coating Manufacturing	\$204,358.22	0%	95%
326220	Rubber and Plastics Hoses and Belting	\$202,523.92	0%	95%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
	Manufacturing			
332216	Saw blade and handtool manufacturing	\$202,214.83	0%	95%
336360	Motor Vehicle Seating and Interior Trim Manufacturing	\$200,935.70	0%	96%
323120	Support Activities for Printing	\$199,623.55	0%	96%
562219	Other Nonhazardous Waste Treatment and Disposal	\$198,466.35	0%	96%
722513	Limited-Service Restaurants	\$197,394.05	0%	96%
811192	Car Washes	\$189,826.88	0%	96%
517312	Wireless Telecommunications Carriers (except Satellite)	\$186,888.64	0%	96%
454310	Fuel Dealers	\$185,875.71	0%	96%
722320	Caterers	\$185,765.06	0%	96%
444120	Paint and Wallpaper Stores	\$179,483.02	0%	96%
532284	Recreational Goods Rental	\$178,456.18	0%	96%
339113	Surgical Appliance and Supplies Manufacturing	\$177,538.38	0%	96%
238220	Plumbing, heating and air-conditioning contractors	\$167,775.81	0%	96%
811219	Other Electronic and Precision Equipment Repair and Maintenance	\$164,357.32	0%	96%
562211	Hazardous Waste Treatment and Disposal	\$164,063.37	0%	96%
339930	Doll, Toy, and Game Manufacturing	\$163,565.71	0%	96%
339920	Sporting and Athletic Goods Manufacturing	\$162,386.53	0%	96%
423440	Other Commercial Equipment Merchant Wholesalers	\$161,946.33	0%	96%
332439	Other Metal Container Manufacturing	\$160,982.33	0%	96%
811113	Automotive Transmission Repair	\$160,765.04	0%	96%
541511	Custom Computer Programming Services	\$157,943.10	0%	96%
335314	Relay and Industrial Control Manufacturing	\$155,088.97	0%	96%
611430	Professional and Management Development Training	\$152,990.49	0%	96%
926110	Administration of General Economic Programs	\$152,555.56	0%	96%
453310	Used Merchandise Stores	\$150,676.39	0%	96%
562910	Remediation Services	\$150,556.71	0%	97%
561110	Office Administrative Services	\$149,577.89	0%	97%
541890	Other Services Related to Advertising	\$149,059.07	0%	97%
326220	Rubber and plastic hoses and belting manufacturing	\$147,974.92	0%	97%
561622	Locksmiths	\$144,321.62	0%	97%
424490	Other Grocery and Related Products Merchant Wholesalers	\$142,498.21	0%	97%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	\$138,946.90	0%	97%
312113	Ice Manufacturing	\$138,642.17	0%	97%
333996	Fluid Power Pump and Motor Manufacturing	\$138,280.20	0%	97%
713910	Golf Courses and Country Clubs	\$137,415.99	0%	97%
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	\$136,314.18	0%	97%
332994	Small Arms, Ordnance, and Ordnance Accessories Manufacturing	\$134,105.05	0%	97%
441222	Boat Dealers	\$132,170.71	0%	97%
922160	Fire Protection	\$132,003.15	0%	97%
541840	Media Representatives	\$126,226.71	0%	97%
315280	Other Cut and Sew Apparel Manufacturing	\$123,952.50	0%	97%
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers	\$123,493.74	0%	97%
561613	Armored Car Services	\$122,152.67	0%	97%
423420	Office Equipment Merchant Wholesalers	\$121,334.36	0%	97%
541219	Other Accounting Services	\$119,557.98	0%	97%
424990	Other Miscellaneous Nondurable Goods Merchant Wholesalers	\$118,473.24	0%	97%
722310	Food Service Contractors	\$118,058.58	0%	97%
339999	All other miscellaneous manufacturing	\$116,147.61	0%	97%
541690	Other Scientific and Technical Consulting Services	\$115,628.40	0%	97%
448140	Family Clothing Stores	\$115,255.26	0%	97%
423510	Metal Service Centers and Other Metal Merchant Wholesalers	\$115,238.27	0%	97%
333999	All Other Miscellaneous General Purpose Machinery Manufacturing	\$113,493.11	0%	97%
561311	Employment Placement Agencies	\$112,952.55	0%	97%
339991	Gasket, packing and sealing device	\$112,291.42	0%	97%
541820	Public Relations Agencies	\$110,568.38	0%	97%
811118	Other automotive mechanical and electrical repair and maintenance	\$109,937.11	0%	97%
333992	Welding and Soldering Equipment Manufacturing	\$109,541.25	0%	97%
335311	Power, Distribution, and Specialty Transformer Manufacturing	\$109,353.83	0%	97%
336390	Other Motor Vehicle Parts Manufacturing	\$108,300.59	0%	97%
611420	Computer Training	\$106,667.20	0%	98%
561790	Other Services to Buildings and Dwellings	\$106,475.81	0%	98%
811212	Computer and Office Machine Repair and Maintenance	\$106,338.03	0%	98%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
332991	Ball and Roller Bearing Manufacturing	\$103,631.63	0%	98%
212312	Crushed and Broken Limestone Mining and Quarrying	\$102,894.98	0%	98%
811211	Consumer Electronics Repair and Maintenance	\$102,483.51	0%	98%
339940	Office Supplies (except Paper) Manufacturing	\$100,932.49	0%	98%
336211	Motor Vehicle Body Manufacturing	\$100,612.18	0%	98%
532112	Passenger Car Leasing	\$99,441.00	0%	98%
811112	Automotive Exhaust System Repair	\$97,120.87	0%	98%
519190	All Other Information Services	\$96,590.64	0%	98%
441110	New Car Dealers	\$93,699.68	0%	98%
423390	Other Construction Material Merchant Wholesalers	\$92,258.79	0%	98%
541519	Other Computer Related Services	\$90,765.00	0%	98%
311119	Other Animal Food Manufacturing	\$88,495.80	0%	98%
511130	Book Publishers	\$88,152.81	0%	98%
333995	Fluid Power Cylinder and Actuator Manufacturing	\$86,894.97	0%	98%
237120	Oil and Gas Pipeline and Related Structures Construction	\$86,346.04	0%	98%
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	\$85,628.39	0%	98%
336212	Truck Trailer Manufacturing	\$85,301.98	0%	98%
333613	Mechanical power transmission equipment manufacturing	\$83,148.28	0%	98%
561320	Temporary Help Services	\$82,596.68	0%	98%
442299	All Other Home Furnishings Stores	\$81,920.99	0%	98%
441228	Motorcycle, ATV, and All Other Motor Vehicle Dealers	\$80,716.95	0%	98%
315990	Apparel accessories and other apparel manufacturing	\$79,768.04	0%	98%
332510	Hardware Manufacturing	\$78,927.39	0%	98%
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	\$76,946.55	0%	98%
541990	All Other Professional, Scientific, and Technical Services	\$76,638.49	0%	98%
811411	Home and garden equipment repair and maintenance	\$74,428.47	0%	98%
332999	All other miscellaneous fabricated metal product manufacturing	\$74,263.45	0%	98%
444220	Nursery, Garden Center, and Farm Supply Stores	\$74,200.46	0%	98%
442110	Furniture Stores	\$73,977.88	0%	98%
722511	Full-Service Restaurants	\$73,581.46	0%	98%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
325180	Other Basic Inorganic Chemical Manufacturing	\$73,481.47	0%	98%
423920	Toy and Hobby Goods and Supplies Merchant Wholesalers	\$73,270.68	0%	98%
722515	Snack and Nonalcoholic Beverage Bars	\$72,774.65	0%	98%
492110	Couriers and Express Delivery Services	\$72,541.64	0%	98%
511120	Periodical Publishers	\$71,770.62	0%	98%
336991	Motorcycle, Bicycle, and Parts Manufacturing	\$71,717.13	0%	98%
336320	Motor vehicle electrical and electronic equipment manufacturing	\$71,550.89	0%	98%
562991	Septic Tank and Related Services	\$70,531.10	0%	98%
447190	Other Gasoline Stations	\$70,077.69	0%	98%
621999	All Other Miscellaneous Ambulatory Health Care Services	\$68,705.16	0%	98%
561450	Credit Bureaus	\$67,946.76	0%	98%
424120	Stationery and office supplies merchant wholesalers	\$67,273.79	0%	98%
335313	Switchgear and Switchboard Apparatus Manufacturing	\$66,623.79	0%	98%
332722	Bolt, nut, screw, rivet and washer manufacturing	\$66,409.91	0%	98%
519120	Libraries and Archives	\$65,548.76	0%	98%
333914	Measuring, Dispensing, and Other Pumping Equipment Manufacturing	\$64,981.50	0%	98%
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	\$64,397.00	0%	98%
485991	Special Needs Transportation	\$64,020.31	0%	98%
333995	Fluid Power Cylinder and Actuator Manufacturing	\$62,534.19	0%	98%
721110	Hotels (except Casino Hotels) and Motels	\$60,200.49	0%	98%
561520	Tour Operators	\$57,678.48	0%	99%
333999	All Other Miscellaneous General Purpose Machinery Manufacturing	\$57,031.65	0%	99%
423220	Home Furnishing Merchant Wholesalers	\$56,373.19	0%	99%
444210	Outdoor Power Equipment Stores	\$56,021.00	0%	99%
721110	Hotels (except Casino Hotels) and Motels	\$55,872.48	0%	99%
811490	Other Personal and Household Goods Repair and Maintenance	\$53,803.36	0%	99%
531130	Lessors of Miniwarehouses and Self-Storage Units	\$52,141.66	0%	99%
424950	Paint, Varnish, and Supplies Merchant Wholesalers	\$52,126.68	0%	99%
325611	Soap and Other Detergent Manufacturing	\$51,961.05	0%	99%
452210	Department Stores	\$51,661.27	0%	99%
337215	Showcase, Partition, Shelving, and Locker	\$51,238.84	0%	99%



NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
	Manufacturing			
322230	Stationery Product Manufacturing	\$50,610.37	0%	99%
238310	Drywall and Insulation Contractors	\$50,184.96	0%	99%
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing.	\$49,628.08	0%	99%
326291	Rubber Product Manufacturing for Mechanical Use	\$49,084.87	0%	99%
711510	Independent Artists, Writers, and Performers	\$49,055.07	0%	99%
423520	Coal and Other Mineral and Ore Merchant Wholesalers	\$48,695.35	0%	99%
332919	Other Metal Valve and Pipe Fitting Manufacturing	\$48,638.94	0%	99%
332911	Industrial valve manufacturing	\$47,257.89	0%	99%
611519	Other Technical and Trade Schools	\$47,043.78	0%	99%
325314	Fertilizer (Mixing Only) Manufacturing	\$45,376.58	0%	99%
532289	All Other Consumer Goods Rental	\$45,086.87	0%	99%
488510	Freight Transportation Arrangement	\$45,048.63	0%	99%
423120	Motor vehicle supplies and new parts merchant wholesalers	\$44,931.98	0%	99%
541613	Marketing Consulting Services	\$44,356.80	0%	99%
327332	Concrete Pipe Manufacturing	\$43,512.22	0%	99%
519130	Internet Publishing and Broadcasting and Web Search Portals	\$43,182.73	0%	99%
812930	Parking Lots and Garages	\$43,090.63	0%	99%
334519	Other measuring and controlling device manufacturing	\$42,542.41	0%	99%
238350	Finish Carpentry Contractors	\$42,125.45	0%	99%
722514	Cafeterias, Grill Buffets, and Buffets	\$41,824.35	0%	99%
443141	Household Appliance Stores	\$41,554.15	0%	99%
333318	Other Commercial and Service Industry Machinery Manufacturing	\$41,380.25	0%	99%
325414	Biological Product (except Diagnostic) Manufacturing	\$41,025.20	0%	99%
221310	Water supply and irrigation systems	\$40,850.11	0%	99%
811310	Commercial and industrial machinery and equipment (except automotive and electronic) repair and maintenance	\$40,555.55	0%	99%
622210	Psychiatric and Substance Abuse Hospitals	\$39,577.70	0%	99%
811412	Appliance Repair and Maintenance	\$39,502.44	0%	99%
811191	Automotive oil change and lubrication shops	\$38,935.43	0%	99%
561920	Convention and Trade Show Organizers	\$38,146.97	0%	99%
331110	Iron and steel mills ferroalloy manufacturing	\$38,114.05	0%	99%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
812990	All Other Personal Services	\$37,632.13	0%	99%
327110	Pottery, Ceramics, and Plumbing Fixture Manufacturing	\$37,452.68	0%	99%
423510	Metal service centers and other metal merchant wholesalers	\$37,321.15	0%	99%
561510	Travel Agencies	\$37,206.26	0%	99%
621512	Diagnostic Imaging Centers	\$36,682.32	0%	99%
424110	Printing and Writing Paper Merchant Wholesalers	\$36,638.12	0%	99%
324191	Petroleum Lubricating Oil and Grease Manufacturing	\$36,625.33	0%	99%
325910	Printing ink manufacturing	\$36,425.58	0%	99%
334517	Irradiation Apparatus Manufacturing	\$35,934.67	0%	99%
424610	Plastics Materials and Basic Forms and Shapes Merchant Wholesalers	\$35,152.83	0%	99%
334514	Totalizing Fluid Meter and Counting Device Manufacturing	\$34,836.26	0%	99%
423820	Farm and garden machinery and equipment merchant wholesalers	\$34,739.76	0%	99%
541511	Custom computer programming services	\$34,616.50	0%	99%
561910	Packaging and Labeling Services	\$34,274.55	0%	99%
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	\$34,095.33	0%	99%
339115	Ophthalmic Goods Manufacturing	\$33,736.65	0%	99%
611699	All Other Miscellaneous Schools and Instruction	\$33,669.09	0%	99%
336350	Motor Vehicle Transmission and Power Train Parts Manufacturing	\$33,491.51	0%	99%
339991	Gasket, packing and sealing device manufacturing	\$33,028.48	0%	99%
333996	Fluid power pump and motor manufacturing	\$32,630.91	0%	99%
332911	Industrial Valve Manufacturing	\$32,522.12	0%	99%
333413	Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing	\$31,572.42	0%	99%
423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers	\$31,517.31	0%	99%
333913	Measuring, Dispensing, and Other Pumping Equipment Manufacturing	\$31,480.85	0%	99%
812320	Drycleaning and Laundry Services (except Coin-Operated)	\$31,274.25	0%	99%
335129	Other lighting equipment manufacturing	\$31,021.00	0%	99%
541930	Translation and Interpretation Services	\$30,544.56	0%	99%
811111	General automotive repair	\$30,308.07	0%	99%
332216	Saw blade and hand tool manufacturing	\$30,127.01	0%	99%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
333413	Industrial and commercial fan and blower and air purification equipment manufacturing	\$29,764.86	0%	99%
811411	Home and Garden Equipment Repair and Maintenance	\$29,563.64	0%	99%
611519	Other technical and trade schools	\$29,305.04	0%	99%
446110	Pharmacies and Drug Stores	\$29,093.09	0%	99%
238990	All other specialty trade contractors	\$28,932.96	0%	99%
445292	Confectionery and Nut Stores	\$28,761.20	0%	99%
541430	Graphic Design Services	\$28,669.92	0%	99%
541890	Other services related to advertising	\$28,335.90	0%	99%
311811	Retail Bakeries	\$28,019.50	0%	99%
517410	Satellite Telecommunications	\$27,746.10	0%	99%
312111	Soft Drink Manufacturing	\$27,471.80	0%	99%
423930	Recyclable Material Merchant Wholesalers	\$26,868.86	0%	99%
485310	Taxi Service	\$26,394.99	0%	99%
541191	Title Abstract and Settlement Offices	\$26,371.58	0%	99%
335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing	\$25,950.19	0%	99%
453910	Pet and Pet Supplies Stores	\$25,767.79	0%	99%
541320	Landscape Architectural Services	\$25,618.37	0%	99%
325612	Polish and Other Sanitation Good Manufacturing	\$25,108.53	0%	99%
713940	Fitness and Recreational Sports Centers	\$24,645.02	0%	99%
332420	Metal Tank (Heavy Gauge) Manufacturing	\$24,525.89	0%	99%
446191	Food (Health) Supplement Stores	\$24,525.25	0%	99%
517919	All Other Telecommunications	\$24,394.38	0%	99%
333517	Machine Tool Manufacturing	\$24,024.96	0%	99%
541611	Administrative Management and General Management Consulting Services	\$23,902.06	0%	99%
332912	Fluid power valve and hose fitting manufacturing	\$23,591.95	0%	99%
423920	Toy and Hobby Goods and Supplies Merchant Wholesalers	\$23,425.77	0%	99%
541850	Outdoor Advertising	\$22,738.01	0%	99%
333112	Lawn and Garden Tractor and Home Lawn and Garden Equipment Manufacturing	\$22,378.33	0%	99%
314999	All Other Miscellaneous Textile Product Mills	\$22,210.78	0%	99%
333924	Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing	\$21,960.64	0%	99%
424920	Book, Periodical, and Newspaper Merchant Wholesalers	\$21,952.96	0%	99%
611710	Educational Support Services	\$21,587.83	0%	99%
444190	Other Building Material Dealers	\$21,514.18	0%	99%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
326199	All Other Plastics Product Manufacturing	\$21,507.51	0%	99%
451120	Hobby, toy and game stores	\$21,400.41	0%	99%
335314	Relay and industrial control manufacturing	\$21,385.42	0%	99%
442210	Floor Covering Stores	\$20,958.18	0%	99%
812332	Industrial Launderers	\$20,849.27	0%	99%
311520	Ice Cream and Frozen Dessert Manufacturing	\$20,651.61	0%	99%
335911	Storage battery manufacturing	\$20,596.74	0%	99%
424330	Women's, Children's, and Infants' Clothing and Accessories Merchant Wholesalers	\$20,204.48	0%	99%
314999	All Other Miscellaneous Textile Product Mills	\$20,203.86	0%	99%
238990	All Other Specialty Trade Contractors	\$20,035.52	0%	99%
334118	Computer Terminal and Other Computer Peripheral Equipment Manufacturing	\$19,949.86	0%	99%
336310	Motor Vehicle Gasoline Engine and Engine Parts Manufacturing	\$19,939.19	0%	99%
541922	Commercial Photography	\$19,772.90	0%	99%
524114	Direct Health and Medical Insurance Carriers	\$19,565.45	0%	99%
515120	Television Broadcasting	\$19,549.09	0%	99%
331210	Iron and Steel Pipe and Tube Manufacturing from Purchased Steel	\$19,392.68	0%	99%
314910	Textile Bag and Canvas Mills	\$19,383.49	0%	99%
423220	Home Furnishing Merchant Wholesalers	\$19,323.51	0%	99%
711310	Promoters of Performing Arts, Sports, and Similar Events with Facilities	\$19,261.58	0%	99%
326299	All Other Rubber Product Manufacturing	\$19,193.70	0%	99%
423860	Transportation Equipment and Supplies (except Motor Vehicle) Merchant Wholesalers	\$19,119.71	0%	99%
541512	Computer Systems Design Services	\$18,950.00	0%	99%
453110	Florists	\$18,937.11	0%	99%
336340	Motor Vehicle Brake System Manufacturing	\$18,916.89	0%	99%
333921	Elevator and Moving Stairway Manufacturing	\$18,873.77	0%	99%
444190	Other Building Material Dealers	\$18,781.06	0%	99%
446120	Cosmetics, Beauty Supplies, and Perfume Stores	\$18,387.59	0%	99%
423910	Sporting and recreational goods and supplies merchant wholesalers	\$18,356.71	0%	100%
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	\$17,981.20	0%	100%
334290	Other Communications Equipment Manufacturing	\$17,961.72	0%	100%
334512	Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use	\$17,896.03	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
721214	Recreational and Vacation Camps (except Campgrounds)	\$17,787.14	0%	100%
811198	All other automotive repair and maintenance	\$17,674.25	0%	100%
238140	Masonry Contractors	\$17,487.08	0%	100%
325110	Petrochemical Manufacturing	\$17,381.77	0%	100%
339112	Surgical and Medical Instrument Manufacturing	\$17,359.12	0%	100%
713990	All Other Amusement and Recreation Industries	\$17,352.76	0%	100%
238120	Structural Steel and Precast Concrete Contractors	\$16,460.15	0%	100%
335129	Other Lighting Equipment Manufacturing	\$16,208.37	0%	100%
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	\$16,106.61	0%	100%
335110	Electric lamp bulb and part manufacturing	\$15,754.56	0%	100%
713110	Amusement and Theme Parks	\$15,301.68	0%	100%
336330	Motor vehicle steering and suspension components (except spring) manufacturing	\$15,183.27	0%	100%
238390	Other Building Finishing Contractors	\$14,916.17	0%	100%
512110	Motion Picture and Video Production	\$14,856.53	0%	100%
212321	Construction Sand and Gravel Mining	\$14,818.48	0%	100%
448320	Luggage and Leather Goods Stores	\$14,776.76	0%	100%
484210	Used Household and Office Goods Moving	\$14,772.36	0%	100%
333912	Air and gas compressor manufacturing	\$14,667.97	0%	100%
532490	Other commercial and industrial machinery and equipment rental and leasing	\$14,623.47	0%	100%
562111	Solid Waste Collection	\$14,446.63	0%	100%
441310	Automotive parts and accessories stores.	\$14,426.90	0%	100%
315110	Hosiery and Sock Mills	\$14,183.54	0%	100%
532412	Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing	\$14,105.14	0%	100%
334419	Other Electronic Component Manufacturing	\$13,685.06	0%	100%
512230	Music Publishers	\$13,640.29	0%	100%
237110	Water and sewer line and related structures construction	\$13,539.74	0%	100%
515210	Cable and Other Subscription Programming	\$13,327.96	0%	100%
451130	Sewing, Needlework, and Piece Goods Stores	\$13,281.16	0%	100%
311812	Commercial Bakeries	\$13,214.30	0%	100%
333611	Turbine and Turbine Generator Set Units Manufacturing	\$13,205.65	0%	100%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	\$13,148.22	0%	100%
448210	Shoe Stores	\$13,039.50	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
424450	Confectionery Merchant Wholesalers	\$12,906.89	0%	100%
315210	Cut and Sew Apparel Contractors	\$12,810.04	0%	100%
333517	Machine tool manufacturing	\$12,720.99	0%	100%
446110	Pharmacies and drug stores	\$12,705.01	0%	100%
511199	All Other Publishers	\$12,448.80	0%	100%
314110	Carpet and Rug Mills	\$12,390.89	0%	100%
321999	All Other Miscellaneous Wood Product Manufacturing	\$12,369.42	0%	100%
423460	Ophthalmic Goods Merchant Wholesalers	\$12,354.63	0%	100%
333249	Other Industrial Machinery Manufacturing	\$12,240.09	0%	100%
333618	Other engine equipment manufacturing	\$12,230.66	0%	100%
423110	Automobile and Other Motor Vehicle Merchant Wholesalers.	\$12,167.76	0%	100%
333515	Cutting Tool and Machine Tool Accessory Manufacturing	\$12,019.88	0%	100%
448310	Jewelry Stores	\$11,875.46	0%	100%
238290	Other building equipment contractors	\$11,867.41	0%	100%
325413	In-vitro diagnostic substance manufacturing	\$11,803.57	0%	100%
332919	Other Metal Valve and Pipe Fitting Manufacturing	\$11,703.79	0%	100%
325412	Pharmaceutical Preparation Manufacturing	\$11,280.30	0%	100%
313310	Textile and Fabric Finishing Mills	\$11,232.86	0%	100%
339994	Broom, Brush, and Mop Manufacturing	\$11,090.89	0%	100%
325320	Pesticide and Other Agricultural Chemical Manufacturing	\$11,077.48	0%	100%
424340	Footwear Merchant Wholesalers	\$11,024.00	0%	100%
712110	Museums	\$10,875.00	0%	100%
332321	Metal window and door manufacturing	\$10,769.65	0%	100%
238150	Glass and glazing contractors	\$10,761.93	0%	100%
332322	Sheet Metal Work Manufacturing	\$10,676.47	0%	100%
335122	Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing	\$10,552.80	0%	100%
335912	Primary Battery Manufacturing	\$10,510.78	0%	100%
323111	Commercial printing (except screen and books)	\$10,322.37	0%	100%
334513	Instruments and related products manufacturing for measuring, displaying and controlling industrial process variables	\$10,231.55	0%	100%
561622	Locksmiths	\$10,106.67	0%	100%
813920	Professional Organizations	\$10,066.75	0%	100%
321999	All other miscellaneous wood product manufacturing	\$10,021.86	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
923110	Administration of Education Programs	\$9,959.78	0%	100%
812910	Pet Care (except Veterinary) Services	\$9,758.06	0%	100%
711110	Theater Companies and Dinner Theaters	\$9,724.07	0%	100%
518210	Data processing, hosting and related services	\$9,670.00	0%	100%
423810	Construction and Mining (except Oil Well) Machinery and Equipment Merchant Wholesalers	\$9,626.94	0%	100%
333112	Lawn and Garden Tractor and Home Lawn and Garden Equipment Manufacturing	\$9,608.69	0%	100%
325130	Synthetic Dye and Pigment Manufacturing	\$9,558.78	0%	100%
333316	Photographic and Photocopying Equipment Manufacturing	\$9,427.95	0%	100%
711130	Musical Groups and Artists	\$9,331.25	0%	100%
334210	Telephone Apparatus Manufacturing	\$9,324.22	0%	100%
511191	Greeting Card Publishers	\$9,314.34	0%	100%
713990	All Other Amusement and Recreation Industries	\$9,261.59	0%	100%
333414	Heating equipment (except warm air furnaces) manufacturing	\$9,134.73	0%	100%
721211	RV (Recreational Vehicle) Parks and Campgrounds	\$9,018.99	0%	100%
335122	Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing   NAICS Association.	\$8,987.68	0%	100%
326299	All other rubber product manufacturing	\$8,983.26	0%	100%
332996	Fabricated pipe and pipe fitting manufacturing	\$8,888.79	0%	100%
445120	Convenience Stores	\$8,885.27	0%	100%
451120	Hobby, Toy, and Game Stores	\$8,826.19	0%	100%
611691	Exam Preparation and Tutoring	\$8,622.51	0%	100%
238210	Electrical contractors and and othr wiring installation contractors	\$8,582.93	0%	100%
238160	Roofing contractors	\$8,537.68	0%	100%
424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers	\$8,512.44	0%	100%
113310	Logging	\$8,427.98	0%	100%
337214	Office furniture (except wood) manufacturing	\$8,381.19	0%	100%
325411	Medicinal and Botanical Manufacturing	\$8,296.49	0%	100%
325413	In-Vitro Diagnostic Substance Manufacturing	\$8,240.01	0%	100%
316998	All Other Leather Good and Allied Product Manufacturing	\$8,229.84	0%	100%
424990	Other Miscellaneous Nondurable Goods Merchant Wholesalers	\$8,148.20	0%	100%
541921	Photography Studios, Portrait	\$8,042.26	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
321211	Hardwood Veneer and Plywood Manufacturing	\$8,032.07	0%	100%
423830	Industrial machinery and equipment merchant wholesalers	\$8,024.63	0%	100%
332722	Bolt, Nut, Screw, Rivet, and Washer Manufacturing	\$8,023.06	0%	100%
236220	Commercial and Institutional Building Construction	\$8,019.01	0%	100%
333995	Fluid Power Cylinder and Actuator Manufacturing	\$8,003.52	0%	100%
424950	Paint, varnish and supplies merchant wholesalers	\$8,000.34	0%	100%
423130	Tire and Tube Merchant Wholesalers	\$7,923.58	0%	100%
333992	Welding and soldering equipment manufacturing	\$7,876.31	0%	100%
339991	Gasket, Packing, and Sealing Device Manufacturing	\$7,872.32	0%	100%
532310	General Rental Centers	\$7,842.39	0%	100%
923120	Administration of Public Health Programs	\$7,813.17	0%	100%
415211	Book stores	\$7,802.07	0%	100%
611699	All Other Miscellaneous Schools and Instruction	\$7,753.07	0%	100%
335999	All other miscellaneous electrical equipment and component manufacturing	\$7,646.84	0%	100%
335921	Fibre optic cable manufacturing	\$7,546.28	0%	100%
315210	Cut and Sew Apparel Contractors	\$7,541.51	0%	100%
541350	Building Inspection Services	\$7,539.49	0%	100%
561311	Employment placement agencies	\$7,513.60	0%	100%
811219	Other electronic and precision equipment repair and maintenance	\$7,499.00	0%	100%
517311	Wired Telecommunications Carriers	\$7,448.48	0%	100%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	\$7,384.41	0%	100%
326199	All other plastics manufacturing	\$7,374.05	0%	100%
561790	Other services to buildings and dwellings	\$7,326.24	0%	100%
339993	Fastener, Button, Needle, and Pin Manufacturing	\$7,309.77	0%	100%
316992	Women's Handbag and Purse Manufacturing	\$7,184.76	0%	100%
621610	Home Health Care Services	\$7,046.84	0%	100%
337121	Upholstered Household Furniture Manufacturing	\$7,040.48	0%	100%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	\$6,929.50	0%	100%
332999	All Other Miscellaneous Fabricated Metal Product	\$6,920.00	0%	100%
532120	Truck, Utility Trailer, and RV (Recreational Vehicle) Rental and Leasing	\$6,824.11	0%	100%



NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
337910	Mattress Manufacturing	\$6,736.09	0%	100%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	\$6,672.74	0%	100%
334417	Electronic connector manufacturing	\$6,551.41	0%	100%
332313	Plate work manufacturing	\$6,546.24	0%	100%
485410	School and Employee Bus Transportation	\$6,474.00	0%	100%
335312	Motor and generator manufacturing	\$6,258.62	0%	100%
926150	Regulation, Licensing, and Inspection of Miscellaneous Commercial Sectors	\$6,248.24	0%	100%
334112	Computer Storage Device Manufacturing	\$6,141.77	0%	100%
333912	Air and Gas Compressor Manufacturing	\$6,116.47	0%	100%
811212	Computer and Office Machine Repair and Maintenance	\$6,077.60	0%	100%
221115	Wind Electric Power Generation	\$6,055.72	0%	100%
237990	Other heavy and civil engineering construction	\$6,007.80	0%	100%
332216	Saw Blade and Handtool Manufacturing	\$5,970.67	0%	100%
812910	Pet Care (except Veterinary) Services	\$5,916.21	0%	100%
334413	Semiconductor and Related Device Manufacturing	\$5,800.71	0%	100%
484110	General Freight Trucking, Local	\$5,773.45	0%	100%
322299	All Other Converted Paper Product Manufacturing	\$5,672.60	0%	100%
333613	Mechanical powere transmission equipment manufacturing	\$5,617.65	0%	100%
111998	All Other Miscellaneous Crop Farming	\$5,585.01	0%	100%
333515	Cutting tool and machine tool accessory manufacturing	\$5,551.73	0%	100%
523490	Other commercial and industrial machinery and equipment rental and leasing	\$5,542.73	0%	100%
512131	Motion Picture Theaters (except Drive-Ins)	\$5,523.80	0%	100%
333613	Mechanical power transmission equipment manufacturing	\$5,442.14	0%	100%
541340	Drafting Services	\$5,337.08	0%	100%
339999	All Other Miscellaneous Manufacturing	\$5,333.97	0%	100%
332420	Metal tank (heavy gauge) manufacturing	\$5,197.42	0%	100%
721214	Recreational and Vacation Camps (except Campgrounds)	\$5,182.27	0%	100%
332313	Plate Work Manufacturing	\$5,181.27	0%	100%
324121	Asphalt Paving Mixture and Block Manufacturing	\$5,098.98	0%	100%
332613	Spring manufacturing	\$5,077.45	0%	100%
333314	Optical Instrument and Lens Manufacturing	\$5,054.64	0%	100%
424720	Petroleum and Petroleum Products Merchant	\$5,050.31	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
	Wholesalers (except Bulk Stations and Terminals)			
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	\$4,991.56	0%	100%
332215	Metal Kitchen Cookware, Utensil, Cutlery, and Flatware (except Precious) Manufacturing	\$4,919.69	0%	100%
541330	Engineering services	\$4,866.67	0%	100%
811121	Automotive Body, Paint, and Interior Repair and Maintenance	\$4,863.35	0%	100%
541199	All Other Legal Services	\$4,815.21	0%	100%
314120	Curtain and Linen Mills	\$4,768.14	0%	100%
339991	Gasket, Packing, and Sealing Device Manufacturing.	\$4,740.34	0%	100%
337214	Office Furniture (except Wood) Manufacturing	\$4,733.17	0%	100%
326199	All other plastics product manufacturing	\$4,722.67	0%	100%
493190	Other Warehousing and Storage	\$4,716.19	0%	100%
332312	Fabricated Structural Metal Manufacturing	\$4,621.60	0%	100%
335932	Noncurrent carrying wiring device manufacturing	\$4,574.20	0%	100%
334614	Software and Other Prerecorded Compact Disc, Tape, and Record Reproducing	\$4,524.15	0%	100%
441310	Automotive parts and accessories stores	\$4,522.57	0%	100%
624229	Other Community Housing Services	\$4,455.00	0%	100%
334416	Capacitor, Resistor, Coil, Transformer, and Other Inductor Manufacturing	\$4,447.60	0%	100%
335210	Small electrical appliance manufacturing	\$4,441.27	0%	100%
811420	Reupholstery and Furniture Repair	\$4,428.02	0%	100%
561439	Other Business Service Centers (including Copy Shops)	\$4,395.04	0%	100%
312112	Bottled water manufacturing	\$4,391.93	0%	100%
447190	Other gasoline stations	\$4,386.92	0%	100%
333999	Other miscellaneous general purpose machinery manufacturing	\$4,375.84	0%	100%
423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers.	\$4,366.10	0%	100%
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	\$4,323.81	0%	100%
446130	Optical Goods Stores	\$4,317.93	0%	100%
335931	Current carrying wiring device manufacturing	\$4,290.73	0%	100%
339993	Fastener, Button, Needle, and Pin Manufacturing	\$4,245.35	0%	100%
484220	Specialized Freight (except Used Goods) Trucking, Local	\$4,245.14	0%	100%
446199	All Other Health and Personal Care Stores	\$4,237.65	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
238110	Poured concrete foundation and structure contractors	\$4,213.92	0%	100%
444210	Outdoor power equipment stores	\$4,154.08	0%	100%
314910	Textile bag and canvas mills	\$4,120.63	0%	100%
332912	Fluid Power Valve and Hose Fitting Manufacturing	\$4,008.95	0%	100%
334514	Totalizing fluid meter and counting device manufacturing	\$3,909.31	0%	100%
561621	Security systems services (except locksmiths)	\$3,873.75	0%	100%
712130	Zoos and Botanical Gardens	\$3,864.25	0%	100%
532282	Video Tape and Disc Rental	\$3,796.99	0%	100%
713930	Marinas	\$3,760.33	0%	100%
115210	Support Activities for Animal Production	\$3,757.36	0%	100%
488190	Other Support Activities for Air Transportation	\$3,743.58	0%	100%
327120	Clay Building Material and Refractories Manufacturing	\$3,714.46	0%	100%
811122	Automotive glass replacement shops	\$3,678.06	0%	100%
423610	Electrical apparatus and equipment, wiring supplies and related equipment merchant wholesalers	\$3,597.90	0%	100%
811213	Communication Equipment Repair and Maintenance	\$3,595.80	0%	100%
332618	Other fabricated wire product manufacturing	\$3,582.82	0%	100%
332992	Small Arms Ammunition Manufacturing	\$3,536.75	0%	100%
561740	Carpet and Upholstery Cleaning Services	\$3,531.14	0%	100%
928120	International Affairs	\$3,516.50	0%	100%
332322	Sheet metal work manufacturing	\$3,515.33	0%	100%
333318	Other commercial and service industry machinery manufacturing	\$3,477.51	0%	100%
611430	Professional and Management Development Training.	\$3,439.75	0%	100%
423430	Computer and computer peripheral equipment and software merchant wholesalers	\$3,405.61	0%	100%
326130	Laminated Plastics Plate, Sheet (except Packaging), and Shape Manufacturing	\$3,373.59	0%	100%
522298	All Other Nondepository Credit Intermediation	\$3,369.18	0%	100%
541612	Human Resources Consulting Services	\$3,364.70	0%	100%
448120	Women's Clothing Stores	\$3,311.46	0%	100%
926120	Regulation and Administration of Transportation Programs	\$3,302.51	0%	100%
221122	Electric Power Distribution	\$3,285.24	0%	100%
541490	Other Specialized Design Services	\$3,212.59	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
333914	Measuring, dispensing and other pumping equipment manufacturing	\$3,187.49	0%	100%
424320	Men's and Boys' Clothing and Furnishings Merchant Wholesalers	\$3,186.35	0%	100%
561910	Packaging and la labelling services	\$3,166.53	0%	100%
237130	Power and communication line and related structures construction	\$3,160.18	0%	100%
812199	Other personal care services	\$3,118.15	0%	100%
924120	Administration of Conservation Programs	\$3,104.16	0%	100%
423330	Roofing, Siding, and Insulation Material Merchant Wholesalers	\$3,072.41	0%	100%
541513	Computer Facilities Management Services	\$3,060.48	0%	100%
326111	Plastics Bag and Pouch Manufacturing	\$3,011.05	0%	100%
325520	Adhesive Manufacturing	\$3,007.38	0%	100%
326160	Plastics bottle manufacturing	\$2,994.72	0%	100%
213112	Support activities for oil and gas operations	\$2,975.00	0%	100%
327991	Cut Stone and Stone Product Manufacturing	\$2,945.54	0%	100%
326299	All other rubber manufacturing	\$2,942.37	0%	100%
551114	Corporate, Subsidiary, and Regional Managing Offices	\$2,935.43	0%	100%
423410	Photographic Equipment and Supplies Merchant Wholesalers	\$2,914.98	0%	100%
424430	Dairy Product (except Dried or Canned) Merchant Wholesalers	\$2,841.28	0%	100%
524210	Insurance Agencies and Brokerages	\$2,840.10	0%	100%
561612	Security Guards and Patrol Services	\$2,815.00	0%	100%
238220	Plumbing, heating and air-conditioning contractors	\$2,787.60	0%	100%
541890	Other Scientific and Technical Consulting Services	\$2,776.54	0%	100%
451140	Musical Instrument and Supplies Stores	\$2,752.97	0%	100%
311351	Chocolate and Confectionery Manufacturing from Cacao Beans	\$2,734.96	0%	100%
454310	Fuel dealers	\$2,731.43	0%	100%
442291	Window Treatment Stores	\$2,695.00	0%	100%
511140	Directory and Mailing List Publishers	\$2,690.31	0%	100%
813910	Business Associations	\$2,603.67	0%	100%
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	\$2,600.63	0%	100%
333514	Special Die and Tool, Die Set, Jig, and Fixture Manufacturing	\$2,600.00	0%	100%
423450	Medical, dental and hospital equipment and supplies merchant wholesalers	\$2,557.34	0%	100%
424720	Petroleum and Petroleum Products Merchant	\$2,550.22	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
	Wholesalers (except Bulk Stations and Terminals)			
339991	Gasket, packing and sealing device	\$2,500.37	0%	100%
334112	Computer storage device manufacturing	\$2,482.50	0%	100%
112511	Finfish Farming and Fish Hatcheries	\$2,398.00	0%	100%
238120	Structural Steel and Precast Concrete Contractors	\$2,394.79	0%	100%
332911	Industrial valve manufacturing	\$2,392.85	0%	100%
811412	Appliance repair and maintenance	\$2,385.30	0%	100%
611513	Apprenticeship training	\$2,382.92	0%	100%
423840	Industries supplies merchant wholesalers	\$2,359.68	0%	100%
316210	Footwear Manufacturing	\$2,355.64	0%	100%
541512	Computer Systems Design Services	\$2,340.00	0%	100%
334111	Electronic computer manufacturing	\$2,337.88	0%	100%
541370	Surveying and Mapping (except Geophysical) Services	\$2,325.00	0%	100%
485999	All Other Transit and Ground Passenger Transportation	\$2,312.64	0%	100%
339991	Gasket, packing and sealing device	\$2,266.43	0%	100%
445292	Confectionery and nut stores	\$2,261.29	0%	100%
624110	Child and Youth Services	\$2,250.27	0%	100%
517919	All other telecommunications	\$2,250.00	0%	100%
327331	Concrete block and brick manufacturing	\$2,230.62	0%	100%
611513	Apprenticeship Training	\$2,230.05	0%	100%
332119	Metal Crown, Closure, and Other Metal Stamping (except Automotive)	\$2,188.82	0%	100%
561410	Document Preparation Services	\$2,133.57	0%	100%
335313	Switchgear and Switchboard Apparatus Manufacturing	\$2,129.46	0%	100%
512110	Motion Picture and Video Production	\$2,117.31	0%	100%
326191	Plastics Plumbing Fixture Manufacturing	\$2,116.31	0%	100%
562920	Materials Recovery Facilities	\$2,115.92	0%	100%
922160	Fire protection	\$2,102.00	0%	100%
333997	Scale and Balance Manufacturing	\$2,101.03	0%	100%
112920	Horses and Other Equine Production	\$2,055.12	0%	100%
325212	Synthetic Rubber Manufacturing	\$2,052.39	0%	100%
334111	Electronic Computer Manufacturing	\$2,019.57	0%	100%
315200	Cut and sew apparel manufacturing	\$1,991.93	0%	100%
325180	Other basic inorganic chemical manufacturing	\$1,944.67	0%	100%
514850	Outdoor advertising	\$1,935.55	0%	100%
332911	Ball and Roller Bearing Manufacturing	\$1,922.93	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
562119	Other waste collection	\$1,894.99	0%	100%
337127	Institutional Furniture Manufacturing	\$1,872.21	0%	100%
238190	Other Foundation, Structure, and Building Exterior Contractors	\$1,849.50	0%	100%
321918	Other Millwork (including Flooring)	\$1,836.51	0%	100%
327331	Concrete Block and Brick Manufacturing	\$1,822.44	0%	100%
488119	Other Airport Operations	\$1,809.33	0%	100%
112420	Goat Farming	\$1,779.75	0%	100%
447110	Gasoline Stations with Convenience Stores	\$1,760.49	0%	100%
327213	Glass Container Manufacturing	\$1,744.68	0%	100%
331221	Rolled Steel Shape Manufacturing	\$1,737.83	0%	100%
314120	Cotton and linen mills	\$1,720.19	0%	100%
512131	Motion Picture Theaters (except Drive-Ins)	\$1,705.73	0%	100%
335122	Commercial, industrial and institutional electric lighting fixture manufacturing	\$1,703.22	0%	100%
424470	Meat and Meat Product Merchant Wholesalers	\$1,698.74	0%	100%
212321	Construction sand and gravel mining	\$1,690.00	0%	100%
561599	All Other Travel Arrangement and Reservation Services	\$1,675.96	0%	100%
333991	Power-Driven Handtool Manufacturing	\$1,674.69	0%	100%
331221	Rolled steel shape manufacturing	\$1,670.08	0%	100%
332323	Ornamental and Architectural Metal Work Manufacturing	\$1,645.93	0%	100%
621498	All Other Outpatient Care Centers	\$1,599.66	0%	100%
324122	Asphalt Shingle and Coating Materials Manufacturing	\$1,562.59	0%	100%
339112	Surgical and medical instrument manufacturing	\$1,545.69	0%	100%
331315	Aluminum Sheet, Plate, and Foil Manufacturing	\$1,495.06	0%	100%
326122	Plastics pipe and pipe fitting manufacturing	\$1,415.90	0%	100%
624230	Emergency and Other Relief Services	\$1,413.09	0%	100%
327993	Mineral Wool Manufacturing	\$1,411.46	0%	100%
621210	Offices of Dentists	\$1,400.60	0%	100%
515112	Radio Stations	\$1,395.00	0%	100%
337122	Nonupholstered wood household furniture manufacturing	\$1,384.30	0%	100%
339991	Gasket, packing and sealing device manufacturing	\$1,380.88	0%	100%
332323	Ornamental and architectural metal work manufacturing	\$1,380.43	0%	100%
541714	Research and Development in Biotechnology (except Nanobiotechnology)	\$1,374.40	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
444220	Nursery, garden center and farm supply stores	\$1,374.00	0%	100%
813410	Civic and social organizations	\$1,328.76	0%	100%
541214	Payroll Services	\$1,322.26	0%	100%
112310	Chicken Egg Production	\$1,309.58	0%	100%
332510	Hardware manufacturing	\$1,309.39	0%	100%
313320	Fabric Coating Mills	\$1,294.09	0%	100%
335911	Storage battery manufacturing	\$1,290.76	0%	100%
711211	Sports Teams and Clubs	\$1,288.60	0%	100%
722330	Mobile Food Services	\$1,281.86	0%	100%
454390	Other Direct Selling Establishments	\$1,267.38	0%	100%
811112	Automotive exhaust system repair	\$1,261.42	0%	100%
812921	Photofinishing Laboratories (except One-Hour)	\$1,258.88	0%	100%
921190	Other General Government Support	\$1,253.83	0%	100%
332311	Prefabricated Metal Building and Component Manufacturing	\$1,243.00	0%	100%
335929	Other communication and energy wire manufacturing	\$1,204.16	0%	100%
531120	Lessors of Nonresidential Buildings (except Miniwarehouses)	\$1,200.38	0%	100%
561499	All Other Business Support Services	\$1,200.00	0%	100%
488330	Navigational services to shipping	\$1,191.86	0%	100%
322291	Sanitary Paper Product Manufacturing	\$1,171.80	0%	100%
721310	Rooming and boarding houses, dormitories, and workers' camps	\$1,148.40	0%	100%
424990	Other miscellaneous non-durable goods merchant wholesalers	\$1,134.69	0%	100%
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	\$1,121.43	0%	100%
515111	Radio Networks	\$1,099.85	0%	100%
332117	Powder Metallurgy Part Manufacturing	\$1,091.98	0%	100%
339993	Fastener, button, needle and pin manufacturing	\$1,084.54	0%	100%
423450	Medical, dental and hospital equipment supplies merchant wholesalers	\$1,068.31	0%	100%
453110	Florists	\$1,057.12	0%	100%
325620	Toilet Preparation Manufacturing	\$1,038.30	0%	100%
561612	Security guard and patrol services	\$1,036.00	0%	100%
238170	Siding contractors	\$1,027.40	0%	100%
221330	Steam and Air-Conditioning Supply	\$1,010.00	0%	100%
339113	Surgical appliance and supplies manufacturing	\$996.00	0%	100%
313220	Narrow Fabric Mills and Schiffli Machine	\$989.69	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
	Embroidery			
335921	Fiber Optic Cable Manufacturing	\$985.22	0%	100%
332722	Bolt, nut, screw, washer and rivet manufacturing	\$963.41	0%	100%
424310	Piece Goods, Notions, and Other Dry Goods Merchant Wholesalers	\$960.27	0%	100%
314994	Rope, Cordage, Twine, Tire Cord, and Tire Fabric Mills	\$943.94	0%	100%
712190	Nature Parks and Other Similar Institutions	\$901.56	0%	100%
453920	Art Dealers	\$900.00	0%	100%
325199	All Other Basic Organic Chemical Manufacturing	\$885.75	0%	100%
335931	Current carrying wiring device manufacturing	\$884.73	0%	100%
532283	Home health equipment rental	\$881.81	0%	100%
335932	Noncurrent-Carrying Wiring Device Manufacturing	\$871.22	0%	100%
331318	Other Aluminum Rolling, Drawing, and Extruding	\$864.13	0%	100%
811310	Commerical and industrial machinery and equipment (except automotive and electronic) repair and maintenance	\$859.56	0%	100%
333612	Speed Changer, Industrial High-Speed Drive, and Gear Manufacturing	\$850.00	0%	100%
327999	All Other Miscellaneous Nonmetallic Mineral Product Manufacturing	\$848.63	0%	100%
336999	All Other Transportation Equipment Manufacturing	\$845.67	0%	100%
327910	Abrasive product manufacturing	\$793.29	0%	100%
454210	Vending Machine Operators	\$779.88	0%	100%
333923	Overhead Traveling Crane, Hoist, and Monorail System Manufacturing	\$779.87	0%	100%
522320	Financial transactions processing, reserve and clearing house activities	\$756.00	0%	100%
621320	Offices of Optometrists	\$735.94	0%	100%
722513	Limited-service restaurants	\$732.96	0%	100%
512290	Other sound recording industries	\$723.15	0%	100%
339991	Gasket, packing and sealing device	\$716.51	0%	100%
335931	Current carrying device manufacturing	\$707.71	0%	100%
541191	Title Abstract and Settlement Offices	\$700.00	0%	100%
541120	Offices of Notaries	\$698.50	0%	100%
336212	Truck trailer manufacturing	\$697.75	0%	100%
311991	Perishable Prepared Food Manufacturing	\$667.03	0%	100%
334511	Search, detection, navigation, guidance, aeronautical and nautical system and instrument manufacturing	\$656.00	0%	100%



NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
311612	Meat Processed from Carcasses	\$652.74	0%	100%
522210	Credit Card Issuing	\$652.50	0%	100%
622110	General Medical and Surgical Hospitals	\$632.69	0%	100%
488111	Air Traffic Control	\$627.89	0%	100%
424610	Plastics materials and basic forms and shapes merchant wholesalers	\$612.74	0%	100%
111421	Nursery and Tree Production	\$604.75	0%	100%
611692	Automobile Driving Schools	\$602.50	0%	100%
532283	Home Health Equipment Rental	\$595.00	0%	100%
486110	Pipeline Transportation of Crude Oil	\$565.03	0%	100%
333314	Optical instrument and lens manufacturing	\$544.17	0%	100%
541219	Other accounting services	\$543.17	0%	100%
541990	All other professional, scientific and technical services	\$538.00	0%	100%
532411	Commercial Air, Rail, and Water Transportation Equipment Rental and Leasing	\$537.92	0%	100%
238340	Tile and Terrazzo Contractors	\$530.00	0%	100%
561421	Telephone Answering Services	\$480.00	0%	100%
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing.	\$450.00	0%	100%
451212	News Dealers and Newsstands	\$443.00	0%	100%
511110	Newspaper Publishers	\$439.65	0%	100%
115112	Soil Preparation, Planting, and Cultivating	\$431.43	0%	100%
321219	Reconstituted Wood Product Manufacturing	\$422.57	0%	100%
611410	Business and Secretarial Schools	\$399.00	0%	100%
423330	Roofing, sliding and insulation material merchant wholesalers	\$397.88	0%	100%
713290	Other Gambling Industries	\$396.56	0%	100%
424440	Poultry and Poultry Product Merchant Wholesalers	\$395.97	0%	100%
326150	Urethane and Other Foam Product (except Polystyrene) Manufacturing	\$390.31	0%	100%
311919	Other Snack Food Manufacturing	\$389.76	0%	100%
532289	All other consumer goods rental	\$365.00	0%	100%
561492	Court Reporting and Stenotype Services	\$359.60	0%	100%
112519	Other Aquaculture	\$355.91	0%	100%
112910	Apiculture	\$350.30	0%	100%
484110	General freight trucking, local	\$350.00	0%	100%
621999	All other miscellaneous ambulatory health care services	\$347.69	0%	100%
423450	Medical, Dental, and Hospital Equipment and	\$346.00	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
	Supplies Merchant Wholesalers.			
327332	Concrete pipe manufacturing	\$339.90	0%	100%
532210	Consumer Electronics and Appliances Rental	\$337.74	0%	100%
333618	Othr engine equipment manufacturing	\$326.35	0%	100%
336120	Heavy Duty Truck Manufacturing	\$322.57	0%	100%
332812	Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers	\$318.00	0%	100%
611430	Professional and management development training	\$316.38	0%	100%
333111	Farm Machinery and Equipment Manufacturing	\$310.42	0%	100%
238140	Masonry contractors	\$305.00	0%	100%
327390	Other Concrete Product Manufacturing	\$295.85	0%	100%
333940	Offices supplies (except paper) manufacturing	\$279.50	0%	100%
311119	Other animal food manufacturing	\$274.66	0%	100%
423690	Other electronic parts and equipment merchant wholesalers	\$274.35	0%	100%
541410	Interior Design Services	\$270.63	0%	100%
812199	Other Personal Care Services	\$257.70	0%	100%
512120	Motion Picture and Video Distribution	\$252.76	0%	100%
491110	Postal Service	\$243.19	0%	100%
423720	Plumbing and heating equipment and supplies (hydronics) merchant wholesalers	\$234.41	0%	100%
333997	Scale and balance manufacturing	\$223.54	0%	100%
331318	Other Aluminum Rolling, Drawing, and Extruding	\$218.19	0%	100%
311421	Fruit and Vegetable Canning	\$215.58	0%	100%
333415	Air conditioning and warm air heating equipment and commercial and industrial refrigeration equipment manufacturing	\$214.62	0%	100%
333922	Coneyor and coneying equipment manufacturing	\$213.44	0%	100%
111940	Hay Farming	\$212.40	0%	100%
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	\$212.20	0%	100%
324191	Petroleum lubricating oil and grese manufacturing	\$202.00	0%	100%
336413	Other aircraft parts and auxiliary equipment manufacturing	\$198.11	0%	100%
451200	Book Stores and News Dealers	\$196.02	0%	100%
333413	Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing.	\$180.27	0%	100%
115310	Support Activities for Forestry	\$177.29	0%	100%
493110	General Warehousing and Storage	\$175.61	0%	100%
722410	Drinking Places (Alcoholic Beverages)	\$172.88	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
541990	All other professional, scientific and technical services	\$160.91	0%	100%
541111	Offices of Lawyers	\$159.98	0%	100%
812191	Diet and Weight Reducing Centers	\$156.65	0%	100%
488490	Other Support Activities for Road Transportation	\$152.07	0%	100%
337110	Wood Kitchen Cabinet and Countertop Manufacturing	\$149.75	0%	100%
337920	Blind and Shade Manufacturing	\$125.90	0%	100%
331318	Other aluminium rolling, drawing and extruding	\$124.18	0%	100%
541830	Media Buying Agencies	\$122.59	0%	100%
336320	Motor Vehicle Transmission and Power Train Parts Manufacturing	\$122.50	0%	100%
532111	Passenger Car Rental	\$120.82	0%	100%
312112	Bottled Water Manufacturing	\$120.03	0%	100%
333991	Power driver handtool manufacturing	\$119.13	0%	100%
333111	Farm machinery and equipment manufacturing	\$116.69	0%	100%
336992	Military Armored Vehicle, Tank, and Tank Component Manufacturing	\$113.33	0%	100%
485210	Interurban and Rural Bus Transportation	\$112.00	0%	100%
311999	All Other Miscellaneous Food Manufacturing	\$109.81	0%	100%
423990	Other miscellaneous durable goods merchant wholesalers	\$106.50	0%	100%
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing	\$102.17	0%	100%
322212	Folding Paperboard Box Manufacturing	\$100.00	0%	100%
423840	Industrial suppliesmerchant wholesalers	\$96.05	0%	100%
811118	Other automotive mechanical and and electrical repair and maintenance	\$93.83	0%	100%
331420	Copper Rolling, Drawing, Extruding, and Alloying	\$89.27	0%	100%
333992	Welding and solering equipment manufacturing	\$83.77	0%	100%
424690	Other Chemical and Allied Products Merchant Wholesalers	\$74.78	0%	100%
336611	Ship building and repairing	\$70.01	0%	100%
334512	Automatic environmental control manufacturing for residential, commercial and appliance use	\$67.06	0%	100%
488330	Navigational Services to Shipping	\$67.00	0%	100%
333991	Power driven handtool manufacturing	\$57.25	0%	100%
442210	Floor covering stores	\$42.99	0%	100%
423390	Other Construction Material Merchant Wholesalers	\$40.89	0%	100%
327215	Glass Product Manufacturing Made of Purchased Glass	\$39.29	0%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
524128	Other Direct Insurance (except Life, Health, and Medical) Carriers	\$26.85	0%	100%
322211	Corrugated and Solid Fiber Box Manufacturing	\$23.90	0%	100%
339991	Gasket, Packing, and Sealing Device Manufacturing	\$21.98	0%	100%
339994	Broom, brush and mop manufacturing	\$10.99	0%	100%
334614	Software and other prerecorded compact disc, tape and record reproducing	\$10.00	0%	100%
332215	Metal Kitchen Cookware, Utensil, Cutlery, and Flatware (except Precious) Manufacturing	\$6.25	0%	100%
512191	Teleproduction and Other Postproduction Services	\$1.50	0%	100%
541380	Testing Laboratories and Services	-\$1,771.81	0%	100%
<b>TOTAL</b>		<b>\$425,691,882.54</b>	<b>100%</b>	<b>100%</b>

TABLE A-8.  
CITY OF WACO PRODUCT MARKET AREA  
CONSTRUCTION NAICS CODES

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
237110	Water and Sewer Line and Related Structures Construction	\$129,839,326.66	48.90%	49%
237310	Highway, Street, and Bridge Construction	\$52,648,272.17	19.83%	69%
238910	Site Preparation Contractors	\$22,870,771.61	8.61%	77%
238110	Poured Concrete Foundation and Structure Contractors	\$21,061,507.89	7.93%	85%
238990	All Other Specialty Trade Contractors	\$14,840,033.99	5.59%	91%
236220	Commercial and Institutional Building Construction	\$9,657,598.92	3.64%	95%
238220	Plumbing, Heating, and Air-Conditioning Contractors	\$6,861,504.17	2.58%	97%
238210	Electrical Contractors and Other Wiring Installation Contractors	\$2,098,371.29	0.79%	98%
237990	Other Heavy and Civil Engineering Construction	\$1,441,255.56	0.54%	98%
238290	Other Building Equipment Contractors	\$1,196,476.87	0.45%	99%
238160	Roofing Contractors	\$842,254.23	0.32%	99%
238150	Glass and Glazing Contractors	\$483,076.70	0.18%	99%
221310	Water Supply and Irrigation Systems	\$434,242.12	0.16%	100%
236210	Industrial Building Construction	\$284,374.00	0.11%	100%
238320	Painting and Wall Covering Contractors	\$275,746.75	0.10%	100%
238330	Flooring Contractors	\$238,155.33	0.09%	100%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	\$151,000.00	0.06%	100%

237120	Oil and Gas Pipeline and Related Structures Construction	\$86,346.04	0.03%	100%
238310	Drywall and Insulation Contractors	\$50,184.96	0.02%	100%
238350	Finish Carpentry Contractors	\$42,125.45	0.02%	100%
238120	Structural Steel and Precast Concrete Contractors	\$18,854.94	0.01%	100%
238140	Masonry Contractors	\$17,792.08	0.01%	100%
562910	Remediation Services	\$15,000.00	0.01%	100%
238390	Other Building Finishing Contractors	\$14,916.17	0.01%	100%
561621	Security Systems Services (except Locksmiths)	\$12,000.00	0.00%	100%
221115	Wind Electric Power Generation	\$6,055.72	0.00%	100%
221122	Electric Power Distribution	\$3,285.24	0.00%	100%
237130	Power and communication line and related structures construction	\$3,160.18	0.00%	100%
238190	Other Foundation, Structure, and Building Exterior Contractors	\$1,849.50	0.00%	100%
238170	Siding contractors	\$1,027.40	0.00%	100%
221330	Steam and Air-Conditioning Supply	\$1,010.00	0.00%	100%
238340	Tile and Terrazzo Contractors	\$530.00	0.00%	100%
339950	Sign Manufacturing	\$500.00	0.00%	100%
<b>TOTAL</b>		<b>\$265,498,605.94</b>	<b>100%</b>	<b>100%</b>

TABLE A-9.  
CITY OF WACO PRODUCT MARKET AREA  
ARCHITECTURE & ENGINEERING NAICS CODES

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
541330	Engineering Services	\$3,800,097.77	71.22%	71%
541310	Architectural Services	\$1,012,510.12	18.98%	90%
541360	Geophysical Surveying and Mapping Services	\$476,161.21	8.92%	99%
541320	Landscape Architectural Services	\$25,618.37	0.48%	100%
541350	Building Inspection Services	\$7,539.49	0.14%	100%
541380	Testing Laboratories	\$6,175.00	0.12%	100%
541340	Drafting Services	\$5,337.08	0.10%	100%
541370	Surveying and Mapping (except Geophysical) Services	\$2,325.00	0.04%	100%
<b>TOTAL</b>		<b>\$5,335,764.04</b>	<b>100%</b>	<b>100%</b>

TABLE A-10.  
CITY OF WACO PRODUCT MARKET AREA  
PROFESSIONAL SERVICES NAICS CODES

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	\$815,491.43	14.13%	14%
541810	Advertising Agencies	\$783,100.15	13.57%	28%
541380	Testing Laboratories	\$401,874.49	6.96%	35%
532420	Office Machinery and Equipment Rental and Leasing	\$397,665.35	6.89%	42%
541870	Advertising Material Distribution Services	\$337,012.20	5.84%	47%
621511	Medical Laboratories	\$289,460.24	5.01%	52%
541940	Veterinary Services	\$241,342.87	4.18%	57%
541620	Environmental Consulting Services	\$207,508.01	3.59%	60%
541511	Custom Computer Programming Services	\$192,559.60	3.34%	64%
541890	Other Services Related to Advertising	\$180,171.51	3.12%	67%
532284	Recreational Goods Rental	\$178,456.18	3.09%	70%
611430	Professional and Management Development Training	\$156,746.62	2.72%	72%
541840	Media Representatives	\$126,226.71	2.19%	75%
541219	Other Accounting Services	\$120,101.15	2.08%	77%
541690	Other Scientific and Technical Consulting Services	\$115,628.40	2.00%	79%
541820	Public Relations Agencies	\$110,568.38	1.92%	81%
611420	Computer Training	\$106,667.20	1.85%	82%
532112	Passenger Car Leasing	\$99,441.00	1.72%	84%
541519	Other Computer Related Services	\$90,765.00	1.57%	86%
541990	All Other Professional, Scientific, and Technical Services	\$77,337.40	1.34%	87%
611519	Other Technical and Trade Schools	\$76,348.82	1.32%	88%
621999	All Other Miscellaneous Ambulatory Health Care Services	\$69,052.85	1.20%	90%
531130	Lessors of Miniwarehouses and Self-Storage Units	\$52,141.66	0.90%	91%
532289	All Other Consumer Goods Rental	\$45,451.87	0.79%	91%
541613	Marketing Consulting Services	\$44,356.80	0.77%	92%
611699	All Other Miscellaneous Schools and Instruction	\$41,422.16	0.72%	93%
622210	Psychiatric and Substance Abuse Hospitals	\$39,577.70	0.69%	93%
621512	Diagnostic Imaging Centers	\$36,682.32	0.64%	94%
541930	Translation and Interpretation Services	\$30,544.56	0.53%	95%
541430	Graphic Design Services	\$28,669.92	0.50%	95%
541191	Title Abstract and Settlement Offices	\$27,071.58	0.47%	96%
541611	Administrative Management and General Management Consulting Services	\$23,902.06	0.41%	96%
541850	Outdoor Advertising	\$22,738.01	0.39%	96%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
611710	Educational Support Services	\$21,587.83	0.37%	97%
541512	Computer Systems Design Services	\$21,290.00	0.37%	97%
541922	Commercial Photography	\$19,772.90	0.34%	98%
524114	Direct Health and Medical Insurance Carriers	\$19,565.45	0.34%	98%
532412	Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing	\$14,105.14	0.24%	98%
611691	Exam Preparation and Tutoring	\$8,622.51	0.15%	98%
541921	Photography Studios, Portrait	\$8,042.26	0.14%	98%
532310	General Rental Centers	\$7,842.39	0.14%	99%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	\$7,384.41	0.13%	99%
621610	Home Health Care Services	\$7,046.84	0.12%	99%
532120	Truck, Utility Trailer, and RV (Recreational Vehicle) Rental and Leasing	\$6,824.11	0.12%	99%
523490	Other commercial and industrial machinery and equipment rental and leasing	\$5,542.73	0.10%	99%
541199	All Other Legal Services	\$4,815.21	0.08%	99%
611513	Apprenticeship training	\$4,612.97	0.08%	99%
624229	Other Community Housing Services	\$4,455.00	0.08%	99%
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	\$4,323.81	0.07%	99%
532282	Video Tape and Disc Rental	\$3,796.99	0.07%	99%
522298	All Other Nondepository Credit Intermediation	\$3,369.18	0.06%	99%
541612	Human Resources Consulting Services	\$3,364.70	0.06%	99%
541490	Other Specialized Design Services	\$3,212.59	0.06%	100%
541513	Computer Facilities Management Services	\$3,060.48	0.05%	100%
551114	Corporate, Subsidiary, and Regional Managing Offices	\$2,935.43	0.05%	100%
524210	Insurance Agencies and Brokerages	\$2,840.10	0.05%	100%
624110	Child and Youth Services	\$2,250.27	0.04%	100%
621498	All Other Outpatient Care Centers	\$1,599.66	0.03%	100%
532283	Home health equipment rental	\$1,476.81	0.03%	100%
624230	Emergency and Other Relief Services	\$1,413.09	0.02%	100%
621210	Offices of Dentists	\$1,400.60	0.02%	100%
541714	Research and Development in Biotechnology (except Nanobiotechnology)	\$1,374.40	0.02%	100%
541214	Payroll Services	\$1,322.26	0.02%	100%
531120	Lessors of Nonresidential Buildings (except Miniwarehouses)	\$1,200.38	0.02%	100%
522320	Financial transactions processing, reserve and clearing house activities	\$756.00	0.01%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
621320	Offices of Optometrists	\$735.94	0.01%	100%
541120	Offices of Notaries	\$698.50	0.01%	100%
522210	Credit Card Issuing	\$652.50	0.01%	100%
622110	General Medical and Surgical Hospitals	\$632.69	0.01%	100%
611692	Automobile Driving Schools	\$602.50	0.01%	100%
532411	Commercial Air, Rail, and Water Transportation Equipment Rental and Leasing	\$537.92	0.01%	100%
611410	Business and Secretarial Schools	\$399.00	0.01%	100%
532210	Consumer Electronics and Appliances Rental	\$337.74	0.01%	100%
541410	Interior Design Services	\$270.63	0.00%	100%
541111	Offices of Lawyers	\$159.98	0.00%	100%
541830	Media Buying Agencies	\$122.59	0.00%	100%
532111	Passenger Car Rental	\$120.82	0.00%	100%
524128	Other Direct Insurance (except Life, Health, and Medical) Carriers	\$26.85	0.00%	100%
<b>TOTAL</b>		<b>\$5,772,588.36</b>	<b>100%</b>	<b>100%</b>

TABLE A-11.  
CITY OF WACO PRODUCT MARKET AREA  
GOODS NAICS CODES

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
441310	Automotive Parts and Accessories Stores	\$23,636,402.07	20.65%	21%
334515	Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals	\$10,651,102.99	9.31%	30%
453210	Office Supplies and Stationery Stores	\$5,551,964.16	4.85%	35%
423830	Industrial Machinery and Equipment Merchant Wholesalers	\$5,356,137.95	4.68%	39%
423840	Industrial Supplies Merchant Wholesalers	\$5,000,202.79	4.37%	44%
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	\$4,773,852.30	4.17%	48%
423110	Automobile and Other Motor Vehicle Merchant Wholesalers	\$4,471,722.29	3.91%	52%
423120	Motor Vehicle Supplies and New Parts Merchant Wholesalers	\$2,958,373.21	2.58%	55%
441320	Tire Dealers	\$2,709,597.45	2.37%	57%
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	\$2,533,356.52	2.21%	59%
444110	Home Centers	\$2,472,833.59	2.16%	61%
444130	Hardware Stores	\$2,465,708.58	2.15%	63%
451110	Sporting Goods Stores	\$1,960,496.57	1.71%	65%



NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	\$1,796,171.95	1.57%	67%
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	\$1,659,048.35	1.45%	68%
443142	Electronics Stores	\$1,508,869.11	1.32%	69%
424690	Other Chemical and Allied Products Merchant Wholesalers	\$1,405,327.57	1.23%	71%
423820	Farm and Garden Machinery and Equipment Merchant Wholesalers	\$1,317,492.56	1.15%	72%
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	\$1,264,606.99	1.10%	73%
423710	Hardware Merchant Wholesalers	\$1,202,424.72	1.05%	74%
451211	Book Stores	\$850,258.47	0.74%	75%
336112	Light Truck and Utility Vehicle Manufacturing	\$823,494.06	0.72%	75%
423430	Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	\$791,887.89	0.69%	76%
333120	Construction machinery manufacturing	\$767,364.26	0.67%	77%
453910	Pet and Pet Supplies Stores	\$728,698.83	0.64%	77%
424120	Stationery and Office Supplies Merchant Wholesalers	\$720,212.64	0.63%	78%
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	\$692,894.58	0.61%	79%
334310	Audio and Video Equipment Manufacturing	\$659,648.87	0.58%	79%
332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	\$641,518.02	0.56%	80%
326122	Plastics Pipe and Pipe Fitting Manufacturing	\$618,064.13	0.54%	80%
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	\$615,258.11	0.54%	81%
323111	Commercial Printing (except Screen and Books)	\$601,628.46	0.53%	81%
452311	Warehouse Clubs and Supercenters	\$576,475.27	0.50%	82%
424910	Farm Supplies Merchant Wholesalers	\$558,012.50	0.49%	82%
332722	Bolt, Nut, Screw, Rivet, and Washer Manufacturing	\$551,168.69	0.48%	83%
315990	Apparel Accessories and Other Apparel Manufacturing	\$538,339.99	0.47%	83%
324110	Petroleum Refineries	\$465,166.54	0.41%	84%
424130	Industrial and Personal Service Paper Merchant Wholesalers	\$465,093.22	0.41%	84%
451120	Hobby, Toy, and Game Stores	\$462,508.94	0.40%	85%
334516	Analytical Laboratory Instrument Manufacturing	\$447,587.40	0.39%	85%
448150	Clothing Accessories Stores	\$434,788.22	0.38%	85%
423690	Other Electronic Parts and Equipment Merchant Wholesalers	\$420,832.21	0.37%	86%
339950	Sign Manufacturing	\$417,688.37	0.36%	86%
423740	Refrigeration Equipment and Supplies Merchant	\$405,190.79	0.35%	86%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
	Wholesalers			
453220	Gift, Novelty, and Souvenir Stores	\$373,064.60	0.33%	87%
424410	General Line Grocery Merchant Wholesalers	\$354,103.96	0.31%	87%
326220	Rubber and Plastics Hoses and Belting Manufacturing	\$350,498.84	0.31%	87%
445110	Supermarkets and Other Grocery (except Convenience) Stores	\$349,279.55	0.31%	88%
323113	Commercial Screen Printing	\$310,965.48	0.27%	88%
423910	Sporting and Recreational Goods and Supplies Merchant Wholesalers	\$290,796.07	0.25%	88%
454110	Electronic Shopping and Mail-Order Houses	\$289,989.58	0.25%	88%
334519	Other Measuring and Controlling Device Manufacturing	\$287,890.83	0.25%	89%
423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers	\$271,780.74	0.24%	89%
423490	Other Professional Equipment and Supplies Merchant Wholesalers	\$268,291.84	0.23%	89%
448190	Other Clothing Stores	\$267,401.09	0.23%	89%
445299	All Other Specialty Food Stores	\$254,612.91	0.22%	90%
335911	Storage Battery Manufacturing	\$248,682.24	0.22%	90%
423410	Photographic Equipment and Supplies Merchant Wholesalers	\$247,197.99	0.22%	90%
332216	Saw blade and handtool manufacturing	\$238,312.51	0.21%	90%
323117	Books Printing	\$227,962.24	0.20%	91%
325120	Industrial Gas Manufacturing	\$224,344.84	0.20%	91%
423810	Construction and Mining (except Oil Well) Machinery and Equipment Merchant Wholesalers	\$219,337.36	0.19%	91%
423210	Furniture Merchant Wholesalers	\$215,117.56	0.19%	91%
452319	All Other General Merchandise Stores	\$208,374.57	0.18%	91%
325510	Paint and Coating Manufacturing	\$204,358.22	0.18%	91%
336360	Motor Vehicle Seating and Interior Trim Manufacturing	\$200,935.70	0.18%	92%
323120	Support Activities for Printing	\$199,623.55	0.17%	92%
454310	Fuel Dealers	\$188,607.14	0.16%	92%
444120	Paint and Wallpaper Stores	\$179,483.02	0.16%	92%
339113	Surgical Appliance and Supplies Manufacturing	\$178,534.38	0.16%	92%
335314	Relay and Industrial Control Manufacturing	\$176,474.39	0.15%	92%
333999	All Other Miscellaneous General Purpose Machinery Manufacturing	\$174,900.60	0.15%	93%
333996	Fluid Power Pump and Motor Manufacturing	\$170,911.11	0.15%	93%
339991	Gasket, packing and sealing device	\$164,818.73	0.14%	93%
339930	Doll, Toy, and Game Manufacturing	\$163,565.71	0.14%	93%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
339920	Sporting and Athletic Goods Manufacturing	\$162,386.53	0.14%	93%
423440	Other Commercial Equipment Merchant Wholesalers	\$161,946.33	0.14%	93%
332439	Other Metal Container Manufacturing	\$160,982.33	0.14%	93%
333995	Fluid Power Cylinder and Actuator Manufacturing	\$157,432.68	0.14%	94%
423510	Metal Service Centers and Other Metal Merchant Wholesalers	\$152,559.42	0.13%	94%
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	\$151,537.29	0.13%	94%
453310	Used Merchandise Stores	\$150,676.39	0.13%	94%
424490	Other Grocery and Related Products Merchant Wholesalers	\$142,498.21	0.12%	94%
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	\$138,946.90	0.12%	94%
312113	Ice Manufacturing	\$138,642.17	0.12%	94%
332994	Small Arms, Ordnance, and Ordnance Accessories Manufacturing	\$134,105.05	0.12%	94%
441222	Boat Dealers	\$132,170.71	0.12%	95%
424990	Other Miscellaneous Nondurable Goods Merchant Wholesalers	\$127,756.13	0.11%	95%
315280	Other Cut and Sew Apparel Manufacturing	\$123,952.50	0.11%	95%
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers	\$123,493.74	0.11%	95%
339999	All other miscellaneous manufacturing	\$121,481.58	0.11%	95%
423420	Office Equipment Merchant Wholesalers	\$121,334.36	0.11%	95%
333992	Welding and Soldering Equipment Manufacturing	\$117,501.33	0.10%	95%
448140	Family Clothing Stores	\$115,255.26	0.10%	95%
335311	Power, Distribution, and Specialty Transformer Manufacturing	\$109,353.83	0.10%	95%
336390	Other Motor Vehicle Parts Manufacturing	\$108,300.59	0.09%	96%
332991	Ball and Roller Bearing Manufacturing	\$103,631.63	0.09%	96%
212312	Crushed and Broken Limestone Mining and Quarrying	\$102,894.98	0.09%	96%
339940	Office Supplies (except Paper) Manufacturing	\$100,932.49	0.09%	96%
336211	Motor Vehicle Body Manufacturing	\$100,612.18	0.09%	96%
423920	Toy and Hobby Goods and Supplies Merchant Wholesalers	\$96,696.45	0.08%	96%
333613	Mechanical power transmission equipment manufacturing	\$94,208.07	0.08%	96%
441110	New Car Dealers	\$93,699.68	0.08%	96%
423390	Other Construction Material Merchant Wholesalers	\$92,299.68	0.08%	96%
311119	Other Animal Food Manufacturing	\$88,770.46	0.08%	96%
336212	Truck Trailer Manufacturing	\$85,999.73	0.08%	96%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
332911	Industrial valve manufacturing	\$84,095.79	0.07%	96%
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing.	\$83,723.41	0.07%	96%
442299	All Other Home Furnishings Stores	\$81,920.99	0.07%	97%
441228	Motorcycle, ATV, and All Other Motor Vehicle Dealers	\$80,716.95	0.07%	97%
332510	Hardware Manufacturing	\$80,236.78	0.07%	97%
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	\$77,053.05	0.07%	97%
423220	Home Furnishing Merchant Wholesalers	\$75,696.70	0.07%	97%
444220	Nursery, Garden Center, and Farm Supply Stores	\$75,574.46	0.07%	97%
325180	Other Basic Inorganic Chemical Manufacturing	\$75,426.14	0.07%	97%
447190	Other Gasoline Stations	\$74,464.61	0.07%	97%
442110	Furniture Stores	\$73,977.88	0.06%	97%
336991	Motorcycle, Bicycle, and Parts Manufacturing	\$71,717.13	0.06%	97%
336320	Motor vehicle electrical and electronic equipment manufacturing	\$71,673.39	0.06%	97%
335313	Switchgear and Switchboard Apparatus Manufacturing	\$68,753.25	0.06%	97%
333914	Measuring, Dispensing, and Other Pumping Equipment Manufacturing	\$68,168.99	0.06%	97%
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	\$64,397.00	0.06%	97%
333413	Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing	\$61,517.55	0.05%	97%
332919	Other Metal Valve and Pipe Fitting Manufacturing	\$60,342.73	0.05%	98%
444210	Outdoor Power Equipment Stores	\$60,175.08	0.05%	98%
424950	Paint, Varnish, and Supplies Merchant Wholesalers	\$60,127.02	0.05%	98%
325611	Soap and Other Detergent Manufacturing	\$51,961.05	0.05%	98%
452210	Department Stores	\$51,661.27	0.05%	98%
337215	Showcase, Partition, Shelving, and Locker Manufacturing	\$51,238.84	0.04%	98%
322230	Stationery Product Manufacturing	\$50,610.37	0.04%	98%
326291	Rubber Product Manufacturing for Mechanical Use	\$49,084.87	0.04%	98%
423520	Coal and Other Mineral and Ore Merchant Wholesalers	\$48,695.35	0.04%	98%
335129	Other lighting equipment manufacturing	\$47,229.37	0.04%	98%
325314	Fertilizer (Mixing Only) Manufacturing	\$45,376.58	0.04%	98%
333318	Other Commercial and Service Industry Machinery Manufacturing	\$44,857.76	0.04%	98%
327332	Concrete Pipe Manufacturing	\$43,852.12	0.04%	98%
314999	All Other Miscellaneous Textile Product Mills	\$42,414.64	0.04%	98%
446110	Pharmacies and Drug Stores	\$41,798.10	0.04%	98%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
443141	Household Appliance Stores	\$41,554.15	0.04%	98%
325414	Biological Product (except Diagnostic) Manufacturing	\$41,025.20	0.04%	98%
444190	Other Building Material Dealers	\$40,295.24	0.04%	98%
334514	Totalizing Fluid Meter and Counting Device Manufacturing	\$38,745.57	0.03%	98%
331110	Iron and steel mills ferroalloy manufacturing	\$38,114.05	0.03%	98%
327110	Pottery, Ceramics, and Plumbing Fixture Manufacturing	\$37,452.68	0.03%	98%
324191	Petroleum Lubricating Oil and Grease Manufacturing	\$36,827.33	0.03%	98%
333517	Machine Tool Manufacturing	\$36,745.95	0.03%	98%
424110	Printing and Writing Paper Merchant Wholesalers	\$36,638.12	0.03%	98%
325910	Printing ink manufacturing	\$36,425.58	0.03%	98%
334517	Irradiation Apparatus Manufacturing	\$35,934.67	0.03%	98%
423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers	\$35,883.41	0.03%	99%
424610	Plastics Materials and Basic Forms and Shapes Merchant Wholesalers	\$35,765.57	0.03%	99%
339115	Ophthalmic Goods Manufacturing	\$33,736.65	0.03%	99%
326199	All Other Plastics Product Manufacturing	\$33,604.23	0.03%	99%
335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing	\$33,597.03	0.03%	99%
336350	Motor Vehicle Transmission and Power Train Parts Manufacturing	\$33,491.51	0.03%	99%
333112	Lawn and Garden Tractor and Home Lawn and Garden Equipment Manufacturing	\$31,987.02	0.03%	99%
333913	Measuring, Dispensing, and Other Pumping Equipment Manufacturing	\$31,480.85	0.03%	99%
326299	All Other Rubber Product Manufacturing	\$31,119.33	0.03%	99%
445292	Confectionery and Nut Stores	\$31,022.49	0.03%	99%
332420	Metal Tank (Heavy Gauge) Manufacturing	\$29,723.31	0.03%	99%
311811	Retail Bakeries	\$28,019.50	0.02%	99%
332912	Fluid power valve and hose fitting manufacturing	\$27,600.90	0.02%	99%
312111	Soft Drink Manufacturing	\$27,471.80	0.02%	99%
423930	Recyclable Material Merchant Wholesalers	\$26,868.86	0.02%	99%
325612	Polish and Other Sanitation Good Manufacturing	\$25,108.53	0.02%	99%
446191	Food (Health) Supplement Stores	\$24,525.25	0.02%	99%
314910	Textile Bag and Canvas Mills	\$23,504.12	0.02%	99%
321999	All Other Miscellaneous Wood Product Manufacturing	\$22,391.28	0.02%	99%
333924	Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing	\$21,960.64	0.02%	99%
424920	Book, Periodical, and Newspaper Merchant	\$21,952.96	0.02%	99%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
	Wholesalers			
335122	Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing	\$21,243.70	0.02%	99%
442210	Floor Covering Stores	\$21,001.17	0.02%	99%
333912	Air and gas compressor manufacturing	\$20,784.44	0.02%	99%
311520	Ice Cream and Frozen Dessert Manufacturing	\$20,651.61	0.02%	99%
315210	Cut and Sew Apparel Contractors	\$20,351.55	0.02%	99%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	\$20,292.34	0.02%	99%
424330	Women's, Children's, and Infants' Clothing and Accessories Merchant Wholesalers	\$20,204.48	0.02%	99%
325413	In-vitro diagnostic substance manufacturing	\$20,043.58	0.02%	99%
453110	Florists	\$19,994.23	0.02%	99%
334118	Computer Terminal and Other Computer Peripheral Equipment Manufacturing	\$19,949.86	0.02%	99%
336310	Motor Vehicle Gasoline Engine and Engine Parts Manufacturing	\$19,939.19	0.02%	99%
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	\$19,758.63	0.02%	99%
331210	Iron and Steel Pipe and Tube Manufacturing from Purchased Steel	\$19,392.68	0.02%	99%
423860	Transportation Equipment and Supplies (except Motor Vehicle) Merchant Wholesalers	\$19,119.71	0.02%	99%
336340	Motor Vehicle Brake System Manufacturing	\$18,916.89	0.02%	99%
339112	Surgical and Medical Instrument Manufacturing	\$18,904.81	0.02%	99%
333921	Elevator and Moving Stairway Manufacturing	\$18,873.77	0.02%	99%
446120	Cosmetics, Beauty Supplies, and Perfume Stores	\$18,387.59	0.02%	99%
334512	Automatic Environmental Control Manufacturing for Residential, Commercial, and Appliance Use	\$17,963.09	0.02%	99%
334290	Other Communications Equipment Manufacturing	\$17,961.72	0.02%	99%
333515	Cutting Tool and Machine Tool Accessory Manufacturing	\$17,571.61	0.02%	99%
325110	Petrochemical Manufacturing	\$17,381.77	0.02%	99%
212321	Construction Sand and Gravel Mining	\$16,508.48	0.01%	99%
335110	Electric lamp bulb and part manufacturing	\$15,754.56	0.01%	99%
336330	Motor vehicle steering and suspension components (except spring) manufacturing	\$15,183.27	0.01%	99%
448320	Luggage and Leather Goods Stores	\$14,776.76	0.01%	99%
332322	Sheet Metal Work Manufacturing	\$14,191.80	0.01%	99%
315110	Hosiery and Sock Mills	\$14,183.54	0.01%	99%
334419	Other Electronic Component Manufacturing	\$13,685.06	0.01%	99%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
451130	Sewing, Needlework, and Piece Goods Stores	\$13,281.16	0.01%	99%
311812	Commercial Bakeries	\$13,214.30	0.01%	99%
333611	Turbine and Turbine Generator Set Units Manufacturing	\$13,205.65	0.01%	100%
337214	Office furniture (except wood) manufacturing	\$13,114.36	0.01%	100%
448210	Shoe Stores	\$13,039.50	0.01%	100%
424450	Confectionery Merchant Wholesalers	\$12,906.89	0.01%	100%
339993	Fastener, Button, Needle, and Pin Manufacturing	\$12,639.66	0.01%	100%
333618	Other engine equipment manufacturing	\$12,557.01	0.01%	100%
314110	Carpet and Rug Mills	\$12,390.89	0.01%	100%
423460	Ophthalmic Goods Merchant Wholesalers	\$12,354.63	0.01%	100%
333249	Other Industrial Machinery Manufacturing	\$12,240.09	0.01%	100%
448310	Jewelry Stores	\$11,875.46	0.01%	100%
332313	Plate work manufacturing	\$11,727.51	0.01%	100%
325412	Pharmaceutical Preparation Manufacturing	\$11,280.30	0.01%	100%
313310	Textile and Fabric Finishing Mills	\$11,232.86	0.01%	100%
339994	Broom, Brush, and Mop Manufacturing	\$11,101.88	0.01%	100%
325320	Pesticide and Other Agricultural Chemical Manufacturing	\$11,077.48	0.01%	100%
424340	Footwear Merchant Wholesalers	\$11,024.00	0.01%	100%
332321	Metal window and door manufacturing	\$10,769.65	0.01%	100%
335912	Primary Battery Manufacturing	\$10,510.78	0.01%	100%
325130	Synthetic Dye and Pigment Manufacturing	\$9,558.78	0.01%	100%
333316	Photographic and Photocopying Equipment Manufacturing	\$9,427.95	0.01%	100%
334210	Telephone Apparatus Manufacturing	\$9,324.22	0.01%	100%
333414	Heating equipment (except warm air furnaces) manufacturing	\$9,134.73	0.01%	100%
332996	Fabricated pipe and pipe fitting manufacturing	\$8,888.79	0.01%	100%
445120	Convenience Stores	\$8,885.27	0.01%	100%
334112	Computer Storage Device Manufacturing	\$8,624.27	0.01%	100%
335921	Fibre optic cable manufacturing	\$8,531.50	0.01%	100%
424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers	\$8,512.44	0.01%	100%
325411	Medicinal and Botanical Manufacturing	\$8,296.49	0.01%	100%
316998	All Other Leather Good and Allied Product Manufacturing	\$8,229.84	0.01%	100%
321211	Hardwood Veneer and Plywood Manufacturing	\$8,032.07	0.01%	100%
423130	Tire and Tube Merchant Wholesalers	\$7,923.58	0.01%	100%
415211	Book stores	\$7,802.07	0.01%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
316992	Women's Handbag and Purse Manufacturing	\$7,184.76	0.01%	100%
337121	Upholstered Household Furniture Manufacturing	\$7,040.48	0.01%	100%
337910	Mattress Manufacturing	\$6,736.09	0.01%	100%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	\$6,672.74	0.01%	100%
334417	Electronic connector manufacturing	\$6,551.41	0.01%	100%
314120	Curtain and Linen Mills	\$6,488.33	0.01%	100%
335312	Motor and generator manufacturing	\$6,258.62	0.01%	100%
335931	Current carrying wiring device manufacturing	\$5,883.17	0.01%	100%
334413	Semiconductor and Related Device Manufacturing	\$5,800.71	0.01%	100%
322299	All Other Converted Paper Product Manufacturing	\$5,672.60	0.00%	100%
333314	Optical Instrument and Lens Manufacturing	\$5,598.81	0.00%	100%
335932	Noncurrent carrying wiring device manufacturing	\$5,445.42	0.00%	100%
324121	Asphalt Paving Mixture and Block Manufacturing	\$5,098.98	0.00%	100%
332613	Spring manufacturing	\$5,077.45	0.00%	100%
332215	Metal Kitchen Cookware, Utensil, Cutlery, and Flatware (except Precious) Manufacturing	\$4,925.94	0.00%	100%
332312	Fabricated Structural Metal Manufacturing	\$4,621.60	0.00%	100%
334614	Software and Other Prerecorded Compact Disc, Tape, and Record Reproducing	\$4,534.15	0.00%	100%
312112	Bottled water manufacturing	\$4,511.96	0.00%	100%
334416	Capacitor, Resistor, Coil, Transformer, and Other Inductor Manufacturing	\$4,447.60	0.00%	100%
335210	Small electrical appliance manufacturing	\$4,441.27	0.00%	100%
334111	Electronic computer manufacturing	\$4,357.45	0.00%	100%
446130	Optical Goods Stores	\$4,317.93	0.00%	100%
446199	All Other Health and Personal Care Stores	\$4,237.65	0.00%	100%
327331	Concrete block and brick manufacturing	\$4,053.06	0.00%	100%
327120	Clay Building Material and Refractories Manufacturing	\$3,714.46	0.00%	100%
332618	Other fabricated wire product manufacturing	\$3,582.82	0.00%	100%
332992	Small Arms Ammunition Manufacturing	\$3,536.75	0.00%	100%
423330	Roofing, Siding, and Insulation Material Merchant Wholesalers	\$3,470.29	0.00%	100%
331221	Rolled Steel Shape Manufacturing	\$3,407.91	0.00%	100%
326130	Laminated Plastics Plate, Sheet (except Packaging), and Shape Manufacturing	\$3,373.59	0.00%	100%
448120	Women's Clothing Stores	\$3,311.46	0.00%	100%
424320	Men's and Boys' Clothing and Furnishings Merchant Wholesalers	\$3,186.35	0.00%	100%
332323	Ornamental and Architectural Metal Work Manufacturing	\$3,026.36	0.00%	100%



NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
326111	Plastics Bag and Pouch Manufacturing	\$3,011.05	0.00%	100%
325520	Adhesive Manufacturing	\$3,007.38	0.00%	100%
326160	Plastics bottle manufacturing	\$2,994.72	0.00%	100%
213112	Support activities for oil and gas operations	\$2,975.00	0.00%	100%
327991	Cut Stone and Stone Product Manufacturing	\$2,945.54	0.00%	100%
424430	Dairy Product (except Dried or Canned) Merchant Wholesalers	\$2,841.28	0.00%	100%
451140	Musical Instrument and Supplies Stores	\$2,752.97	0.00%	100%
311351	Chocolate and Confectionery Manufacturing from Cacao Beans	\$2,734.96	0.00%	100%
442291	Window Treatment Stores	\$2,695.00	0.00%	100%
333514	Special Die and Tool, Die Set, Jig, and Fixture Manufacturing	\$2,600.00	0.00%	100%
316210	Footwear Manufacturing	\$2,355.64	0.00%	100%
333997	Scale and Balance Manufacturing	\$2,324.57	0.00%	100%
332119	Metal Crown, Closure, and Other Metal Stamping (except Automotive)	\$2,188.82	0.00%	100%
326191	Plastics Plumbing Fixture Manufacturing	\$2,116.31	0.00%	100%
325212	Synthetic Rubber Manufacturing	\$2,052.39	0.00%	100%
315200	Cut and sew apparel manufacturing	\$1,991.93	0.00%	100%
337127	Institutional Furniture Manufacturing	\$1,872.21	0.00%	100%
333991	Power-Driven Handtool Manufacturing	\$1,851.07	0.00%	100%
321918	Other Millwork (including Flooring)	\$1,836.51	0.00%	100%
447110	Gasoline Stations with Convenience Stores	\$1,760.49	0.00%	100%
327213	Glass Container Manufacturing	\$1,744.68	0.00%	100%
424470	Meat and Meat Product Merchant Wholesalers	\$1,698.74	0.00%	100%
324122	Asphalt Shingle and Coating Materials Manufacturing	\$1,562.59	0.00%	100%
331315	Aluminum Sheet, Plate, and Foil Manufacturing	\$1,495.06	0.00%	100%
327993	Mineral Wool Manufacturing	\$1,411.46	0.00%	100%
337122	Nonupholstered wood household furniture manufacturing	\$1,384.30	0.00%	100%
313320	Fabric Coating Mills	\$1,294.09	0.00%	100%
454390	Other Direct Selling Establishments	\$1,267.38	0.00%	100%
332311	Prefabricated Metal Building and Component Manufacturing	\$1,243.00	0.00%	100%
331318	Other Aluminum Rolling, Drawing, and Extruding	\$1,206.50	0.00%	100%
335929	Other communication and energy wire manufacturing	\$1,204.16	0.00%	100%
322291	Sanitary Paper Product Manufacturing	\$1,171.80	0.00%	100%
332117	Powder Metallurgy Part Manufacturing	\$1,091.98	0.00%	100%
325620	Toilet Preparation Manufacturing	\$1,038.30	0.00%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
313220	Narrow Fabric Mills and Schiffli Machine Embroidery	\$989.69	0.00%	100%
424310	Piece Goods, Notions, and Other Dry Goods Merchant Wholesalers	\$960.27	0.00%	100%
314994	Rope, Cordage, Twine, Tire Cord, and Tire Fabric Mills	\$943.94	0.00%	100%
453920	Art Dealers	\$900.00	0.00%	100%
325199	All Other Basic Organic Chemical Manufacturing	\$885.75	0.00%	100%
333612	Speed Changer, Industrial High-Speed Drive, and Gear Manufacturing	\$850.00	0.00%	100%
327999	All Other Miscellaneous Nonmetallic Mineral Product Manufacturing	\$848.63	0.00%	100%
336999	All Other Transportation Equipment Manufacturing	\$845.67	0.00%	100%
327910	Abrasive product manufacturing	\$793.29	0.00%	100%
454210	Vending Machine Operators	\$779.88	0.00%	100%
333923	Overhead Traveling Crane, Hoist, and Monorail System Manufacturing	\$779.87	0.00%	100%
311991	Perishable Prepared Food Manufacturing	\$667.03	0.00%	100%
311612	Meat Processed from Carcasses	\$652.74	0.00%	100%
451212	News Dealers and Newsstands	\$443.00	0.00%	100%
333111	Farm Machinery and Equipment Manufacturing	\$427.11	0.00%	100%
321219	Reconstituted Wood Product Manufacturing	\$422.57	0.00%	100%
424440	Poultry and Poultry Product Merchant Wholesalers	\$395.97	0.00%	100%
326150	Urethane and Other Foam Product (except Polystyrene) Manufacturing	\$390.31	0.00%	100%
311919	Other Snack Food Manufacturing	\$389.76	0.00%	100%
336120	Heavy Duty Truck Manufacturing	\$322.57	0.00%	100%
332812	Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers	\$318.00	0.00%	100%
327390	Other Concrete Product Manufacturing	\$295.85	0.00%	100%
333940	Offices supplies (except paper) manufacturing	\$279.50	0.00%	100%
311421	Fruit and Vegetable Canning	\$215.58	0.00%	100%
333922	Coneyor and coneying equipment manufacturing	\$213.44	0.00%	100%
336413	Other aircraft parts and auxiliary equipment manufacturing	\$198.11	0.00%	100%
451200	Book Stores and News Dealers	\$196.02	0.00%	100%
337110	Wood Kitchen Cabinet and Countertop Manufacturing	\$149.75	0.00%	100%
337920	Blind and Shade Manufacturing	\$125.90	0.00%	100%
336992	Military Armored Vehicle, Tank, and Tank Component Manufacturing	\$113.33	0.00%	100%
311999	All Other Miscellaneous Food Manufacturing	\$109.81	0.00%	100%
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing	\$102.17	0.00%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
322212	Folding Paperboard Box Manufacturing	\$100.00	0.00%	100%
331420	Copper Rolling, Drawing, Extruding, and Alloying	\$89.27	0.00%	100%
336611	Ship building and repairing	\$70.01	0.00%	100%
327215	Glass Product Manufacturing Made of Purchased Glass	\$39.29	0.00%	100%
322211	Corrugated and Solid Fiber Box Manufacturing	\$23.90	0.00%	100%
<b>TOTAL</b>		<b>\$114,451,167.19</b>	<b>100%</b>	<b>100%</b>

TABLE A-12.  
CITY OF WACO PRODUCT MARKET AREA  
OTHER SERVICES NAICS CODES

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
811111	General Automotive Repair	\$10,837,579.51	29.41%	29%
561621	Security Systems Services (except Locksmiths)	\$3,000,700.14	8.14%	38%
811310	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	\$2,637,679.73	7.16%	45%
812331	Linen Supply	\$2,162,224.43	5.87%	51%
561710	Exterminating and Pest Control Services	\$1,583,497.89	4.30%	55%
562212	Solid Waste Landfill	\$1,525,198.76	4.14%	59%
488410	Motor Vehicle Towing	\$1,097,135.66	2.98%	62%
561720	Janitorial services	\$1,037,283.09	2.81%	65%
562119	Other Waste Collection	\$887,006.56	2.41%	67%
811198	All Other Automotive Repair and Maintenance	\$838,520.78	2.28%	69%
811118	Other Automotive Mechanical and Electrical Repair and Maintenance	\$834,241.12	2.26%	72%
811122	Automotive Glass Replacement Shops	\$816,928.06	2.22%	74%
518210	Data Processing, Hosting, and Related Services	\$693,083.77	1.88%	76%
562998	All Other Miscellaneous Waste Management Services	\$674,620.09	1.83%	78%
811121	Automotive Body, Paint, and Interior Repair and Maintenance	\$606,797.53	1.65%	79%
561730	Landscaping Services	\$533,809.80	1.45%	81%
481111	Scheduled Passenger Air Transportation	\$468,887.97	1.27%	82%
511210	Software Publishers	\$327,937.93	0.89%	83%
561990	All Other Support Services	\$288,648.79	0.78%	84%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
561611	Investigation Services	\$235,666.78	0.64%	84%
482111	Line-Haul Railroads	\$222,705.25	0.60%	85%
562112	Hazardous Waste Collection	\$221,015.88	0.60%	86%
562219	Other Nonhazardous Waste Treatment and Disposal	\$198,466.35	0.54%	86%
722513	Limited-Service Restaurants	\$198,127.01	0.54%	87%
811192	Car Washes	\$189,826.88	0.52%	87%
517312	Wireless Telecommunications Carriers (except Satellite)	\$186,888.64	0.51%	88%
722320	Caterers	\$185,765.06	0.50%	88%
811219	Other Electronic and Precision Equipment Repair and Maintenance	\$171,856.32	0.47%	89%
562211	Hazardous Waste Treatment and Disposal	\$164,063.37	0.45%	89%
811113	Automotive Transmission Repair	\$160,765.04	0.44%	90%
561622	Locksmiths	\$154,428.29	0.42%	90%
926110	Administration of General Economic Programs	\$152,555.56	0.41%	90%
562910	Remediation Services	\$150,556.71	0.41%	91%
561110	Office Administrative Services	\$149,577.89	0.41%	91%
713910	Golf Courses and Country Clubs	\$137,415.99	0.37%	92%
922160	Fire Protection	\$134,105.15	0.36%	92%
561613	Armored Car Services	\$122,152.67	0.33%	92%
561311	Employment Placement Agencies	\$120,466.15	0.33%	93%
722310	Food Service Contractors	\$118,058.58	0.32%	93%
721110	Hotels (except Casino Hotels) and Motels	\$116,072.97	0.31%	93%
561790	Other Services to Buildings and Dwellings	\$113,802.05	0.31%	93%
811212	Computer and Office Machine Repair and Maintenance	\$112,415.63	0.31%	94%
811411	Home and garden equipment repair and maintenance	\$103,992.11	0.28%	94%
811211	Consumer Electronics Repair and Maintenance	\$102,483.51	0.28%	94%
811112	Automotive Exhaust System Repair	\$98,382.29	0.27%	95%
519190	All Other Information Services	\$96,590.64	0.26%	95%
511130	Book Publishers	\$88,152.81	0.24%	95%
561320	Temporary Help Services	\$82,596.68	0.22%	95%
722511	Full-Service Restaurants	\$73,581.46	0.20%	96%
722515	Snack and Nonalcoholic Beverage Bars	\$72,774.65	0.20%	96%
492110	Couriers and Express Delivery Services	\$72,541.64	0.20%	96%
511120	Periodical Publishers	\$71,770.62	0.19%	96%
562991	Septic Tank and Related Services	\$70,531.10	0.19%	96%
561450	Credit Bureaus	\$67,946.76	0.18%	97%
519120	Libraries and Archives	\$65,548.76	0.18%	97%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
485991	Special Needs Transportation	\$64,020.31	0.17%	97%
561520	Tour Operators	\$57,678.48	0.16%	97%
811490	Other Personal and Household Goods Repair and Maintenance	\$53,803.36	0.15%	97%
711510	Independent Artists, Writers, and Performers	\$49,055.07	0.13%	97%
488510	Freight Transportation Arrangement	\$45,048.63	0.12%	97%
519130	Internet Publishing and Broadcasting and Web Search Portals	\$43,182.73	0.12%	98%
812930	Parking Lots and Garages	\$43,090.63	0.12%	98%
811412	Appliance Repair and Maintenance	\$41,887.74	0.11%	98%
722514	Cafeterias, Grill Buffets, and Buffets	\$41,824.35	0.11%	98%
811191	Automotive oil change and lubrication shops	\$38,935.43	0.11%	98%
561920	Convention and Trade Show Organizers	\$38,146.97	0.10%	98%
812990	All Other Personal Services	\$37,632.13	0.10%	98%
561910	Packaging and Labeling Services	\$37,441.08	0.10%	98%
561510	Travel Agencies	\$37,206.26	0.10%	98%
812320	Drycleaning and Laundry Services (except Coin-Operated)	\$31,274.25	0.08%	98%
517410	Satellite Telecommunications	\$27,746.10	0.08%	99%
517919	All Other Telecommunications	\$26,644.38	0.07%	99%
713990	All Other Amusement and Recreation Industries	\$26,614.35	0.07%	99%
485310	Taxi Service	\$26,394.99	0.07%	99%
713940	Fitness and Recreational Sports Centers	\$24,645.02	0.07%	99%
721214	Recreational and Vacation Camps (except Campgrounds)	\$22,969.41	0.06%	99%
812332	Industrial Launderers	\$20,849.27	0.06%	99%
515120	Television Broadcasting	\$19,549.09	0.05%	99%
711310	Promoters of Performing Arts, Sports, and Similar Events with Facilities	\$19,261.58	0.05%	99%
512110	Motion Picture and Video Production	\$16,973.84	0.05%	99%
812910	Pet Care (except Veterinary) Services	\$15,674.27	0.04%	99%
713110	Amusement and Theme Parks	\$15,301.68	0.04%	99%
484210	Used Household and Office Goods Moving	\$14,772.36	0.04%	99%
562111	Solid Waste Collection	\$14,446.63	0.04%	99%
512230	Music Publishers	\$13,640.29	0.04%	99%
515210	Cable and Other Subscription Programming	\$13,327.96	0.04%	99%
511199	All Other Publishers	\$12,448.80	0.03%	99%
712110	Museums	\$10,875.00	0.03%	99%
813920	Professional Organizations	\$10,066.75	0.03%	99%
923110	Administration of Education Programs	\$9,959.78	0.03%	99%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
711110	Theater Companies and Dinner Theaters	\$9,724.07	0.03%	99%
711130	Musical Groups and Artists	\$9,331.25	0.03%	100%
511191	Greeting Card Publishers	\$9,314.34	0.03%	100%
721211	RV (Recreational Vehicle) Parks and Campgrounds	\$9,018.99	0.02%	100%
113310	Logging	\$8,427.98	0.02%	100%
923120	Administration of Public Health Programs	\$7,813.17	0.02%	100%
517311	Wired Telecommunications Carriers	\$7,448.48	0.02%	100%
512131	Motion Picture Theaters (except Drive-Ins)	\$7,229.53	0.02%	100%
485410	School and Employee Bus Transportation	\$6,474.00	0.02%	100%
926150	Regulation, Licensing, and Inspection of Miscellaneous Commercial Sectors	\$6,248.24	0.02%	100%
484110	General Freight Trucking, Local	\$6,123.45	0.02%	100%
111998	All Other Miscellaneous Crop Farming	\$5,585.01	0.02%	100%
493190	Other Warehousing and Storage	\$4,716.19	0.01%	100%
811420	Reupholstery and Furniture Repair	\$4,428.02	0.01%	100%
561439	Other Business Service Centers (including Copy Shops)	\$4,395.04	0.01%	100%
484220	Specialized Freight (except Used Goods) Trucking, Local	\$4,245.14	0.01%	100%
712130	Zoos and Botanical Gardens	\$3,864.25	0.01%	100%
561612	Security Guards and Patrol Services	\$3,851.00	0.01%	100%
713930	Marinas	\$3,760.33	0.01%	100%
115210	Support Activities for Animal Production	\$3,757.36	0.01%	100%
488190	Other Support Activities for Air Transportation	\$3,743.58	0.01%	100%
811213	Communication Equipment Repair and Maintenance	\$3,595.80	0.01%	100%
561740	Carpet and Upholstery Cleaning Services	\$3,531.14	0.01%	100%
928120	International Affairs	\$3,516.50	0.01%	100%
812199	Other personal care services	\$3,375.85	0.01%	100%
926120	Regulation and Administration of Transportation Programs	\$3,302.51	0.01%	100%
924120	Administration of Conservation Programs	\$3,104.16	0.01%	100%
511140	Directory and Mailing List Publishers	\$2,690.31	0.01%	100%
813910	Business Associations	\$2,603.67	0.01%	100%
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	\$2,600.63	0.01%	100%
112511	Finfish Farming and Fish Hatcheries	\$2,398.00	0.01%	100%
485999	All Other Transit and Ground Passenger Transportation	\$2,312.64	0.01%	100%
561410	Document Preparation Services	\$2,133.57	0.01%	100%
562920	Materials Recovery Facilities	\$2,115.92	0.01%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
112920	Horses and Other Equine Production	\$2,055.12	0.01%	100%
514850	Outdoor advertising	\$1,935.55	0.01%	100%
488119	Other Airport Operations	\$1,809.33	0.00%	100%
112420	Goat Farming	\$1,779.75	0.00%	100%
561599	All Other Travel Arrangement and Reservation Services	\$1,675.96	0.00%	100%
515112	Radio Stations	\$1,395.00	0.00%	100%
813410	Civic and social organizations	\$1,328.76	0.00%	100%
112310	Chicken Egg Production	\$1,309.58	0.00%	100%
711211	Sports Teams and Clubs	\$1,288.60	0.00%	100%
722330	Mobile Food Services	\$1,281.86	0.00%	100%
812921	Photofinishing Laboratories (except One-Hour)	\$1,258.88	0.00%	100%
488330	Navigational services to shipping	\$1,258.86	0.00%	100%
921190	Other General Government Support	\$1,253.83	0.00%	100%
561499	All Other Business Support Services	\$1,200.00	0.00%	100%
721310	Rooming and boarding houses, dormitories, and workers' camps	\$1,148.40	0.00%	100%
515111	Radio Networks	\$1,099.85	0.00%	100%
712190	Nature Parks and Other Similar Institutions	\$901.56	0.00%	100%
512290	Other sound recording industries	\$723.15	0.00%	100%
488111	Air Traffic Control	\$627.89	0.00%	100%
111421	Nursery and Tree Production	\$604.75	0.00%	100%
486110	Pipeline Transportation of Crude Oil	\$565.03	0.00%	100%
561421	Telephone Answering Services	\$480.00	0.00%	100%
511110	Newspaper Publishers	\$439.65	0.00%	100%
115112	Soil Preparation, Planting, and Cultivating	\$431.43	0.00%	100%
713290	Other Gambling Industries	\$396.56	0.00%	100%
561492	Court Reporting and Stenotype Services	\$359.60	0.00%	100%
112519	Other Aquaculture	\$355.91	0.00%	100%
112910	Apiculture	\$350.30	0.00%	100%
512120	Motion Picture and Video Distribution	\$252.76	0.00%	100%
491110	Postal Service	\$243.19	0.00%	100%
111940	Hay Farming	\$212.40	0.00%	100%
115310	Support Activities for Forestry	\$177.29	0.00%	100%
493110	General Warehousing and Storage	\$175.61	0.00%	100%
722410	Drinking Places (Alcoholic Beverages)	\$172.88	0.00%	100%
812191	Diet and Weight Reducing Centers	\$156.65	0.00%	100%
488490	Other Support Activities for Road Transportation	\$152.07	0.00%	100%
485210	Interurban and Rural Bus Transportation	\$112.00	0.00%	100%

NAICS CODE	NAICS CODE DESCRIPTION	AMOUNT PAID	PERCENT	CUMULATIVE PERCENT
512191	Teleproduction and Other Postproduction Services	\$1.50	0.00%	100%
<b>TOTAL</b>		<b>\$36,855,569.46</b>	<b>100%</b>	<b>100%</b>

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# Appendix B : Detailed Utilization, Availability, and Disparity Analyses

TABLE B-1.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
CONSTRUCTION  
AFRICAN AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
2371	Utility system construction	0.24%	0.00%		
2373	Highway, street, and bridge construction	0.00%	1.12%	0.00%	
2389	Other specialty trade contractors	0.00%	4.12%	0.00%	
2381	Building foundation and exterior contractors	0.00%	4.35%	0.00%	
2382	Building equipment contractors	0.00%	5.01%	0.00%	
2362	Nonresidential building construction	0.00%	1.27%	0.00%	
2379	Other heavy construction	0.00%	0.00%		
2383	Building finishing contractors	0.00%	0.00%		
2213	Water, sewage, and other systems	0.00%	0.00%		
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
5629	Remediation and other waste services	0.00%	0.00%		
5616	Investigation and security services	0.00%	17.98%	0.00%	¥¥¥
2211	Power generation and supply	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
2361	Residential building construction	0.00%	0.00%		
2372	Land subdivision	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-2.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
CONSTRUCTION  
ASIAN AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
2371	Utility system construction	0.24%	0.00%		
2373	Highway, street, and bridge construction	0.00%	1.12%	0.00%	
2389	Other specialty trade contractors	0.00%	4.12%	0.00%	
2381	Building foundation and exterior contractors	0.00%	4.35%	0.00%	
2382	Building equipment contractors	0.00%	5.01%	0.00%	
2362	Nonresidential building construction	0.00%	1.27%	0.00%	
2379	Other heavy construction	0.00%	0.00%		
2383	Building finishing contractors	0.00%	0.00%		
2213	Water, sewage and other systems	0.00%	0.00%		
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
5629	Remediation and other waste services	0.00%	0.00%		
5616	Investigation and security services	0.00%	17.98%	0.00%	¥¥¥
2211	Power generation and supply	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
2361	Residential building construction	0.00%	0.00%		
2372	Land subdivision	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-3.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
CONSTRUCTION  
HISPANIC AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
2371	Utility system construction	17.28%	0.73%		
2373	Highway, street, and bridge construction	0.00%	2.25%	0.00%	
2389	Other specialty trade contractors	0.00%	3.09%	0.00%	

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
2381	Building foundation and exterior contractors	0.00%	16.85%	0.02%	¥¥¥
2382	Building equipment contractors	13.40%	11.97%		
2362	Nonresidential building construction	5.48%	1.15%		
2379	Other heavy construction	0.00%	0.00%		
2383	Building finishing contractors	0.00%	0.00%		
2213	Water, sewage and other systems	0.00%	0.00%		
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
5629	Remediation and other waste services	0.00%	0.00%		
5616	Investigation and security services	0.00%	0.54%	0.00%	
2211	Power generation and supply	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
2361	Residential building construction	0.00%	0.00%		
2372	Land subdivision	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-4.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
CONSTRUCTION  
NATIVE AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
2371	Utility system construction	0.00%	0.00%		
2373	Highway, street, and bridge construction	0.00%	1.12%	0.00%	
2389	Other specialty trade contractors	0.00%	0.00%		
2381	Building foundation and exterior contractors	0.00%	0.00%		
2382	Building equipment contractors	0.00%	1.63%	0.00%	
2362	Nonresidential building construction	0.00%	0.24%	0.00%	
2379	Other heavy construction	0.00%	0.00%		
2383	Building finishing contractors	0.00%	0.00%		
2213	Water, sewage and other systems	0.00%	0.00%		
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
5629	Remediation and other waste services	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
5616	Investigation and security services	0.00%	0.38%	0.00%	
2211	Power generation and supply	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
2361	Residential building construction	0.00%	0.00%		
2372	Land subdivision	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-5.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
CONSTRUCTION  
MBE FIRMS

NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
2371	Utility system construction	17.52%	0.73%		
2373	Highway, street, and bridge construction	0.00%	6.74%	0.00%	¥¥
2389	Other specialty trade contractors	0.00%	8.93%	0.00%	¥¥
2381	Building foundation and exterior contractors	0.00%	21.51%	0.02%	¥¥¥
2382	Building equipment contractors	13.40%	20.37%	65.80%	
2362	Nonresidential building construction	5.48%	3.37%		
2379	Other heavy construction	0.00%	0.00%		
2383	Building finishing contractors	0.00%	0.00%		
2213	Water, sewage and other systems	0.00%	0.00%		
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
5629	Remediation and other waste services	0.00%	0.00%		
5616	Investigation and security services	0.00%	36.20%	0.00%	¥¥¥
2211	Power generation and supply	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
2361	Residential building construction	0.00%	0.00%		
2372	Land subdivision	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-6.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
CONSTRUCTION  
NON-MINORITY FEMALE FIRMS

NAICS-4	NAICS-4 DESC	NON-MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
2371	Utility system construction	0.24%	15.64%	1.55%	¥¥¥
2373	Highway, street, and bridge construction	0.00%	68.54%	0.00%	¥¥¥
2389	Other specialty trade contractors	0.90%	70.10%	1.29%	¥¥¥
2381	Building foundation and exterior contractors	0.00%	22.89%	0.00%	¥¥¥
2382	Building equipment contractors	11.37%	20.85%	54.54%	¥
2362	Nonresidential building construction	3.63%	48.38%	7.51%	¥¥¥
2379	Other heavy construction	59.67%	66.67%	89.50%	
2383	Building finishing contractors	0.19%	0.19%		
2213	Water, sewage and other systems	0.08%	76.92%	0.11%	¥¥¥
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
5629	Remediation and other waste services	0.00%	0.00%		
5616	Investigation and security services	0.00%	9.99%	0.00%	¥¥¥
2211	Power generation and supply	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
2361	Residential building construction	0.00%	0.00%		
2372	Land subdivision	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-7.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
CONSTRUCTION  
M/WBE FIRMS

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
2371	Utility system construction	17.76%	16.36%		
2373	Highway, street, and bridge construction	0.00%	75.28%	0.00%	¥¥¥
2389	Other specialty trade contractors	0.90%	79.04%	1.14%	¥¥¥

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
2381	Building foundation and exterior contractors	0.00%	44.40%	0.01%	¥¥¥
2382	Building equipment contractors	24.78%	41.22%	60.10%	¥¥¥
2362	Nonresidential building construction	9.12%	51.75%	17.62%	¥¥¥
2379	Other heavy construction	59.67%	66.67%	89.50%	
2383	Building finishing contractors	0.19%	0.19%		
2213	Water, sewage and other systems	0.08%	76.92%	0.11%	¥¥¥
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
5629	Remediation and other waste services	0.00%	0.00%		
5616	Investigation and security services	0.00%	46.20%	0.00%	¥¥¥
2211	Power generation and supply	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
2361	Residential building construction	0.00%	0.00%		
2372	Land subdivision	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “\*\*\*” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-8.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
ARCHITECTURE & ENGINEERING  
AFRICAN AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
5413	Architectural and engineering services	0.00%	3.77%	0.00%	

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-9.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
ARCHITECTURE & ENGINEERING  
ASIAN AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
5413	Architectural and engineering services	0.00%	0.25%	0.00%	

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-10.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
ARCHITECTURE & ENGINEERING  
HISPANIC AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
5413	Architectural and engineering services	0.00%	3.99%	0.00%	

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-11.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
ARCHITECTURE & ENGINEERING  
NATIVE AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
5413	Architectural and engineering services	0.00%	0.16%	0.00%	

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-12.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
ARCHITECTURE & ENGINEERING  
MBE FIRMS

NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
5413	Architectural and engineering services	0.00%	8.18%	0.00%	

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-13.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
ARCHITECTURE & ENGINEERING  
NON-MNORITY FEMALE FIRMS

NAICS-4	NAICS-4 DESC	NON-MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
5413	Architectural and engineering services	0.00%	33.17%	0.00%	¥¥¥

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-14.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
ARCHITECTURE & ENGINEERING  
M/WBE FIRMS

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
5413	Architectural and engineering services	0.00%	41.35%	0.00%	¥¥¥

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).



TABLE B-15.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
PROFESSIONAL SERVICES  
AFRICAN AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
5222	Nondepository credit intermediation	0.00%	0.00%		
5223	Activities related to credit intermediation	0.00%	0.00%		
5234	Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	0.00%		
5239	Other financial investment activities	0.00%	0.00%		
5241	Insurance carriers	0.00%	0.00%		
5242	Insurance agencies and brokerages	0.00%	0.00%		
5259	Other investment pools and funds	0.00%	0.00%		
5311	Lessors of real estate	0.00%	0.00%		
5312	Offices of real estate agents and brokers	0.00%	0.00%		
5313	Activities related to real estate	0.00%	0.00%		
5321	Automotive equipment rental and leasing	0.00%	0.00%		
5322	Consumer goods rental	0.00%	0.00%		
5323	General rental centers	0.00%	0.00%		
5324	Machinery and equipment rental and leasing	0.00%	0.00%		
5411	Legal services	0.00%	0.00%		
5412	Accounting and bookkeeping services	0.00%	0.00%		
5413	Architectural and engineering services	0.00%	3.77%	0.00%	¥¥¥
5414	Specialized design services	0.00%	0.00%		
5415	Computer systems design and related services	0.00%	9.27%	0.00%	¥¥¥
5416	Management and technical consulting services	0.00%	15.79%	0.00%	¥¥¥
5417	Scientific research and development services	0.00%	0.00%		
5418	Advertising, PR, and related services	0.00%	23.70%	0.00%	¥¥¥
5419	Other professional and technical services	0.00%	28.13%	0.00%	¥¥¥
5511	Management of companies and enterprises	0.00%	0.00%		
6114	Business, computer and management training	0.00%	0.00%		
6115	Technical and trade schools	0.00%	0.00%		
6116	Other schools and instruction	0.00%	0.00%		
6117	Educational support services	0.00%	0.00%		
6211	Offices of physicians	0.00%	0.00%		
6212	Offices of dentists	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
6213	Offices of other health practitioners	0.00%	0.00%		
6214	Outpatient care centers	0.00%	0.00%		
6215	Medical and diagnostic laboratories	0.00%	0.00%		
6216	Home health care services	0.00%	0.00%		
6219	Other ambulatory health care services	0.00%	0.00%		
6221	General medical and surgical hospitals	0.00%	0.00%		
6222	Psychiatric and substance abuse hospitals	0.00%	0.00%		
6233	Continuing care, assisted living facilities	0.00%	0.00%		
6241	Individual and family services	0.00%	0.00%		
6242	Emergency and other relief services	0.00%	0.00%		
6243	Vocational rehabilitation services	0.00%	0.00%		
6244	Child day care services	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-16.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
PROFESSIONAL SERVICES  
ASIAN AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
5222	Nondepository credit intermediation	0.00%	0.00%		
5223	Activities related to credit intermediation	0.00%	0.00%		
5234	Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	0.00%		
5239	Other financial investment activities	0.00%	0.00%		
5241	Insurance carriers	0.00%	0.00%		
5242	Insurance agencies and brokerages	0.00%	0.00%		
5259	Other investment pools and funds	0.00%	0.00%		
5311	Lessors of real estate	0.00%	0.00%		
5312	Offices of real estate agents and brokers	0.00%	0.00%		
5313	Activities related to real estate	0.00%	0.00%		
5321	Automotive equipment rental and leasing	0.00%	0.00%		
5322	Consumer goods rental	0.00%	0.00%		
5323	General rental centers	0.00%	0.00%		
5324	Machinery and equipment rental and leasing	0.00%	9.09%	0.00%	¥¥¥

NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
5411	Legal services	0.00%	0.00%		
5412	Accounting and bookkeeping services	0.00%	0.00%		
5413	Architectural and engineering services	0.00%	0.25%	0.00%	
5414	Specialized design services	0.00%	0.00%		
5415	Computer systems design and related services	0.00%	28.07%	0.00%	¥¥¥
5416	Management and technical consulting services	0.00%	5.03%	0.00%	¥¥¥
5417	Scientific research and development services	0.00%	0.00%		
5418	Advertising, PR, and related services	0.00%	0.66%	0.00%	¥
5419	Other professional and technical services	0.00%	0.27%	0.00%	
5511	Management of companies and enterprises	0.00%	0.00%		
6114	Business, computer and management training	0.71%	0.71%		
6115	Technical and trade schools	0.00%	0.00%		
6116	Other schools and instruction	0.00%	0.00%		
6117	Educational support services	0.00%	0.00%		
6211	Offices of physicians	0.00%	0.00%		
6212	Offices of dentists	0.00%	0.00%		
6213	Offices of other health practitioners	0.00%	0.00%		
6214	Outpatient care centers	0.00%	0.00%		
6215	Medical and diagnostic laboratories	0.00%	0.00%		
6216	Home health care services	0.00%	0.00%		
6219	Other ambulatory health care services	0.00%	0.00%		
6221	General medical and surgical hospitals	0.00%	0.00%		
6222	Psychiatric and substance abuse hospitals	0.00%	0.00%		
6233	Continuing care, assisted living facilities	0.00%	0.00%		
6241	Individual and family services	0.00%	0.00%		
6242	Emergency and other relief services	0.00%	0.00%		
6243	Vocational rehabilitation services	0.00%	0.00%		
6244	Child day care services	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-17.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
PROFESSIONAL SERVICES  
HISPANIC AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
5222	Nondepository credit intermediation	0.00%	0.00%		
5223	Activities related to credit intermediation	0.00%	0.00%		
5234	Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	0.00%		
5239	Other financial investment activities	0.00%	0.00%		
5241	Insurance carriers	0.00%	0.00%		
5242	Insurance agencies and brokerages	0.00%	0.00%		
5259	Other investment pools and funds	0.00%	0.00%		
5311	Lessors of real estate	0.00%	0.00%		
5312	Offices of real estate agents and brokers	0.00%	0.00%		
5313	Activities related to real estate	0.00%	0.00%		
5321	Automotive equipment rental and leasing	0.00%	0.00%		
5322	Consumer goods rental	0.00%	0.00%		
5323	General rental centers	0.00%	0.00%		
5324	Machinery and equipment rental and leasing	0.00%	0.56%	0.00%	
5411	Legal services	0.00%	0.00%		
5412	Accounting and bookkeeping services	0.00%	0.00%		
5413	Architectural and engineering services	0.00%	3.99%	0.00%	¥¥¥
5414	Specialized design services	0.00%	0.00%		
5415	Computer systems design and related services	0.00%	5.53%	0.00%	¥¥¥
5416	Management and technical consulting services	0.00%	5.12%	0.00%	¥¥¥
5417	Scientific research and development services	0.00%	0.00%		
5418	Advertising, PR, and related services	0.00%	1.10%	0.00%	¥¥
5419	Other professional and technical services	0.00%	5.81%	0.00%	¥¥¥
5511	Management of companies and enterprises	0.00%	0.00%		
6114	Business, computer and management training	0.00%	0.00%		
6115	Technical and trade schools	0.00%	0.00%		
6116	Other schools and instruction	0.00%	0.00%		
6117	Educational support services	0.00%	0.00%		
6211	Offices of physicians	0.00%	0.00%		
6212	Offices of dentists	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
6213	Offices of other health practitioners	0.00%	21.06%	0.00%	¥¥¥
6214	Outpatient care centers	0.00%	0.00%		
6215	Medical and diagnostic laboratories	0.00%	0.00%		
6216	Home health care services	0.00%	0.00%		
6219	Other ambulatory health care services	0.00%	0.00%		
6221	General medical and surgical hospitals	0.00%	0.00%		
6222	Psychiatric and substance abuse hospitals	0.00%	0.00%		
6233	Continuing care, assisted living facilities	0.00%	0.00%		
6241	Individual and family services	0.00%	0.00%		
6242	Emergency and other relief services	0.00%	0.00%		
6243	Vocational rehabilitation services	0.00%	0.00%		
6244	Child day care services	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-18.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
PROFESSIONAL SERVICES  
NATIVE AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
5222	Nondepository credit intermediation	0.00%	0.00%		
5223	Activities related to credit intermediation	0.00%	0.00%		
5234	Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	0.00%		
5239	Other financial investment activities	0.00%	0.00%		
5241	Insurance carriers	0.00%	0.00%		
5242	Insurance agencies and brokerages	0.00%	0.00%		
5259	Other investment pools and funds	0.00%	0.00%		
5311	Lessors of real estate	0.00%	0.00%		
5312	Offices of real estate agents and brokers	0.00%	0.00%		
5313	Activities related to real estate	0.00%	0.00%		
5321	Automotive equipment rental and leasing	0.00%	0.00%		
5322	Consumer goods rental	0.00%	0.00%		
5323	General rental centers	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
5324	Machinery and equipment rental and leasing	0.00%	0.00%		
5411	Legal services	0.00%	0.00%		
5412	Accounting and bookkeeping services	0.00%	0.00%		
5413	Architectural and engineering services	0.00%	0.16%	0.00%	
5414	Specialized design services	0.00%	0.00%		
5415	Computer systems design and related services	0.00%	2.32%	0.00%	¥¥¥
5416	Management and technical consulting services	0.00%	0.02%	0.00%	
5417	Scientific research and development services	0.00%	0.00%		
5418	Advertising, PR, and related services	0.00%	0.22%	0.00%	
5419	Other professional and technical services	0.00%	11.11%	0.00%	¥¥¥
5511	Management of companies and enterprises	0.00%	0.00%		
6114	Business, computer and management training	0.00%	0.00%		
6115	Technical and trade schools	0.00%	0.00%		
6116	Other schools and instruction	0.00%	0.00%		
6117	Educational support services	0.00%	0.00%		
6211	Offices of physicians	0.00%	0.00%		
6212	Offices of dentists	0.00%	0.00%		
6213	Offices of other health practitioners	0.00%	0.00%		
6214	Outpatient care centers	0.00%	0.00%		
6215	Medical and diagnostic laboratories	0.00%	0.00%		
6216	Home health care services	0.00%	0.00%		
6219	Other ambulatory health care services	0.00%	0.00%		
6221	General medical and surgical hospitals	0.00%	0.00%		
6222	Psychiatric and substance abuse hospitals	0.00%	0.00%		
6233	Continuing care, assisted living facilities	0.00%	0.00%		
6241	Individual and family services	0.00%	0.00%		
6242	Emergency and other relief services	0.00%	0.00%		
6243	Vocational rehabilitation services	0.00%	0.00%		
6244	Child day care services	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-19.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES

CITY OF WACO MARKETPLACE  
PROFESSIONAL SERVICES  
MBE FIRMS

NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
5222	Nondepository credit intermediation	0.00%	0.00%		
5223	Activities related to credit intermediation	0.00%	0.00%		
5234	Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	0.00%		
5239	Other financial investment activities	0.00%	0.00%		
5241	Insurance carriers	0.00%	0.00%		
5242	Insurance agencies and brokerages	0.00%	0.00%		
5259	Other investment pools and funds	0.00%	0.00%		
5311	Lessors of real estate	0.00%	0.00%		
5312	Offices of real estate agents and brokers	0.00%	0.00%		
5313	Activities related to real estate	0.00%	0.00%		
5321	Automotive equipment rental and leasing	0.00%	0.00%		
5322	Consumer goods rental	0.00%	0.00%		
5323	General rental centers	0.00%	0.00%		
5324	Machinery and equipment rental and leasing	0.00%	9.65%	0.00%	¥¥¥
5411	Legal services	0.00%	0.00%		
5412	Accounting and bookkeeping services	0.00%	0.00%		
5413	Architectural and engineering services	0.00%	8.18%	0.00%	¥¥¥
5414	Specialized design services	0.00%	0.00%		
5415	Computer systems design and related services	0.00%	45.19%	0.00%	¥¥¥
5416	Management and technical consulting services	0.00%	25.96%	0.00%	¥¥¥
5417	Scientific research and development services	0.00%	0.00%		
5418	Advertising, PR, and related services	0.00%	25.68%	0.00%	¥¥¥
5419	Other professional and technical services	0.00%	45.31%	0.00%	¥¥¥
5511	Management of companies and enterprises	0.00%	0.00%		
6114	Business, computer and management training	0.71%	0.71%		
6115	Technical and trade schools	0.00%	0.00%		
6116	Other schools and instruction	0.00%	0.00%		
6117	Educational support services	0.00%	0.00%		
6211	Offices of physicians	0.00%	0.00%		
6212	Offices of dentists	0.00%	0.00%		
6213	Offices of other health practitioners	0.00%	21.06%	0.00%	¥¥¥
6214	Outpatient care centers	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
6215	Medical and diagnostic laboratories	0.00%	0.00%		
6216	Home health care services	0.00%	0.00%		
6219	Other ambulatory health care services	0.00%	0.00%		
6221	General medical and surgical hospitals	0.00%	0.00%		
6222	Psychiatric and substance abuse hospitals	0.00%	0.00%		
6233	Continuing care, assisted living facilities	0.00%	0.00%		
6241	Individual and family services	0.00%	0.00%		
6242	Emergency and other relief services	0.00%	0.00%		
6243	Vocational rehabilitation services	0.00%	0.00%		
6244	Child day care services	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-20.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
PROFESSIONAL SERVICES  
NON-MNORITY FEMALE FIRMS

NAICS-4	NAICS-4 DESC	NON MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
5222	Nondepository credit intermediation	0.00%	0.00%		
5223	Activities related to credit intermediation	0.00%	0.00%		
5234	Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	0.00%		
5239	Other financial investment activities	0.00%	0.00%		
5241	Insurance carriers	0.00%	0.00%		
5242	Insurance agencies and brokerages	0.00%	0.00%		
5259	Other investment pools and funds	0.00%	0.00%		
5311	Lessors of real estate	0.00%	0.00%		
5312	Offices of real estate agents and brokers	0.00%	0.00%		
5313	Activities related to real estate	0.00%	0.00%		
5321	Automotive equipment rental and leasing	0.00%	0.00%		
5322	Consumer goods rental	0.00%	0.00%		
5323	General rental centers	0.00%	0.00%		
5324	Machinery and equipment rental and leasing	0.26%	31.36%	0.84%	¥¥¥
5411	Legal services	0.00%	0.00%		



NAICS-4	NAICS-4 DESC	NON MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
5412	Accounting and bookkeeping services	0.00%	0.00%		
5413	Architectural and engineering services	0.00%	33.17%	0.00%	¥¥¥
5414	Specialized design services	0.00%	0.00%		
5415	Computer systems design and related services	0.00%	12.61%	0.00%	¥¥¥
5416	Management and technical consulting services	0.00%	24.10%	0.00%	¥¥¥
5417	Scientific research and development services	0.00%	0.00%		
5418	Advertising, PR, and related services	1.08%	20.79%	5.21%	¥¥¥
5419	Other professional and technical services	3.97%	12.70%	31.28%	¥¥¥
5511	Management of companies and enterprises	0.00%	0.00%		
6114	Business, computer and management training	0.00%	0.00%		
6115	Technical and trade schools	0.00%	0.00%		
6116	Other schools and instruction	0.00%	0.00%		
6117	Educational support services	0.00%	0.00%		
6211	Offices of physicians	0.00%	0.00%		
6212	Offices of dentists	0.00%	0.00%		
6213	Offices of other health practitioners	0.00%	29.10%	0.00%	¥¥¥
6214	Outpatient care centers	0.00%	0.00%		
6215	Medical and diagnostic laboratories	0.88%	0.88%		
6216	Home health care services	0.00%	0.00%		
6219	Other ambulatory health care services	0.00%	0.00%		
6221	General medical and surgical hospitals	0.00%	0.00%		
6222	Psychiatric and substance abuse hospitals	0.00%	0.00%		
6233	Continuing care, assisted living facilities	0.00%	0.00%		
6241	Individual and family services	0.00%	0.00%		
6242	Emergency and other relief services	0.00%	0.00%		
6243	Vocational rehabilitation services	0.00%	0.00%		
6244	Child day care services	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-21.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
PROFESSIONAL SERVICES  
M/WBE FIRMS

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
5222	Nondepository credit intermediation	0.00%	0.00%		
5223	Activities related to credit intermediation	0.00%	0.00%		
5234	Commercial and Industrial Machinery and Equipment Rental and Leasing	0.00%	0.00%		
5239	Other financial investment activities	0.00%	0.00%		
5241	Insurance carriers	0.00%	0.00%		
5242	Insurance agencies and brokerages	0.00%	0.00%		
5259	Other investment pools and funds	0.00%	0.00%		
5311	Lessors of real estate	0.00%	0.00%		
5312	Offices of real estate agents and brokers	0.00%	0.00%		
5313	Activities related to real estate	0.00%	0.00%		
5321	Automotive equipment rental and leasing	0.00%	0.00%		
5322	Consumer goods rental	0.00%	0.00%		
5323	General rental centers	0.00%	0.00%		
5324	Machinery and equipment rental and leasing	0.26%	41.01%	0.64%	¥¥¥
5411	Legal services	0.00%	0.00%		
5412	Accounting and bookkeeping services	0.00%	0.00%		
5413	Architectural and engineering services	0.00%	41.35%	0.00%	¥¥¥
5414	Specialized design services	0.00%	0.00%		
5415	Computer systems design and related services	0.00%	57.81%	0.00%	¥¥¥
5416	Management and technical consulting services	0.00%	50.07%	0.00%	¥¥¥
5417	Scientific research and development services	0.00%	0.00%		
5418	Advertising, PR, and related services	1.08%	46.47%	2.33%	¥¥¥
5419	Other professional and technical services	3.97%	58.01%	6.85%	¥¥¥
5511	Management of companies and enterprises	0.00%	0.00%		
6114	Business, computer and management training	0.71%	0.71%		
6115	Technical and trade schools	0.00%	0.00%		
6116	Other schools and instruction	0.00%	0.00%		
6117	Educational support services	0.00%	0.00%		
6211	Offices of physicians	0.00%	0.00%		
6212	Offices of dentists	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
6213	Offices of other health practitioners	0.00%	50.17%	0.00%	¥¥¥
6214	Outpatient care centers	0.00%	0.00%		
6215	Medical and diagnostic laboratories	0.88%	0.88%		
6216	Home health care services	0.00%	0.00%		
6219	Other ambulatory health care services	0.00%	0.00%		
6221	General medical and surgical hospitals	0.00%	0.00%		
6222	Psychiatric and substance abuse hospitals	0.00%	0.00%		
6233	Continuing care, assisted living facilities	0.00%	0.00%		
6241	Individual and family services	0.00%	0.00%		
6242	Emergency and other relief services	0.00%	0.00%		
6243	Vocational rehabilitation services	0.00%	0.00%		
6244	Child day care services	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-22.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
OTHER SERVICES  
AFRICAN AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
1114	Greenhouse and nursery production	0.00%	0.00%		
1119	Other crop farming	0.00%	0.00%		
1121	Cattle ranching and farming	0.00%	0.00%		
1123	Poultry and egg production	0.00%	0.00%		
1124	Sheep and goat farming	0.00%	0.00%		
1125	Aquaculture	0.00%	0.00%		
1129	Other animal production	0.00%	0.00%		
1133	Logging	0.00%	0.00%		
1151	Support activities for crop production	0.00%	0.00%		
1152	Support activities for animal production	0.00%	0.00%		
1153	Support activities for forestry	0.00%	0.00%		
4811	Scheduled air transportation	0.00%	0.00%		
4812	Nonscheduled air transportation	0.00%	0.00%		
4821	Rail transportation	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
4841	General freight trucking	0.00%	0.00%		
4842	Specialized freight trucking	0.00%	0.00%		
4851	Urban transit systems	0.00%	0.00%		
4852	Interurban and rural bus transportation	0.00%	0.00%		
4853	Taxi and limousine service	0.00%	0.00%		
4854	School and employee bus transportation	0.00%	0.00%		
4855	Charter bus industry	0.00%	0.00%		
4859	Other ground passenger transportation	0.00%	0.00%		
4861	Pipeline transportation of crude oil	0.00%	0.00%		
4881	Support activities for air transportation	0.00%	0.00%		
4883	Support activities for water transportation	0.00%	0.00%		
4884	Support activities for road transportation	0.00%	0.00%		
4885	Freight transportation arrangement	0.00%	0.00%		
4911	Postal service	0.00%	0.00%		
4921	Couriers and express delivery services	0.00%	0.00%		
4931	Warehousing and storage	0.00%	0.00%		
5111	Newspaper, book, and directory publishers	0.00%	0.00%		
5112	Software publishers	0.00%	0.00%		
5121	Motion picture and video industries	0.00%	0.00%		
5122	Sound recording industries	0.00%	0.00%		
5148	Fresh Fruits and Vegetables	0.00%	0.00%		
5151	Radio and television broadcasting	0.00%	0.00%		
5152	Cable and other subscription programming	0.00%	0.00%		
5173	Wired and Wireless Telecommunications Carriers	0.00%	0.00%		
5174	Satellite telecommunications	0.00%	0.00%		
5179	Other telecommunications	0.00%	0.00%		
5182	Data processing, hosting and related services	0.00%	0.00%		
5191	Other information services	0.00%	0.00%		
5611	Office administrative services	0.00%	0.00%		
5612	Facilities support services	0.00%	0.00%		
5613	Employment services	0.00%	1.03%	0.00%	¥¥¥
5614	Business support services	0.00%	0.00%		
5615	Travel arrangement and reservation	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
	services				
5616	Investigation and security services	0.00%	17.98%	0.00%	¥¥¥
5617	Services to buildings and dwellings	13.82%	18.39%	75.17%	¥¥¥
5619	Other support services	0.00%	0.00%		
5621	Waste collection	0.00%	0.00%		
5622	Waste treatment and disposal	0.00%	0.00%		
5629	Remediation and other waste services	0.00%	0.00%		
7111	Performing arts companies	0.00%	0.00%		
7112	Spectator sports	0.00%	0.00%		
7113	Promoters of performing arts and sports	0.00%	0.00%		
7114	Agents and managers for public figures	0.00%	0.00%		
7115	Independent artists, writers, and performers	0.00%	0.00%		
7121	Museums, historical sites, zoos, and parks	0.00%	0.00%		
7131	Amusement parks and arcades	0.00%	0.00%		
7132	Gambling industries	0.00%	0.00%		
7139	Other amusement and recreation industries	0.00%	0.00%		
7211	Traveler accommodation	0.00%	0.00%		
7212	RV parks and recreational camps	0.00%	0.00%		
7213	Rooming and boarding houses	0.00%	0.00%		
7223	Special food services	0.00%	0.00%		
7224	Drinking places, alcoholic beverages	0.00%	0.00%		
7225	Restaurants and other eating places	0.00%	0.00%		
8111	Automotive repair and maintenance	0.00%	4.90%	0.00%	¥¥¥
8112	Electronic equipment repair and maintenance	0.00%	0.00%		
8113	Commercial machinery repair and maintenance	0.34%	0.60%	55.68%	
8114	Household goods repair and maintenance	0.00%	0.00%		
8121	Personal care services	0.00%	0.00%		
8122	Death care services	0.00%	0.00%		
8123	Drycleaning and laundry services	0.00%	0.00%		
8129	Other personal services	0.04%	0.04%		
8131	Religious organizations	0.00%	0.00%		
8133	Social advocacy organizations	0.00%	0.00%		
8134	Civic and social organizations	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
8139	Professional and similar organizations	0.00%	0.00%		
9211	Executive, legislative and general government	0.00%	0.00%		
9221	Justice, public order, and safety activities	0.00%	0.00%		
9231	Administration of human resource programs	0.00%	0.00%		
9241	Administration of environmental programs	0.00%	0.00%		
9251	Community and housing program administration	0.00%	0.00%		
9261	Administration of economic programs	0.00%	0.00%		
9271	Space research and technology	0.00%	0.00%		
9281	National security and international affairs	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-23.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
OTHER SERVICES  
ASIAN AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
1114	Greenhouse and nursery production	0.00%	0.00%		
1119	Other crop farming	0.00%	0.00%		
1121	Cattle ranching and farming	0.00%	0.00%		
1123	Poultry and egg production	0.00%	0.00%		
1124	Sheep and goat farming	0.00%	0.00%		
1125	Aquaculture	0.00%	0.00%		
1129	Other animal production	0.00%	0.00%		
1133	Logging	0.00%	0.00%		
1151	Support activities for crop production	0.00%	0.00%		
1152	Support activities for animal production	0.00%	0.00%		
1153	Support activities for forestry	0.00%	0.00%		
4811	Scheduled air transportation	0.00%	0.00%		
4812	Nonscheduled air transportation	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
4821	Rail transportation	0.00%	0.00%		
4841	General freight trucking	0.00%	0.00%		
4842	Specialized freight trucking	0.00%	0.00%		
4851	Urban transit systems	0.00%	0.00%		
4852	Interurban and rural bus transportation	0.00%	0.00%		
4853	Taxi and limousine service	0.00%	0.00%		
4854	School and employee bus transportation	0.00%	0.00%		
4855	Charter bus industry	0.00%	0.00%		
4859	Other ground passenger transportation	0.00%	0.00%		
4861	Pipeline transportation of crude oil	0.00%	0.00%		
4881	Support activities for air transportation	0.00%	0.00%		
4883	Support activities for water transportation	0.00%	0.00%		
4884	Support activities for road transportation	0.00%	0.00%		
4885	Freight transportation arrangement	0.00%	0.00%		
4911	Postal service	0.00%	0.00%		
4921	Couriers and express delivery services	0.00%	0.00%		
4931	Warehousing and storage	0.00%	0.00%		
5111	Newspaper, book, and directory publishers	0.00%	0.00%		
5112	Software publishers	0.00%	0.00%		
5121	Motion picture and video industries	0.00%	0.00%		
5122	Sound recording industries	0.00%	0.00%		
5148	Fresh Fruits and Vegetables	0.00%	0.00%		
5151	Radio and television broadcasting	0.00%	0.00%		
5152	Cable and other subscription programming	0.00%	0.00%		
5173	Wired and Wireless Telecommunications Carriers	0.00%	0.00%		
5174	Satellite telecommunications	0.00%	0.00%		
5179	Other telecommunications	0.00%	0.00%		
5182	Data processing, hosting and related services	0.00%	0.00%		
5191	Other information services	0.00%	0.00%		
5611	Office administrative services	0.00%	0.00%		
5612	Facilities support services	0.00%	0.00%		
5613	Employment services	0.00%	0.00%		
5614	Business support services	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
5615	Travel arrangement and reservation services	0.00%	0.00%		
5616	Investigation and security services	0.00%	17.30%	0.00%	¥¥¥
5617	Services to buildings and dwellings	0.00%	0.05%	0.00%	
5619	Other support services	0.00%	0.00%		
5621	Waste collection	0.00%	0.00%		
5622	Waste treatment and disposal	0.00%	0.00%		
5629	Remediation and other waste services	0.00%	0.00%		
7111	Performing arts companies	0.00%	0.00%		
7112	Spectator sports	0.00%	0.00%		
7113	Promoters of performing arts and sports	0.00%	0.00%		
7114	Agents and managers for public figures	0.00%	0.00%		
7115	Independent artists, writers, and performers	0.00%	0.00%		
7121	Museums, historical sites, zoos, and parks	0.00%	0.00%		
7131	Amusement parks and arcades	0.00%	0.00%		
7132	Gambling industries	0.00%	0.00%		
7139	Other amusement and recreation industries	0.00%	0.00%		
7211	Traveler accommodation	0.00%	0.00%		
7212	RV parks and recreational camps	0.00%	0.00%		
7213	Rooming and boarding houses	0.00%	0.00%		
7223	Special food services	0.00%	0.00%		
7224	Drinking places, alcoholic beverages	0.00%	0.00%		
7225	Restaurants and other eating places	0.00%	0.00%		
8111	Automotive repair and maintenance	0.00%	1.68%	0.00%	¥¥¥
8112	Electronic equipment repair and maintenance	0.00%	0.00%		
8113	Commercial machinery repair and maintenance	0.00%	0.00%		
8114	Household goods repair and maintenance	0.00%	0.00%		
8121	Personal care services	0.00%	0.00%		
8122	Death care services	0.00%	0.00%		
8123	Drycleaning and laundry services	0.00%	0.00%		
8129	Other personal services	0.00%	0.00%		
8131	Religious organizations	0.00%	0.00%		
8133	Social advocacy organizations	0.00%	0.00%		



NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
8134	Civic and social organizations	0.00%	0.00%		
8139	Professional and similar organizations	0.00%	0.00%		
9211	Executive, legislative and general government	0.00%	0.00%		
9221	Justice, public order, and safety activities	0.00%	0.00%		
9231	Administration of human resource programs	0.00%	0.00%		
9241	Administration of environmental programs	0.00%	0.00%		
9251	Community and housing program administration	0.00%	0.00%		
9261	Administration of economic programs	0.00%	0.00%		
9271	Space research and technology	0.00%	0.00%		
9281	National security and international affairs	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-24.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
OTHER SERVICES  
HISPANIC AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
1114	Greenhouse and nursery production	0.00%	0.00%		
1119	Other crop farming	0.00%	0.00%		
1121	Cattle ranching and farming	0.00%	0.00%		
1123	Poultry and egg production	0.00%	0.00%		
1124	Sheep and goat farming	0.00%	0.00%		
1125	Aquaculture	0.00%	0.00%		
1129	Other animal production	0.00%	0.00%		
1133	Logging	0.00%	0.00%		
1151	Support activities for crop production	0.00%	0.00%		
1152	Support activities for animal production	0.00%	0.00%		
1153	Support activities for forestry	0.00%	0.00%		
4811	Scheduled air transportation	0.00%	0.00%		
4812	Nonscheduled air transportation	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
4821	Rail transportation	0.00%	0.00%		
4841	General freight trucking	0.00%	0.00%		
4842	Specialized freight trucking	0.00%	0.00%		
4851	Urban transit systems	0.00%	0.00%		
4852	Interurban and rural bus transportation	0.00%	0.00%		
4853	Taxi and limousine service	0.00%	0.00%		
4854	School and employee bus transportation	0.00%	0.00%		
4855	Charter bus industry	0.00%	0.00%		
4859	Other ground passenger transportation	0.00%	0.00%		
4861	Pipeline transportation of crude oil	0.00%	0.00%		
4881	Support activities for air transportation	0.00%	0.00%		
4883	Support activities for water transportation	0.00%	0.00%		
4884	Support activities for road transportation	0.00%	0.00%		
4885	Freight transportation arrangement	0.00%	0.00%		
4911	Postal service	0.00%	0.00%		
4921	Couriers and express delivery services	0.00%	0.00%		
4931	Warehousing and storage	0.00%	0.00%		
5111	Newspaper, book, and directory publishers	0.00%	0.00%		
5112	Software publishers	0.00%	0.00%		
5121	Motion picture and video industries	0.00%	0.00%		
5122	Sound recording industries	0.00%	0.00%		
5148	Fresh Fruits and Vegetables	0.00%	0.00%		
5151	Radio and television broadcasting	0.00%	0.00%		
5152	Cable and other subscription programming	0.00%	0.00%		
5173	Wired and Wireless Telecommunications Carriers	0.00%	0.00%		
5174	Satellite telecommunications	0.00%	0.00%		
5179	Other telecommunications	0.00%	0.00%		
5182	Data processing, hosting and related services	0.00%	0.00%		
5191	Other information services	0.00%	0.00%		
5611	Office administrative services	0.00%	0.00%		
5612	Facilities support services	0.00%	0.00%		
5613	Employment services	0.00%	1.03%	0.00%	¥¥¥
5614	Business support services	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
5615	Travel arrangement and reservation services	0.00%	0.00%		
5616	Investigation and security services	0.00%	0.54%	0.00%	¥¥¥
5617	Services to buildings and dwellings	0.00%	9.53%	0.00%	¥¥¥
5619	Other support services	0.00%	0.00%		
5621	Waste collection	0.00%	0.00%		
5622	Waste treatment and disposal	0.00%	0.00%		
5629	Remediation and other waste services	0.00%	0.00%		
7111	Performing arts companies	0.00%	0.00%		
7112	Spectator sports	0.00%	0.00%		
7113	Promoters of performing arts and sports	0.00%	0.00%		
7114	Agents and managers for public figures	0.00%	0.00%		
7115	Independent artists, writers, and performers	0.00%	0.00%		
7121	Museums, historical sites, zoos, and parks	0.00%	0.00%		
7131	Amusement parks and arcades	0.00%	0.00%		
7132	Gambling industries	0.00%	0.00%		
7139	Other amusement and recreation industries	0.00%	0.00%		
7211	Traveler accommodation	0.00%	0.00%		
7212	RV parks and recreational camps	0.00%	0.00%		
7213	Rooming and boarding houses	0.00%	0.00%		
7223	Special food services	0.00%	0.00%		
7224	Drinking places, alcoholic beverages	0.00%	0.00%		
7225	Restaurants and other eating places	0.00%	0.00%		
8111	Automotive repair and maintenance	0.00%	17.58%	0.00%	¥¥¥
8112	Electronic equipment repair and maintenance	0.00%	0.00%		
8113	Commercial machinery repair and maintenance	0.00%	0.07%	0.00%	
8114	Household goods repair and maintenance	0.00%	0.00%		
8121	Personal care services	0.00%	0.00%		
8122	Death care services	0.00%	0.00%		
8123	Drycleaning and laundry services	0.00%	0.00%		
8129	Other personal services	0.00%	0.00%		
8131	Religious organizations	0.00%	0.00%		
8133	Social advocacy organizations	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
8134	Civic and social organizations	0.00%	0.00%		
8139	Professional and similar organizations	0.00%	0.00%		
9211	Executive, legislative and general government	0.00%	0.00%		
9221	Justice, public order, and safety activities	0.00%	0.00%		
9231	Administration of human resource programs	0.00%	0.00%		
9241	Administration of environmental programs	0.00%	0.00%		
9251	Community and housing program administration	0.00%	0.00%		
9261	Administration of economic programs	0.00%	0.00%		
9271	Space research and technology	0.00%	0.00%		
9281	National security and international affairs	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-25.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
OTHER SERVICES  
NATIVE AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
1114	Greenhouse and nursery production	0.00%	0.00%		
1119	Other crop farming	0.00%	0.00%		
1121	Cattle ranching and farming	0.00%	0.00%		
1123	Poultry and egg production	0.00%	0.00%		
1124	Sheep and goat farming	0.00%	0.00%		
1125	Aquaculture	0.00%	0.00%		
1129	Other animal production	0.00%	0.00%		
1133	Logging	0.00%	0.00%		
1151	Support activities for crop production	0.00%	0.00%		
1152	Support activities for animal production	0.00%	0.00%		
1153	Support activities for forestry	0.00%	0.00%		
4811	Scheduled air transportation	0.00%	0.00%		
4812	Nonscheduled air transportation	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
4821	Rail transportation	0.00%	0.00%		
4841	General freight trucking	0.00%	0.00%		
4842	Specialized freight trucking	0.00%	0.00%		
4851	Urban transit systems	0.00%	0.00%		
4852	Interurban and rural bus transportation	0.00%	0.00%		
4853	Taxi and limousine service	0.00%	0.00%		
4854	School and employee bus transportation	0.00%	0.00%		
4855	Charter bus industry	0.00%	0.00%		
4859	Other ground passenger transportation	0.00%	0.00%		
4861	Pipeline transportation of crude oil	0.00%	0.00%		
4881	Support activities for air transportation	0.00%	0.00%		
4883	Support activities for water transportation	0.00%	0.00%		
4884	Support activities for road transportation	0.00%	0.00%		
4885	Freight transportation arrangement	0.00%	0.00%		
4911	Postal service	0.00%	0.00%		
4921	Couriers and express delivery services	0.00%	0.00%		
4931	Warehousing and storage	0.00%	0.00%		
5111	Newspaper, book, and directory publishers	0.00%	0.00%		
5112	Software publishers	0.00%	0.00%		
5121	Motion picture and video industries	0.00%	0.00%		
5122	Sound recording industries	0.00%	0.00%		
5148	Fresh Fruits and Vegetables	0.00%	0.00%		
5151	Radio and television broadcasting	0.00%	0.00%		
5152	Cable and other subscription programming	0.00%	0.00%		
5173	Wired and Wireless Telecommunications Carriers	0.00%	0.00%		
5174	Satellite telecommunications	0.00%	0.00%		
5179	Other telecommunications	0.00%	0.00%		
5182	Data processing, hosting and related services	0.00%	0.00%		
5191	Other information services	0.00%	0.00%		
5611	Office administrative services	0.00%	0.00%		
5612	Facilities support services	0.00%	0.00%		
5613	Employment services	0.00%	0.34%	0.00%	¥¥¥
5614	Business support services	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
5615	Travel arrangement and reservation services	0.00%	0.00%		
5616	Investigation and security services	0.00%	0.38%	0.00%	¥¥¥
5617	Services to buildings and dwellings	0.00%	4.65%	0.00%	¥¥¥
5619	Other support services	0.00%	0.00%		
5621	Waste collection	0.00%	0.00%		
5622	Waste treatment and disposal	0.00%	0.00%		
5629	Remediation and other waste services	0.00%	0.00%		
7111	Performing arts companies	0.00%	0.00%		
7112	Spectator sports	0.00%	0.00%		
7113	Promoters of performing arts and sports	0.00%	0.00%		
7114	Agents and managers for public figures	0.00%	0.00%		
7115	Independent artists, writers, and performers	0.00%	0.00%		
7121	Museums, historical sites, zoos, and parks	0.00%	0.00%		
7131	Amusement parks and arcades	0.00%	0.00%		
7132	Gambling industries	0.00%	0.00%		
7139	Other amusement and recreation industries	0.00%	0.00%		
7211	Traveler accommodation	0.00%	0.00%		
7212	RV parks and recreational camps	0.00%	0.00%		
7213	Rooming and boarding houses	0.00%	0.00%		
7223	Special food services	0.00%	0.00%		
7224	Drinking places, alcoholic beverages	0.00%	0.00%		
7225	Restaurants and other eating places	0.00%	0.00%		
8111	Automotive repair and maintenance	0.00%	0.05%	0.00%	
8112	Electronic equipment repair and maintenance	0.00%	0.00%		
8113	Commercial machinery repair and maintenance	0.00%	0.00%		
8114	Household goods repair and maintenance	0.00%	0.00%		
8121	Personal care services	0.00%	0.00%		
8122	Death care services	0.00%	0.00%		
8123	Drycleaning and laundry services	0.00%	0.00%		
8129	Other personal services	0.00%	0.00%		
8131	Religious organizations	0.00%	0.00%		
8133	Social advocacy organizations	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
8134	Civic and social organizations	0.00%	0.00%		
8139	Professional and similar organizations	0.00%	0.00%		
9211	Executive, legislative and general government	0.00%	0.00%		
9221	Justice, public order, and safety activities	0.00%	0.00%		
9231	Administration of human resource programs	0.00%	0.00%		
9241	Administration of environmental programs	0.00%	0.00%		
9251	Community and housing program administration	0.00%	0.00%		
9261	Administration of economic programs	0.00%	0.00%		
9271	Space research and technology	0.00%	0.00%		
9281	National security and international affairs	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-26.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
OTHER SERVICES  
MBE FIRMS

NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
1114	Greenhouse and nursery production	0.00%	0.00%		
1119	Other crop farming	0.00%	0.00%		
1121	Cattle ranching and farming	0.00%	0.00%		
1123	Poultry and egg production	0.00%	0.00%		
1124	Sheep and goat farming	0.00%	0.00%		
1125	Aquaculture	0.00%	0.00%		
1129	Other animal production	0.00%	0.00%		
1133	Logging	0.00%	0.00%		
1151	Support activities for crop production	0.00%	0.00%		
1152	Support activities for animal production	0.00%	0.00%		
1153	Support activities for forestry	0.00%	0.00%		
4811	Scheduled air transportation	0.00%	0.00%		
4812	Nonscheduled air transportation	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
4821	Rail transportation	0.00%	0.00%		
4841	General freight trucking	0.00%	0.00%		
4842	Specialized freight trucking	0.00%	0.00%		
4851	Urban transit systems	0.00%	0.00%		
4852	Interurban and rural bus transportation	0.00%	0.00%		
4853	Taxi and limousine service	0.00%	0.00%		
4854	School and employee bus transportation	0.00%	0.00%		
4855	Charter bus industry	0.00%	0.00%		
4859	Other ground passenger transportation	0.00%	0.00%		
4861	Pipeline transportation of crude oil	0.00%	0.00%		
4881	Support activities for air transportation	0.00%	0.00%		
4883	Support activities for water transportation	0.00%	0.00%		
4884	Support activities for road transportation	0.00%	0.00%		
4885	Freight transportation arrangement	0.00%	0.00%		
4911	Postal service	0.00%	0.00%		
4921	Couriers and express delivery services	0.00%	0.00%		
4931	Warehousing and storage	0.00%	0.00%		
5111	Newspaper, book, and directory publishers	0.00%	0.00%		
5112	Software publishers	0.00%	0.00%		
5121	Motion picture and video industries	0.00%	0.00%		
5122	Sound recording industries	0.00%	0.00%		
5148	Fresh Fruits and Vegetables	0.00%	0.00%		
5151	Radio and television broadcasting	0.00%	0.00%		
5152	Cable and other subscription programming	0.00%	0.00%		
5173	Wired and Wireless Telecommunications Carriers	0.00%	0.00%		
5174	Satellite telecommunications	0.00%	0.00%		
5179	Other telecommunications	0.00%	0.00%		
5182	Data processing, hosting and related services	0.00%	0.00%		
5191	Other information services	0.00%	0.00%		
5611	Office administrative services	0.00%	0.00%		
5612	Facilities support services	0.00%	0.00%		
5613	Employment services	0.00%	2.40%	0.00%	¥¥¥
5614	Business support services	0.00%	0.00%		



NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
5615	Travel arrangement and reservation services	0.00%	0.00%		
5616	Investigation and security services	0.00%	36.20%	0.00%	¥¥¥
5617	Services to buildings and dwellings	13.82%	32.63%	42.37%	¥¥¥
5619	Other support services	0.00%	0.00%		
5621	Waste collection	0.00%	0.00%		
5622	Waste treatment and disposal	0.00%	0.00%		
5629	Remediation and other waste services	0.00%	0.00%		
7111	Performing arts companies	0.00%	0.00%		
7112	Spectator sports	0.00%	0.00%		
7113	Promoters of performing arts and sports	0.00%	0.00%		
7114	Agents and managers for public figures	0.00%	0.00%		
7115	Independent artists, writers, and performers	0.00%	0.00%		
7121	Museums, historical sites, zoos, and parks	0.00%	0.00%		
7131	Amusement parks and arcades	0.00%	0.00%		
7132	Gambling industries	0.00%	0.00%		
7139	Other amusement and recreation industries	0.00%	0.00%		
7211	Traveler accommodation	0.00%	0.00%		
7212	RV parks and recreational camps	0.00%	0.00%		
7213	Rooming and boarding houses	0.00%	0.00%		
7223	Special food services	0.00%	0.00%		
7224	Drinking places, alcoholic beverages	0.00%	0.00%		
7225	Restaurants and other eating places	0.00%	0.00%		
8111	Automotive repair and maintenance	0.00%	24.21%	0.00%	¥¥¥
8112	Electronic equipment repair and maintenance	0.00%	0.00%		
8113	Commercial machinery repair and maintenance	0.34%	0.67%	50.11%	¥
8114	Household goods repair and maintenance	0.00%	0.00%		
8121	Personal care services	0.00%	0.00%		
8122	Death care services	0.00%	0.00%		
8123	Drycleaning and laundry services	0.00%	0.00%		
8129	Other personal services	0.04%	0.04%		
8131	Religious organizations	0.00%	0.00%		
8133	Social advocacy organizations	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
8134	Civic and social organizations	0.00%	0.00%		
8139	Professional and similar organizations	0.00%	0.00%		
9211	Executive, legislative and general government	0.00%	0.00%		
9221	Justice, public order, and safety activities	0.00%	0.00%		
9231	Administration of human resource programs	0.00%	0.00%		
9241	Administration of environmental programs	0.00%	0.00%		
9251	Community and housing program administration	0.00%	0.00%		
9261	Administration of economic programs	0.00%	0.00%		
9271	Space research and technology	0.00%	0.00%		
9281	National security and international affairs	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-27.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
OTHER SERVICES  
NON-MINORITY FEMALE FIRMS

NAICS-4	NAICS-4 DESC	NON-MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
1114	Greenhouse and nursery production	0.00%	0.00%		
1119	Other crop farming	0.00%	0.00%		
1121	Cattle ranching and farming	0.00%	0.00%		
1123	Poultry and egg production	0.00%	0.00%		
1124	Sheep and goat farming	0.00%	0.00%		
1125	Aquaculture	0.00%	0.00%		
1129	Other animal production	0.00%	0.00%		
1133	Logging	0.00%	0.00%		
1151	Support activities for crop production	0.00%	0.00%		
1152	Support activities for animal production	0.00%	0.00%		
1153	Support activities for forestry	0.00%	0.00%		
4811	Scheduled air transportation	0.00%	0.00%		
4812	Nonscheduled air transportation	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NON-MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
4821	Rail transportation	0.00%	0.00%		
4841	General freight trucking	0.00%	0.00%		
4842	Specialized freight trucking	0.00%	0.00%		
4851	Urban transit systems	0.00%	75.00%	0.00%	¥¥¥
4852	Interurban and rural bus transportation	0.00%	0.00%		
4853	Taxi and limousine service	0.00%	0.00%		
4854	School and employee bus transportation	0.00%	0.00%		
4855	Charter bus industry	0.00%	0.00%		
4859	Other ground passenger transportation	0.00%	0.00%		
4861	Pipeline transportation of crude oil	0.00%	0.00%		
4881	Support activities for air transportation	0.00%	0.00%		
4883	Support activities for water transportation	0.00%	0.00%		
4884	Support activities for road transportation	99.14%	99.14%		
4885	Freight transportation arrangement	0.00%	0.00%		
4911	Postal service	0.00%	0.00%		
4921	Couriers and express delivery services	2.42%	2.42%		
4931	Warehousing and storage	0.00%	0.00%		
5111	Newspaper, book, and directory publishers	0.00%	0.00%		
5112	Software publishers	0.00%	0.00%		
5121	Motion picture and video industries	0.00%	0.00%		
5122	Sound recording industries	0.00%	0.00%		
5148	Fresh Fruits and Vegetables	0.00%	0.00%		
5151	Radio and television broadcasting	0.00%	0.00%		
5152	Cable and other subscription programming	0.00%	0.00%		
5173	Wired and Wireless Telecommunications Carriers	0.00%	0.00%		
5174	Satellite telecommunications	0.00%	0.00%		
5179	Other telecommunications	0.00%	0.00%		
5182	Data processing, hosting and related services	0.00%	0.00%		
5191	Other information services	0.00%	0.00%		
5611	Office administrative services	0.00%	0.00%		
5612	Facilities support services	0.00%	0.00%		
5613	Employment services	0.00%	72.95%	0.00%	¥¥¥
5614	Business support services	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NON-MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
5615	Travel arrangement and reservation services	0.00%	0.00%		
5616	Investigation and security services	0.00%	9.99%	0.00%	¥¥¥
5617	Services to buildings and dwellings	0.21%	20.08%	1.03%	¥¥¥
5619	Other support services	0.00%	0.00%		
5621	Waste collection	0.00%	0.00%		
5622	Waste treatment and disposal	3.46%	3.46%		
5629	Remediation and other waste services	0.00%	0.00%		
7111	Performing arts companies	0.65%	0.65%		
7112	Spectator sports	0.00%	0.00%		
7113	Promoters of performing arts and sports	0.00%	0.00%		
7114	Agents and managers for public figures	0.00%	0.00%		
7115	Independent artists, writers, and performers	0.00%	0.00%		
7121	Museums, historical sites, zoos, and parks	0.00%	0.00%		
7131	Amusement parks and arcades	0.00%	0.00%		
7132	Gambling industries	0.00%	0.00%		
7139	Other amusement and recreation industries	0.00%	0.00%		
7211	Traveler accommodation	0.00%	0.00%		
7212	RV parks and recreational camps	0.00%	0.00%		
7213	Rooming and boarding houses	0.00%	0.00%		
7223	Special food services	0.19%	0.19%		
7224	Drinking places, alcoholic beverages	0.00%	0.00%		
7225	Restaurants and other eating places	0.00%	0.00%		
8111	Automotive repair and maintenance	1.37%	11.14%	12.31%	¥¥¥
8112	Electronic equipment repair and maintenance	0.00%	0.00%		
8113	Commercial machinery repair and maintenance	0.40%	10.02%	3.97%	¥¥¥
8114	Household goods repair and maintenance	0.00%	0.00%		
8121	Personal care services	0.00%	0.00%		
8122	Death care services	0.00%	0.00%		
8123	Drycleaning and laundry services	0.00%	0.00%		
8129	Other personal services	0.00%	0.00%		
8131	Religious organizations	0.00%	0.00%		
8133	Social advocacy organizations	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NON-MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
8134	Civic and social organizations	0.00%	0.00%		
8139	Professional and similar organizations	0.00%	0.00%		
9211	Executive, legislative and general government	0.00%	0.00%		
9221	Justice, public order, and safety activities	0.00%	0.00%		
9231	Administration of human resource programs	0.00%	0.00%		
9241	Administration of environmental programs	0.00%	0.00%		
9251	Community and housing program administration	0.00%	0.00%		
9261	Administration of economic programs	0.00%	0.00%		
9271	Space research and technology	0.00%	0.00%		
9281	National security and international affairs	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-28.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
OTHER SERVICES  
M/WBE FIRMS

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
1114	Greenhouse and nursery production	0.00%	0.00%		
1119	Other crop farming	0.00%	0.00%		
1121	Cattle ranching and farming	0.00%	0.00%		
1123	Poultry and egg production	0.00%	0.00%		
1124	Sheep and goat farming	0.00%	0.00%		
1125	Aquaculture	0.00%	0.00%		
1129	Other animal production	0.00%	0.00%		
1133	Logging	0.00%	0.00%		
1151	Support activities for crop production	0.00%	0.00%		
1152	Support activities for animal production	0.00%	0.00%		
1153	Support activities for forestry	0.00%	0.00%		
4811	Scheduled air transportation	0.00%	0.00%		
4812	Nonscheduled air transportation	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
4821	Rail transportation	0.00%	0.00%		
4841	General freight trucking	0.00%	0.00%		
4842	Specialized freight trucking	0.00%	0.00%		
4851	Urban transit systems	0.00%	75.00%	0.00%	¥¥¥
4852	Interurban and rural bus transportation	0.00%	0.00%		
4853	Taxi and limousine service	0.00%	0.00%		
4854	School and employee bus transportation	0.00%	0.00%		
4855	Charter bus industry	0.00%	0.00%		
4859	Other ground passenger transportation	0.00%	0.00%		
4861	Pipeline transportation of crude oil	0.00%	0.00%		
4881	Support activities for air transportation	0.00%	0.00%		
4883	Support activities for water transportation	0.00%	0.00%		
4884	Support activities for road transportation	99.14%	99.14%		
4885	Freight transportation arrangement	0.00%	0.00%		
4911	Postal service	0.00%	0.00%		
4921	Couriers and express delivery services	2.42%	2.42%		
4931	Warehousing and storage	0.00%	0.00%		
5111	Newspaper, book, and directory publishers	0.00%	0.00%		
5112	Software publishers	0.00%	0.00%		
5121	Motion picture and video industries	0.00%	0.00%		
5122	Sound recording industries	0.00%	0.00%		
5148	Fresh Fruits and Vegetables	0.00%	0.00%		
5151	Radio and television broadcasting	0.00%	0.00%		
5152	Cable and other subscription programming	0.00%	0.00%		
5173	Wired and Wireless Telecommunications Carriers	0.00%	0.00%		
5174	Satellite telecommunications	0.00%	0.00%		
5179	Other telecommunications	0.00%	0.00%		
5182	Data processing, hosting and related services	0.00%	0.00%		
5191	Other information services	0.00%	0.00%		
5611	Office administrative services	0.00%	0.00%		
5612	Facilities support services	0.00%	0.00%		
5613	Employment services	0.00%	75.34%	0.00%	¥¥¥
5614	Business support services	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
5615	Travel arrangement and reservation services	0.00%	0.00%		
5616	Investigation and security services	0.00%	46.20%	0.00%	¥¥¥
5617	Services to buildings and dwellings	14.03%	52.71%	26.62%	¥¥¥
5619	Other support services	0.00%	0.00%		
5621	Waste collection	0.00%	0.00%		
5622	Waste treatment and disposal	3.46%	3.46%		
5629	Remediation and other waste services	0.00%	0.00%		
7111	Performing arts companies	0.65%	0.65%		
7112	Spectator sports	0.00%	0.00%		
7113	Promoters of performing arts and sports	0.00%	0.00%		
7114	Agents and managers for public figures	0.00%	0.00%		
7115	Independent artists, writers, and performers	0.00%	0.00%		
7121	Museums, historical sites, zoos, and parks	0.00%	0.00%		
7131	Amusement parks and arcades	0.00%	0.00%		
7132	Gambling industries	0.00%	0.00%		
7139	Other amusement and recreation industries	0.00%	0.00%		
7211	Traveler accommodation	0.00%	0.00%		
7212	RV parks and recreational camps	0.00%	0.00%		
7213	Rooming and boarding houses	0.00%	0.00%		
7223	Special food services	0.19%	0.19%		
7224	Drinking places, alcoholic beverages	0.00%	0.00%		
7225	Restaurants and other eating places	0.00%	0.00%		
8111	Automotive repair and maintenance	1.37%	35.35%	3.88%	¥¥¥
8112	Electronic equipment repair and maintenance	0.00%	0.00%		
8113	Commercial machinery repair and maintenance	0.73%	10.69%	6.87%	¥¥¥
8114	Household goods repair and maintenance	0.00%	0.00%		
8121	Personal care services	0.00%	0.00%		
8122	Death care services	0.00%	0.00%		
8123	Drycleaning and laundry services	0.00%	0.00%		
8129	Other personal services	0.04%	0.04%		
8131	Religious organizations	0.00%	0.00%		
8133	Social advocacy organizations	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
8134	Civic and social organizations	0.00%	0.00%		
8139	Professional and similar organizations	0.00%	0.00%		
9211	Executive, legislative and general government	0.00%	0.00%		
9221	Justice, public order, and safety activities	0.00%	0.00%		
9231	Administration of human resource programs	0.00%	0.00%		
9241	Administration of environmental programs	0.00%	0.00%		
9251	Community and housing program administration	0.00%	0.00%		
9261	Administration of economic programs	0.00%	0.00%		
9271	Space research and technology	0.00%	0.00%		
9281	National security and international affairs	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-29.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
GOODS  
AFRICAN AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
2123	Nonmetallic mineral mining and quarrying	0.00%	0.00%		
2131	Support activities for mining	0.00%	0.00%		
3111	Animal food manufacturing	0.00%	0.00%		
3113	Sugar and confectionery product manufacturing	0.00%	0.00%		
3114	Fruit and vegetable preserving and specialty	0.00%	0.00%		
3115	Dairy product manufacturing	0.00%	0.00%		
3116	Animal slaughtering and processing	0.00%	0.00%		
3118	Bakeries and tortilla manufacturing	0.00%	0.00%		
3119	Other food manufacturing	0.00%	0.00%		
3121	Beverage manufacturing	0.00%	0.00%		
3132	Fabric mills	0.00%	0.00%		
3133	Textile and fabric finishing mills	0.00%	0.00%		



NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
3141	Textile furnishings mills	0.00%	0.00%		
3149	Other textile product mills	0.00%	0.00%		
3151	Apparel knitting mills	0.00%	0.00%		
3152	Cut and sew apparel manufacturing	0.00%	0.00%		
3159	Accessories and other apparel manufacturing	0.00%	0.00%		
3162	Footwear manufacturing	0.00%	0.00%		
3169	Other leather product manufacturing	0.00%	0.00%		
3212	Plywood and engineered wood product mfg.	0.00%	0.00%		
3219	Other wood product manufacturing	0.00%	0.00%		
3221	Pulp, paper, and paperboard mills	0.00%	0.00%		
3222	Converted paper product manufacturing	0.00%	0.00%		
3231	Printing and related support activities	0.00%	0.00%		
3241	Petroleum and coal products manufacturing	0.00%	0.00%		
3251	Basic chemical manufacturing	0.00%	0.00%		
3252	Resin, rubber, and artificial fibers mfg.	0.00%	0.00%		
3253	Agricultural chemical manufacturing	0.00%	0.00%		
3254	Pharmaceutical and medicine manufacturing	0.00%	0.00%		
3255	Paint, coating, and adhesive manufacturing	0.00%	0.00%		
3256	Soap, cleaning compound, and toiletry mfg.	0.00%	0.00%		
3259	Other chemical product and preparation mfg.	0.00%	6.67%	0.00%	¥¥¥
3261	Plastics product manufacturing	0.00%	0.00%		
3262	Rubber product manufacturing	0.00%	0.00%		
3271	Clay product and refractory manufacturing	0.00%	0.00%		
3272	Glass and glass product manufacturing	0.00%	0.00%		
3273	Cement and concrete product manufacturing	0.00%	0.00%		
3279	Other nonmetallic mineral products	0.00%	0.00%		
3311	Iron and steel mills and ferroalloy mfg.	0.00%	0.00%		
3312	Steel product mfg. from purchased steel	0.00%	0.00%		
3313	Alumina and aluminum production	0.00%	0.00%		
3314	Other nonferrous metal production	0.00%	0.00%		
3321	Forging and stamping	0.00%	0.00%		
3322	Cutlery and handtool manufacturing	0.00%	0.00%		
3323	Architectural and structural metals mfg.	0.00%	0.00%		
3324	Boiler, tank, and shipping container mfg.	0.00%	0.00%		
3325	Hardware manufacturing	0.00%	0.00%		
3326	Spring and wire product manufacturing	0.00%	0.00%		
3327	Machine shops and threaded product mfg.	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
3328	Coating, engraving, and heat treating metals	0.00%	0.00%		
3329	Other fabricated metal product manufacturing	0.00%	0.00%		
3331	Ag., construction, and mining machinery mfg.	0.00%	0.00%		
3332	Industrial machinery manufacturing	0.00%	0.00%		
3333	Commercial and service industry machinery	0.00%	0.00%		
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
3335	Metalworking machinery manufacturing	0.00%	0.00%		
3336	Turbine and power transmission equipment mfg.	0.00%	0.00%		
3339	Other general purpose machinery manufacturing	0.00%	0.00%		
3341	Computer and peripheral equipment mfg.	0.00%	0.00%		
3342	Communications equipment manufacturing	0.00%	2.27%	0.00%	¥
3343	Audio and video equipment manufacturing	0.00%	0.00%		
3344	Semiconductor and electronic component mfg.	0.00%	0.00%		
3345	Electronic instrument manufacturing	0.00%	0.00%		
3346	Magnetic media manufacturing and reproducing	0.00%	0.00%		
3351	Electric lighting equipment manufacturing	0.00%	0.00%		
3352	Household appliance manufacturing	0.00%	0.00%		
3353	Electrical equipment manufacturing	0.00%	0.00%		
3359	Other electrical equipment and component mfg.	0.00%	0.00%		
3361	Motor vehicle manufacturing	0.00%	0.00%		
3362	Motor vehicle body and trailer manufacturing	0.00%	0.00%		
3363	Motor vehicle parts manufacturing	0.00%	0.00%		
3364	Aerospace product and parts manufacturing	0.00%	0.00%		
3366	Ship and boat building	0.00%	0.00%		
3369	Other transportation equipment manufacturing	0.00%	0.00%		
3371	Household and institutional furniture mfg.	0.00%	0.00%		
3372	Office furniture and fixtures manufacturing	0.00%	0.00%		
3379	Other furniture related product manufacturing	0.00%	0.00%		
3391	Medical equipment and supplies manufacturing	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
4152	New motor vehicle parts and accessories merchant wholesalers	0.00%	0.00%		
4231	Motor vehicle and parts merchant wholesalers	0.00%	0.00%		
4232	Furniture and furnishing merchant wholesalers	0.00%	2.09%	0.00%	¥
4233	Lumber and const. supply merchant wholesalers	0.00%	0.00%		
4234	Commercial equip. merchant wholesalers	0.00%	0.00%		
4235	Metal and mineral merchant wholesalers	0.00%	0.00%		
4236	Appliance and electric goods merchant whls.	0.00%	12.50%	0.00%	¥¥¥
4237	Hardware and plumbing merchant wholesalers	0.00%	0.00%		
4238	Machinery and supply merchant wholesalers	0.00%	5.42%	0.00%	¥¥¥
4239	Misc. durable goods merchant wholesalers	0.00%	0.18%	0.00%	
4241	Paper and paper product merchant wholesalers	0.00%	0.00%		
4242	Druggists' goods merchant wholesalers	0.00%	0.00%		
4243	Apparel and piece goods merchant wholesalers	0.00%	0.00%		
4244	Grocery and related product wholesalers	0.00%	0.00%		
4246	Chemical merchant wholesalers	0.00%	0.00%		
4247	Petroleum merchant wholesalers	0.00%	0.00%		
4249	Misc. nondurable goods merchant wholesalers	0.00%	0.00%		
4411	Automobile dealers	0.00%	11.11%	0.00%	¥¥¥
4412	Other motor vehicle dealers	0.00%	0.00%		
4413	Auto parts, accessories, and tire stores	0.00%	0.00%		
4421	Furniture stores	0.00%	0.00%		
4422	Home furnishings stores	0.00%	0.00%		
4431	Electronics and appliance stores	0.00%	0.00%		
4441	Building material and supplies dealers	0.00%	0.00%		
4442	Lawn and garden equipment and supplies stores	0.00%	0.00%		
4451	Grocery stores	0.00%	0.00%		
4452	Specialty food stores	0.00%	0.00%		
4461	Health and personal care stores	0.00%	0.00%		
4471	Gasoline stations	0.00%	0.00%		
4481	Clothing stores	0.00%	0.00%		
4482	Shoe stores	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	AFRICAN AMERICAN			
		Utilization	Availability	Disparity	Significance
4483	Jewelry, luggage, and leather goods stores	0.00%	0.00%		
4511	Sporting goods and musical instrument stores	0.00%	0.00%		
4512	Book stores and news dealers	0.00%	0.00%		
4522	Department Stores	0.00%	0.00%		
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	0.00%	0.00%		
4531	Florists	0.00%	0.00%		
4532	Office supplies, stationery, and gift stores	0.00%	0.00%		
4533	Used merchandise stores	0.00%	0.00%		
4539	Other miscellaneous store retailers	0.00%	0.00%		
4541	Electronic shopping and mail-order houses	0.00%	0.00%		
4542	Vending machine operators	0.00%	0.00%		
4543	Direct selling establishments	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-30.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
GOODS  
ASIAN AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
2123	Nonmetallic mineral mining and quarrying	0.00%	0.00%		
2131	Support activities for mining	0.00%	0.00%		
3111	Animal food manufacturing	0.00%	0.00%		
3113	Sugar and confectionery product manufacturing	0.00%	0.00%		
3114	Fruit and vegetable preserving and specialty	0.00%	0.00%		
3115	Dairy product manufacturing	0.00%	0.00%		
3116	Animal slaughtering and processing	0.00%	0.00%		
3118	Bakeries and tortilla manufacturing	0.00%	0.00%		
3119	Other food manufacturing	0.00%	0.00%		
3121	Beverage manufacturing	0.00%	0.00%		
3132	Fabric mills	0.00%	0.00%		
3133	Textile and fabric finishing mills	0.00%	0.00%		
3141	Textile furnishings mills	0.00%	0.00%		
3149	Other textile product mills	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
3151	Apparel knitting mills	0.00%	0.00%		
3152	Cut and sew apparel manufacturing	0.00%	0.00%		
3159	Accessories and other apparel manufacturing	0.00%	0.00%		
3162	Footwear manufacturing	0.00%	0.00%		
3169	Other leather product manufacturing	0.00%	0.00%		
3212	Plywood and engineered wood product mfg.	0.00%	0.00%		
3219	Other wood product manufacturing	0.00%	0.00%		
3221	Pulp, paper, and paperboard mills	0.00%	0.00%		
3222	Converted paper product manufacturing	0.00%	0.00%		
3231	Printing and related support activities	0.00%	0.00%		
3241	Petroleum and coal products manufacturing	0.00%	0.00%		
3251	Basic chemical manufacturing	0.00%	0.00%		
3252	Resin, rubber, and artificial fibers mfg.	0.00%	0.00%		
3253	Agricultural chemical manufacturing	0.00%	0.00%		
3254	Pharmaceutical and medicine manufacturing	0.00%	0.00%		
3255	Paint, coating, and adhesive manufacturing	0.00%	0.00%		
3256	Soap, cleaning compound, and toiletry mfg.	0.00%	0.00%		
3259	Other chemical product and preparation mfg.	0.00%	0.00%		
3261	Plastics product manufacturing	0.00%	0.00%		
3262	Rubber product manufacturing	0.00%	0.00%		
3271	Clay product and refractory manufacturing	0.00%	0.00%		
3272	Glass and glass product manufacturing	0.00%	0.00%		
3273	Cement and concrete product manufacturing	0.00%	0.00%		
3279	Other nonmetallic mineral products	0.00%	0.00%		
3311	Iron and steel mills and ferroalloy mfg.	0.00%	0.00%		
3312	Steel product mfg. from purchased steel	0.00%	0.00%		
3313	Alumina and aluminum production	0.00%	0.00%		
3314	Other nonferrous metal production	0.00%	0.00%		
3321	Forging and stamping	0.00%	0.00%		
3322	Cutlery and handtool manufacturing	0.00%	0.00%		
3323	Architectural and structural metals mfg.	0.00%	0.00%		
3324	Boiler, tank, and shipping container mfg.	0.00%	0.00%		
3325	Hardware manufacturing	0.00%	0.00%		
3326	Spring and wire product manufacturing	0.00%	0.00%		
3327	Machine shops and threaded product mfg.	0.00%	0.00%		
3328	Coating, engraving, and heat treating metals	0.00%	0.00%		
3329	Other fabricated metal product manufacturing	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
3331	Ag., construction, and mining machinery mfg.	0.00%	0.00%		
3332	Industrial machinery manufacturing	0.00%	0.00%		
3333	Commercial and service industry machinery	0.00%	0.00%		
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
3335	Metalworking machinery manufacturing	0.00%	0.00%		
3336	Turbine and power transmission equipment mfg.	0.00%	0.00%		
3339	Other general purpose machinery manufacturing	0.00%	0.00%		
3341	Computer and peripheral equipment mfg.	0.00%	0.00%		
3342	Communications equipment manufacturing	0.00%	1.52%	0.00%	
3343	Audio and video equipment manufacturing	0.00%	0.00%		
3344	Semiconductor and electronic component mfg.	0.00%	0.00%		
3345	Electronic instrument manufacturing	0.00%	0.00%		
3346	Magnetic media manufacturing and reproducing	0.00%	0.00%		
3351	Electric lighting equipment manufacturing	0.00%	0.00%		
3352	Household appliance manufacturing	0.00%	0.00%		
3353	Electrical equipment manufacturing	0.00%	0.00%		
3359	Other electrical equipment and component mfg.	0.00%	0.00%		
3361	Motor vehicle manufacturing	0.00%	0.00%		
3362	Motor vehicle body and trailer manufacturing	45.35%	0.00%		
3363	Motor vehicle parts manufacturing	0.00%	0.00%		
3364	Aerospace product and parts manufacturing	0.00%	0.00%		
3366	Ship and boat building	0.00%	0.00%		
3369	Other transportation equipment manufacturing	0.00%	0.00%		
3371	Household and institutional furniture mfg.	0.00%	0.00%		
3372	Office furniture and fixtures manufacturing	0.00%	0.00%		
3379	Other furniture related product manufacturing	0.00%	0.00%		
3391	Medical equipment and supplies manufacturing	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
4152	New motor vehicle parts and accessories merchant wholesalers	0.00%	0.00%		
4231	Motor vehicle and parts merchant	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
	wholesalers				
4232	Furniture and furnishing merchant wholesalers	0.00%	0.52%	0.00%	
4233	Lumber and const. supply merchant wholesalers	0.00%	0.00%		
4234	Commercial equip. merchant wholesalers	0.00%	0.00%		
4235	Metal and mineral merchant wholesalers	0.00%	0.00%		
4236	Appliance and electric goods merchant whls.	0.00%	0.41%	0.00%	
4237	Hardware and plumbing merchant wholesalers	0.00%	0.00%		
4238	Machinery and supply merchant wholesalers	0.00%	0.32%	0.00%	
4239	Misc. durable goods merchant wholesalers	0.00%	0.00%		
4241	Paper and paper product merchant wholesalers	0.00%	0.00%		
4242	Druggists' goods merchant wholesalers	0.00%	0.00%		
4243	Apparel and piece goods merchant wholesalers	0.00%	0.00%		
4244	Grocery and related product wholesalers	0.00%	0.00%		
4246	Chemical merchant wholesalers	0.00%	0.00%		
4247	Petroleum merchant wholesalers	0.00%	0.00%		
4249	Misc. nondurable goods merchant wholesalers	0.00%	0.00%		
4411	Automobile dealers	0.00%	0.13%	0.00%	
4412	Other motor vehicle dealers	0.00%	0.00%		
4413	Auto parts, accessories, and tire stores	0.00%	0.00%		
4421	Furniture stores	0.00%	0.00%		
4422	Home furnishings stores	0.00%	0.00%		
4431	Electronics and appliance stores	0.00%	0.00%		
4441	Building material and supplies dealers	0.00%	0.00%		
4442	Lawn and garden equipment and supplies stores	0.00%	0.00%		
4451	Grocery stores	0.00%	0.00%		
4452	Specialty food stores	0.00%	0.00%		
4461	Health and personal care stores	0.00%	0.00%		
4471	Gasoline stations	0.00%	0.00%		
4481	Clothing stores	0.00%	0.00%		
4482	Shoe stores	0.00%	0.00%		
4483	Jewelry, luggage, and leather goods stores	0.00%	0.00%		
4511	Sporting goods and musical instrument stores	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	ASIAN AMERICAN			
		Utilization	Availability	Disparity	Significance
4512	Book stores and news dealers	0.00%	0.00%		
4522	Department Stores	0.00%	0.00%		
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	0.00%	0.00%		
4531	Florists	0.00%	0.00%		
4532	Office supplies, stationery, and gift stores	0.00%	0.00%		
4533	Used merchandise stores	0.00%	0.00%		
4539	Other miscellaneous store retailers	0.00%	0.00%		
4541	Electronic shopping and mail-order houses	0.00%	0.00%		
4542	Vending machine operators	0.00%	0.00%		
4543	Direct selling establishments	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-31.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
GOODS  
HISPANIC AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
2123	Nonmetallic mineral mining and quarrying	0.00%	0.00%		
2131	Support activities for mining	0.00%	0.00%		
3111	Animal food manufacturing	0.00%	0.00%		
3113	Sugar and confectionery product manufacturing	0.00%	0.00%		
3114	Fruit and vegetable preserving and specialty	0.00%	0.00%		
3115	Dairy product manufacturing	0.00%	0.00%		
3116	Animal slaughtering and processing	0.00%	0.00%		
3118	Bakeries and tortilla manufacturing	0.00%	0.00%		
3119	Other food manufacturing	0.00%	0.00%		
3121	Beverage manufacturing	0.00%	0.00%		
3132	Fabric mills	0.00%	0.00%		
3133	Textile and fabric finishing mills	0.00%	0.00%		
3141	Textile furnishings mills	0.00%	0.00%		
3149	Other textile product mills	0.00%	0.00%		



NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
3151	Apparel knitting mills	0.00%	0.00%		
3152	Cut and sew apparel manufacturing	0.00%	0.00%		
3159	Accessories and other apparel manufacturing	0.00%	0.00%		
3162	Footwear manufacturing	0.00%	0.00%		
3169	Other leather product manufacturing	0.00%	0.00%		
3212	Plywood and engineered wood product mfg.	0.00%	0.00%		
3219	Other wood product manufacturing	0.00%	0.00%		
3221	Pulp, paper, and paperboard mills	0.00%	0.00%		
3222	Converted paper product manufacturing	0.00%	0.00%		
3231	Printing and related support activities	0.00%	0.00%		
3241	Petroleum and coal products manufacturing	0.00%	0.00%		
3251	Basic chemical manufacturing	0.00%	0.00%		
3252	Resin, rubber, and artificial fibers mfg.	0.00%	0.00%		
3253	Agricultural chemical manufacturing	0.00%	0.00%		
3254	Pharmaceutical and medicine manufacturing	0.00%	0.00%		
3255	Paint, coating, and adhesive manufacturing	0.00%	0.00%		
3256	Soap, cleaning compound, and toiletry mfg.	0.00%	0.00%		
3259	Other chemical product and preparation mfg.	0.00%	0.00%		
3261	Plastics product manufacturing	0.00%	0.00%		
3262	Rubber product manufacturing	0.00%	0.00%		
3271	Clay product and refractory manufacturing	0.00%	0.00%		
3272	Glass and glass product manufacturing	0.00%	0.00%		
3273	Cement and concrete product manufacturing	0.00%	2.27%	0.00%	¥
3279	Other nonmetallic mineral products	0.00%	0.00%		
3311	Iron and steel mills and ferroalloy mfg.	0.00%	0.00%		
3312	Steel product mfg. from purchased steel	0.00%	0.00%		
3313	Alumina and aluminum production	0.00%	0.00%		
3314	Other nonferrous metal production	0.00%	0.00%		
3321	Forging and stamping	0.00%	0.00%		
3322	Cutlery and handtool manufacturing	0.00%	0.00%		
3323	Architectural and structural metals mfg.	0.00%	0.00%		
3324	Boiler, tank, and shipping container mfg.	0.00%	0.00%		
3325	Hardware manufacturing	0.00%	0.00%		
3326	Spring and wire product manufacturing	0.00%	0.00%		
3327	Machine shops and threaded product mfg.	0.00%	0.00%		
3328	Coating, engraving, and heat treating metals	0.00%	0.00%		
3329	Other fabricated metal product manufacturing	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
3331	Ag., construction, and mining machinery mfg.	0.00%	0.00%		
3332	Industrial machinery manufacturing	0.00%	0.00%		
3333	Commercial and service industry machinery	0.00%	0.00%		
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
3335	Metalworking machinery manufacturing	0.00%	0.00%		
3336	Turbine and power transmission equipment mfg.	0.00%	0.00%		
3339	Other general purpose machinery manufacturing	0.00%	0.00%		
3341	Computer and peripheral equipment mfg.	0.00%	0.00%		
3342	Communications equipment manufacturing	0.00%	2.27%	0.00%	¥
3343	Audio and video equipment manufacturing	0.00%	0.00%		
3344	Semiconductor and electronic component mfg.	0.00%	0.00%		
3345	Electronic instrument manufacturing	0.00%	0.00%		
3346	Magnetic media manufacturing and reproducing	0.00%	0.00%		
3351	Electric lighting equipment manufacturing	0.00%	0.00%		
3352	Household appliance manufacturing	0.00%	0.00%		
3353	Electrical equipment manufacturing	0.00%	0.00%		
3359	Other electrical equipment and component mfg.	0.00%	0.00%		
3361	Motor vehicle manufacturing	0.00%	0.00%		
3362	Motor vehicle body and trailer manufacturing	0.00%	0.00%		
3363	Motor vehicle parts manufacturing	0.00%	0.00%		
3364	Aerospace product and parts manufacturing	0.00%	0.00%		
3366	Ship and boat building	0.00%	0.00%		
3369	Other transportation equipment manufacturing	0.00%	0.00%		
3371	Household and institutional furniture mfg.	0.00%	0.00%		
3372	Office furniture and fixtures manufacturing	0.00%	0.00%		
3379	Other furniture related product manufacturing	0.00%	0.00%		
3391	Medical equipment and supplies manufacturing	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
4152	New motor vehicle parts and accessories merchant wholesalers	0.00%	0.00%		
4231	Motor vehicle and parts merchant	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
	wholesalers				
4232	Furniture and furnishing merchant wholesalers	0.00%	0.52%	0.00%	
4233	Lumber and const. supply merchant wholesalers	0.00%	0.00%		
4234	Commercial equip. merchant wholesalers	0.00%	7.14%	0.00%	¥¥¥
4235	Metal and mineral merchant wholesalers	0.00%	0.00%		
4236	Appliance and electric goods merchant whls.	0.00%	0.33%	0.00%	
4237	Hardware and plumbing merchant wholesalers	0.00%	0.00%		
4238	Machinery and supply merchant wholesalers	0.00%	0.43%	0.00%	
4239	Misc. durable goods merchant wholesalers	0.00%	0.00%		
4241	Paper and paper product merchant wholesalers	0.00%	0.00%		
4242	Druggists' goods merchant wholesalers	0.00%	0.00%		
4243	Apparel and piece goods merchant wholesalers	0.00%	0.00%		
4244	Grocery and related product wholesalers	0.00%	0.00%		
4246	Chemical merchant wholesalers	8.00%	1.56%		
4247	Petroleum merchant wholesalers	0.00%	0.00%		
4249	Misc. nondurable goods merchant wholesalers	0.00%	0.00%		
4411	Automobile dealers	0.00%	16.67%	0.00%	¥¥¥
4412	Other motor vehicle dealers	0.00%	0.00%		
4413	Auto parts, accessories, and tire stores	0.00%	0.00%		
4421	Furniture stores	0.00%	0.00%		
4422	Home furnishings stores	0.00%	0.00%		
4431	Electronics and appliance stores	0.00%	0.00%		
4441	Building material and supplies dealers	0.00%	0.00%		
4442	Lawn and garden equipment and supplies stores	0.00%	0.00%		
4451	Grocery stores	0.00%	0.00%		
4452	Specialty food stores	0.00%	0.00%		
4461	Health and personal care stores	0.00%	0.00%		
4471	Gasoline stations	0.00%	0.00%		
4481	Clothing stores	0.00%	0.00%		
4482	Shoe stores	0.00%	0.00%		
4483	Jewelry, luggage, and leather goods stores	0.00%	0.00%		
4511	Sporting goods and musical instrument stores	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	HISPANIC AMERICAN			
		Utilization	Availability	Disparity	Significance
4512	Book stores and news dealers	0.00%	0.00%		
4522	Department Stores	0.00%	0.00%		
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	0.00%	0.00%		
4531	Florists	0.00%	0.00%		
4532	Office supplies, stationery, and gift stores	0.00%	0.00%		
4533	Used merchandise stores	0.00%	0.00%		
4539	Other miscellaneous store retailers	0.00%	0.00%		
4541	Electronic shopping and mail-order houses	0.00%	0.00%		
4542	Vending machine operators	0.00%	0.00%		
4543	Direct selling establishments	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-32.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
GOODS  
NATIVE AMERICAN FIRMS

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
2123	Nonmetallic mineral mining and quarrying	0.00%	0.00%		
2131	Support activities for mining	0.00%	0.00%		
3111	Animal food manufacturing	0.00%	0.00%		
3113	Sugar and confectionery product manufacturing	0.00%	0.00%		
3114	Fruit and vegetable preserving and specialty	0.00%	0.00%		
3115	Dairy product manufacturing	0.00%	0.00%		
3116	Animal slaughtering and processing	0.00%	0.00%		
3118	Bakeries and tortilla manufacturing	0.00%	0.00%		
3119	Other food manufacturing	0.00%	0.00%		
3121	Beverage manufacturing	0.00%	0.00%		
3132	Fabric mills	0.00%	0.00%		
3133	Textile and fabric finishing mills	0.00%	0.00%		
3141	Textile furnishings mills	0.00%	0.00%		
3149	Other textile product mills	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
3151	Apparel knitting mills	0.00%	0.00%		
3152	Cut and sew apparel manufacturing	0.00%	0.00%		
3159	Accessories and other apparel manufacturing	0.00%	0.00%		
3162	Footwear manufacturing	0.00%	0.00%		
3169	Other leather product manufacturing	0.00%	0.00%		
3212	Plywood and engineered wood product mfg.	0.00%	0.00%		
3219	Other wood product manufacturing	0.00%	0.00%		
3221	Pulp, paper, and paperboard mills	0.00%	0.00%		
3222	Converted paper product manufacturing	0.00%	0.00%		
3231	Printing and related support activities	0.00%	0.00%		
3241	Petroleum and coal products manufacturing	0.00%	0.00%		
3251	Basic chemical manufacturing	0.00%	0.00%		
3252	Resin, rubber, and artificial fibers mfg.	0.00%	0.00%		
3253	Agricultural chemical manufacturing	0.00%	0.00%		
3254	Pharmaceutical and medicine manufacturing	0.00%	0.00%		
3255	Paint, coating, and adhesive manufacturing	0.00%	0.00%		
3256	Soap, cleaning compound, and toiletry mfg.	0.00%	0.00%		
3259	Other chemical product and preparation mfg.	0.00%	0.00%		
3261	Plastics product manufacturing	0.00%	0.00%		
3262	Rubber product manufacturing	0.00%	0.00%		
3271	Clay product and refractory manufacturing	0.00%	0.00%		
3272	Glass and glass product manufacturing	0.00%	0.00%		
3273	Cement and concrete product manufacturing	0.00%	0.00%		
3279	Other nonmetallic mineral products	0.00%	0.00%		
3311	Iron and steel mills and ferroalloy mfg.	0.00%	0.00%		
3312	Steel product mfg. from purchased steel	0.00%	0.00%		
3313	Alumina and aluminum production	0.00%	0.00%		
3314	Other nonferrous metal production	0.00%	0.00%		
3321	Forging and stamping	0.00%	0.00%		
3322	Cutlery and handtool manufacturing	0.00%	0.00%		
3323	Architectural and structural metals mfg.	0.00%	0.00%		
3324	Boiler, tank, and shipping container mfg.	0.00%	0.00%		
3325	Hardware manufacturing	0.00%	0.00%		
3326	Spring and wire product manufacturing	0.00%	0.00%		
3327	Machine shops and threaded product mfg.	0.00%	0.00%		
3328	Coating, engraving, and heat treating metals	0.00%	0.00%		
3329	Other fabricated metal product manufacturing	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
3331	Ag., construction, and mining machinery mfg.	0.00%	0.00%		
3332	Industrial machinery manufacturing	0.00%	0.00%		
3333	Commercial and service industry machinery	0.00%	0.00%		
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
3335	Metalworking machinery manufacturing	0.00%	0.00%		
3336	Turbine and power transmission equipment mfg.	0.00%	0.00%		
3339	Other general purpose machinery manufacturing	0.00%	0.00%		
3341	Computer and peripheral equipment mfg.	0.00%	0.00%		
3342	Communications equipment manufacturing	0.00%	0.00%		
3343	Audio and video equipment manufacturing	0.00%	0.00%		
3344	Semiconductor and electronic component mfg.	0.00%	0.00%		
3345	Electronic instrument manufacturing	0.00%	0.00%		
3346	Magnetic media manufacturing and reproducing	0.00%	0.00%		
3351	Electric lighting equipment manufacturing	0.00%	0.00%		
3352	Household appliance manufacturing	0.00%	0.00%		
3353	Electrical equipment manufacturing	0.00%	0.00%		
3359	Other electrical equipment and component mfg.	0.00%	0.00%		
3361	Motor vehicle manufacturing	0.00%	0.00%		
3362	Motor vehicle body and trailer manufacturing	0.00%	0.00%		
3363	Motor vehicle parts manufacturing	0.00%	0.00%		
3364	Aerospace product and parts manufacturing	0.00%	0.00%		
3366	Ship and boat building	0.00%	0.00%		
3369	Other transportation equipment manufacturing	0.00%	0.00%		
3371	Household and institutional furniture mfg.	0.00%	0.00%		
3372	Office furniture and fixtures manufacturing	0.00%	0.00%		
3379	Other furniture related product manufacturing	0.00%	0.00%		
3391	Medical equipment and supplies manufacturing	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
4152	New motor vehicle parts and accessories merchant wholesalers	0.00%	0.00%		
4231	Motor vehicle and parts merchant	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
	wholesalers				
4232	Furniture and furnishing merchant wholesalers	0.00%	0.00%		
4233	Lumber and const. supply merchant wholesalers	0.00%	0.00%		
4234	Commercial equip. merchant wholesalers	0.00%	0.00%		
4235	Metal and mineral merchant wholesalers	0.00%	0.00%		
4236	Appliance and electric goods merchant whls.	0.00%	0.41%	0.00%	
4237	Hardware and plumbing merchant wholesalers	0.00%	0.00%		
4238	Machinery and supply merchant wholesalers	0.00%	0.00%		
4239	Misc. durable goods merchant wholesalers	0.00%	0.00%		
4241	Paper and paper product merchant wholesalers	0.00%	0.00%		
4242	Druggists' goods merchant wholesalers	0.00%	0.00%		
4243	Apparel and piece goods merchant wholesalers	0.00%	0.00%		
4244	Grocery and related product wholesalers	0.00%	0.00%		
4246	Chemical merchant wholesalers	0.00%	0.00%		
4247	Petroleum merchant wholesalers	0.00%	0.00%		
4249	Misc. nondurable goods merchant wholesalers	0.00%	0.00%		
4411	Automobile dealers	0.00%	0.00%		
4412	Other motor vehicle dealers	0.00%	0.00%		
4413	Auto parts, accessories, and tire stores	0.00%	0.00%		
4421	Furniture stores	0.00%	0.00%		
4422	Home furnishings stores	0.00%	0.00%		
4431	Electronics and appliance stores	0.00%	0.00%		
4441	Building material and supplies dealers	0.00%	0.00%		
4442	Lawn and garden equipment and supplies stores	0.00%	0.00%		
4451	Grocery stores	0.00%	0.00%		
4452	Specialty food stores	0.00%	0.00%		
4461	Health and personal care stores	0.00%	0.00%		
4471	Gasoline stations	0.00%	0.00%		
4481	Clothing stores	0.00%	0.00%		
4482	Shoe stores	0.00%	0.00%		
4483	Jewelry, luggage, and leather goods stores	0.00%	0.00%		
4511	Sporting goods and musical instrument stores	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NATIVE AMERICAN			
		Utilization	Availability	Disparity	Significance
4512	Book stores and news dealers	0.00%	0.00%		
4522	Department Stores	0.00%	0.00%		
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	0.00%	0.00%		
4531	Florists	0.00%	0.00%		
4532	Office supplies, stationery, and gift stores	0.00%	0.00%		
4533	Used merchandise stores	0.00%	0.00%		
4539	Other miscellaneous store retailers	0.00%	0.00%		
4541	Electronic shopping and mail-order houses	0.00%	0.00%		
4542	Vending machine operators	0.00%	0.00%		
4543	Direct selling establishments	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-33.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
GOODS  
MBE FIRMS

NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
2123	Nonmetallic mineral mining and quarrying	0.00%	0.00%		
2131	Support activities for mining	0.00%	0.00%		
3111	Animal food manufacturing	0.00%	0.00%		
3113	Sugar and confectionery product manufacturing	0.00%	0.00%		
3114	Fruit and vegetable preserving and specialty	0.00%	0.00%		
3115	Dairy product manufacturing	0.00%	0.00%		
3116	Animal slaughtering and processing	0.00%	0.00%		
3118	Bakeries and tortilla manufacturing	0.00%	0.00%		
3119	Other food manufacturing	0.00%	0.00%		
3121	Beverage manufacturing	0.00%	0.00%		
3132	Fabric mills	0.00%	0.00%		
3133	Textile and fabric finishing mills	0.00%	0.00%		
3141	Textile furnishings mills	0.00%	0.00%		
3149	Other textile product mills	0.00%	0.00%		



NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
3151	Apparel knitting mills	0.00%	0.00%		
3152	Cut and sew apparel manufacturing	0.00%	0.00%		
3159	Accessories and other apparel manufacturing	0.00%	0.00%		
3162	Footwear manufacturing	0.00%	0.00%		
3169	Other leather product manufacturing	0.00%	0.00%		
3212	Plywood and engineered wood product mfg.	0.00%	0.00%		
3219	Other wood product manufacturing	0.00%	0.00%		
3221	Pulp, paper, and paperboard mills	0.00%	0.00%		
3222	Converted paper product manufacturing	0.00%	0.00%		
3231	Printing and related support activities	0.00%	0.00%		
3241	Petroleum and coal products manufacturing	0.00%	0.00%		
3251	Basic chemical manufacturing	0.00%	0.00%		
3252	Resin, rubber, and artificial fibers mfg.	0.00%	0.00%		
3253	Agricultural chemical manufacturing	0.00%	0.00%		
3254	Pharmaceutical and medicine manufacturing	0.00%	0.00%		
3255	Paint, coating, and adhesive manufacturing	0.00%	0.00%		
3256	Soap, cleaning compound, and toiletry mfg.	0.00%	0.00%		
3259	Other chemical product and preparation mfg.	0.00%	6.67%	0.00%	¥¥¥
3261	Plastics product manufacturing	0.00%	0.00%		
3262	Rubber product manufacturing	0.00%	0.00%		
3271	Clay product and refractory manufacturing	0.00%	0.00%		
3272	Glass and glass product manufacturing	0.00%	0.00%		
3273	Cement and concrete product manufacturing	0.00%	2.27%	0.00%	¥
3279	Other nonmetallic mineral products	0.00%	0.00%		
3311	Iron and steel mills and ferroalloy mfg.	0.00%	0.00%		
3312	Steel product mfg. from purchased steel	0.00%	0.00%		
3313	Alumina and aluminum production	0.00%	0.00%		
3314	Other nonferrous metal production	0.00%	0.00%		
3321	Forging and stamping	0.00%	0.00%		
3322	Cutlery and handtool manufacturing	0.00%	0.00%		
3323	Architectural and structural metals mfg.	0.00%	0.00%		
3324	Boiler, tank, and shipping container mfg.	0.00%	0.00%		
3325	Hardware manufacturing	0.00%	0.00%		
3326	Spring and wire product manufacturing	0.00%	0.00%		
3327	Machine shops and threaded product mfg.	0.00%	0.00%		
3328	Coating, engraving, and heat treating metals	0.00%	0.00%		
3329	Other fabricated metal product manufacturing	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
3331	Ag., construction, and mining machinery mfg.	0.00%	0.00%		
3332	Industrial machinery manufacturing	0.00%	0.00%		
3333	Commercial and service industry machinery	0.00%	0.00%		
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
3335	Metalworking machinery manufacturing	0.00%	0.00%		
3336	Turbine and power transmission equipment mfg.	0.00%	0.00%		
3339	Other general purpose machinery manufacturing	0.00%	0.00%		
3341	Computer and peripheral equipment mfg.	0.00%	0.00%		
3342	Communications equipment manufacturing	0.00%	6.06%	0.00%	¥¥¥
3343	Audio and video equipment manufacturing	0.00%	0.00%		
3344	Semiconductor and electronic component mfg.	0.00%	0.00%		
3345	Electronic instrument manufacturing	0.00%	0.00%		
3346	Magnetic media manufacturing and reproducing	0.00%	0.00%		
3351	Electric lighting equipment manufacturing	0.00%	0.00%		
3352	Household appliance manufacturing	0.00%	0.00%		
3353	Electrical equipment manufacturing	0.00%	0.00%		
3359	Other electrical equipment and component mfg.	0.00%	0.00%		
3361	Motor vehicle manufacturing	0.00%	0.00%		
3362	Motor vehicle body and trailer manufacturing	45.35%	0.00%		
3363	Motor vehicle parts manufacturing	0.00%	0.00%		
3364	Aerospace product and parts manufacturing	0.00%	0.00%		
3366	Ship and boat building	0.00%	0.00%		
3369	Other transportation equipment manufacturing	0.00%	0.00%		
3371	Household and institutional furniture mfg.	0.00%	0.00%		
3372	Office furniture and fixtures manufacturing	0.00%	0.00%		
3379	Other furniture related product manufacturing	0.00%	0.00%		
3391	Medical equipment and supplies manufacturing	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
4152	New motor vehicle parts and accessories merchant wholesalers	0.00%	0.00%		
4231	Motor vehicle and parts merchant	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
	wholesalers				
4232	Furniture and furnishing merchant wholesalers	0.00%	3.14%	0.00%	¥¥
4233	Lumber and const. supply merchant wholesalers	0.00%	0.00%		
4234	Commercial equip. merchant wholesalers	0.00%	7.14%	0.00%	¥¥¥
4235	Metal and mineral merchant wholesalers	0.00%	0.00%		
4236	Appliance and electric goods merchant whls.	0.00%	13.65%	0.00%	¥¥¥
4237	Hardware and plumbing merchant wholesalers	0.00%	0.00%		
4238	Machinery and supply merchant wholesalers	0.00%	6.17%	0.00%	¥¥¥
4239	Misc. durable goods merchant wholesalers	0.00%	0.18%	0.00%	
4241	Paper and paper product merchant wholesalers	0.00%	0.00%		
4242	Druggists' goods merchant wholesalers	0.00%	0.00%		
4243	Apparel and piece goods merchant wholesalers	0.00%	0.00%		
4244	Grocery and related product wholesalers	0.00%	0.00%		
4246	Chemical merchant wholesalers	8.00%	1.56%		
4247	Petroleum merchant wholesalers	0.00%	0.00%		
4249	Misc. nondurable goods merchant wholesalers	0.00%	0.00%		
4411	Automobile dealers	0.00%	27.91%	0.00%	¥¥¥
4412	Other motor vehicle dealers	0.00%	0.00%		
4413	Auto parts, accessories, and tire stores	0.00%	0.00%		
4421	Furniture stores	0.00%	0.00%		
4422	Home furnishings stores	0.00%	0.00%		
4431	Electronics and appliance stores	0.00%	0.00%		
4441	Building material and supplies dealers	0.00%	0.00%		
4442	Lawn and garden equipment and supplies stores	0.00%	0.00%		
4451	Grocery stores	0.00%	0.00%		
4452	Specialty food stores	0.00%	0.00%		
4461	Health and personal care stores	0.00%	0.00%		
4471	Gasoline stations	0.00%	0.00%		
4481	Clothing stores	0.00%	0.00%		
4482	Shoe stores	0.00%	0.00%		
4483	Jewelry, luggage, and leather goods stores	0.00%	0.00%		
4511	Sporting goods and musical instrument stores	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	MBE			
		Utilization	Availability	Disparity	Significance
4512	Book stores and news dealers	0.00%	0.00%		
4522	Department Stores	0.00%	0.00%		
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	0.00%	0.00%		
4531	Florists	0.00%	0.00%		
4532	Office supplies, stationery, and gift stores	0.00%	0.00%		
4533	Used merchandise stores	0.00%	0.00%		
4539	Other miscellaneous store retailers	0.00%	0.00%		
4541	Electronic shopping and mail-order houses	0.00%	0.00%		
4542	Vending machine operators	0.00%	0.00%		
4543	Direct selling establishments	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-34.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
GOODS  
NON-MINORITY FEMALE FIRMS

NAICS-4	NAICS-4 DESC	NON-MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
2123	Nonmetallic mineral mining and quarrying	86.17%	86.17%		
2131	Support activities for mining	0.00%	0.00%		
3111	Animal food manufacturing	0.00%	0.00%		
3113	Sugar and confectionery product manufacturing	0.00%	0.00%		
3114	Fruit and vegetable preserving and specialty	0.00%	0.00%		
3115	Dairy product manufacturing	0.00%	0.00%		
3116	Animal slaughtering and processing	0.00%	0.00%		
3118	Bakeries and tortilla manufacturing	0.00%	0.00%		
3119	Other food manufacturing	0.00%	0.00%		
3121	Beverage manufacturing	0.00%	0.00%		
3132	Fabric mills	0.00%	0.00%		
3133	Textile and fabric finishing mills	0.00%	0.00%		
3141	Textile furnishings mills	0.00%	0.00%		
3149	Other textile product mills	0.59%	0.59%		
3151	Apparel knitting mills	0.00%	0.00%		
3152	Cut and sew apparel manufacturing	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NON-MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
3159	Accessories and other apparel manufacturing	0.00%	0.00%		
3162	Footwear manufacturing	0.00%	0.00%		
3169	Other leather product manufacturing	0.00%	0.00%		
3212	Plywood and engineered wood product mfg.	0.00%	0.00%		
3219	Other wood product manufacturing	0.00%	0.00%		
3221	Pulp, paper, and paperboard mills	0.00%	0.00%		
3222	Converted paper product manufacturing	0.00%	0.00%		
3231	Printing and related support activities	0.66%	0.66%		
3241	Petroleum and coal products manufacturing	0.00%	10.53%	0.00%	¥¥¥
3251	Basic chemical manufacturing	10.31%	10.31%		
3252	Resin, rubber, and artificial fibers mfg.	0.00%	0.00%		
3253	Agricultural chemical manufacturing	0.00%	0.00%		
3254	Pharmaceutical and medicine manufacturing	0.67%	0.67%		
3255	Paint, coating, and adhesive manufacturing	0.00%	0.00%		
3256	Soap, cleaning compound, and toiletry mfg.	0.65%	0.65%		
3259	Other chemical product and preparation mfg.	0.00%	80.00%	0.00%	¥¥¥
3261	Plastics product manufacturing	0.00%	0.00%		
3262	Rubber product manufacturing	0.00%	0.00%		
3271	Clay product and refractory manufacturing	0.00%	0.00%		
3272	Glass and glass product manufacturing	0.00%	0.00%		
3273	Cement and concrete product manufacturing	0.00%	9.09%	0.00%	¥¥¥
3279	Other nonmetallic mineral products	0.00%	0.00%		
3311	Iron and steel mills and ferroalloy mfg.	0.00%	0.00%		
3312	Steel product mfg. from purchased steel	0.00%	0.00%		
3313	Alumina and aluminum production	0.00%	0.00%		
3314	Other nonferrous metal production	0.00%	0.00%		
3321	Forging and stamping	0.00%	0.00%		
3322	Cutlery and handtool manufacturing	0.00%	0.00%		
3323	Architectural and structural metals mfg.	0.00%	0.00%		
3324	Boiler, tank, and shipping container mfg.	0.00%	0.00%		
3325	Hardware manufacturing	0.00%	0.00%		
3326	Spring and wire product manufacturing	0.00%	100.00%	0.00%	
3327	Machine shops and threaded product mfg.	0.00%	0.00%		
3328	Coating, engraving, and heat treating metals	0.00%	0.00%		
3329	Other fabricated metal product manufacturing	0.08%	0.08%		
3331	Ag., construction, and mining machinery mfg.	0.00%	0.00%		
3332	Industrial machinery manufacturing	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NON-MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
3333	Commercial and service industry machinery	0.00%	0.00%		
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
3335	Metalworking machinery manufacturing	0.00%	0.00%		
3336	Turbine and power transmission equipment mfg.	0.00%	0.00%		
3339	Other general purpose machinery manufacturing	0.00%	0.00%		
3341	Computer and peripheral equipment mfg.	6.13%	6.13%		
3342	Communications equipment manufacturing	0.63%	3.79%	16.55%	¥¥
3343	Audio and video equipment manufacturing	0.00%	0.00%		
3344	Semiconductor and electronic component mfg.	0.00%	0.00%		
3345	Electronic instrument manufacturing	0.34%	26.09%	1.30%	¥¥¥
3346	Magnetic media manufacturing and reproducing	0.00%	0.00%		
3351	Electric lighting equipment manufacturing	0.00%	0.00%		
3352	Household appliance manufacturing	0.00%	0.00%		
3353	Electrical equipment manufacturing	0.00%	37.50%	0.00%	¥¥¥
3359	Other electrical equipment and component mfg.	2.20%	2.20%		
3361	Motor vehicle manufacturing	0.00%	0.00%		
3362	Motor vehicle body and trailer manufacturing	0.00%	0.00%		
3363	Motor vehicle parts manufacturing	0.30%	0.30%		
3364	Aerospace product and parts manufacturing	0.00%	0.00%		
3366	Ship and boat building	0.00%	0.00%		
3369	Other transportation equipment manufacturing	0.00%	0.00%		
3371	Household and institutional furniture mfg.	0.00%	0.00%		
3372	Office furniture and fixtures manufacturing	13.02%	13.02%		
3379	Other furniture related product manufacturing	0.00%	0.00%		
3391	Medical equipment and supplies manufacturing	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
4152	New motor vehicle parts and accessories merchant wholesalers	0.00%	0.00%		
4231	Motor vehicle and parts merchant wholesalers	1.15%	3.88%	29.71%	¥
4232	Furniture and furnishing merchant	0.00%	10.47%	0.00%	¥¥¥

NAICS-4	NAICS-4 DESC	NON-MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
	wholesalers				
4233	Lumber and const. supply merchant wholesalers	0.00%	0.00%		
4234	Commercial equip. merchant wholesalers	0.00%	85.71%	0.00%	¥¥¥
4235	Metal and mineral merchant wholesalers	0.00%	0.00%		
4236	Appliance and electric goods merchant whls.	0.00%	34.77%	0.00%	¥¥¥
4237	Hardware and plumbing merchant wholesalers	0.11%	0.11%		
4238	Machinery and supply merchant wholesalers	1.02%	19.98%	5.08%	¥¥¥
4239	Misc. durable goods merchant wholesalers	0.00%	39.11%	0.00%	¥¥¥
4241	Paper and paper product merchant wholesalers	3.34%	3.34%		
4242	Druggists' goods merchant wholesalers	0.00%	0.00%		
4243	Apparel and piece goods merchant wholesalers	1.41%	1.41%		
4244	Grocery and related product wholesalers	0.00%	0.00%		
4246	Chemical merchant wholesalers	0.51%	17.19%	2.96%	¥¥¥
4247	Petroleum merchant wholesalers	0.00%	77.78%	0.00%	¥¥¥
4249	Misc. nondurable goods merchant wholesalers	1.15%	1.15%		
4411	Automobile dealers	0.00%	21.09%	0.00%	¥¥¥
4412	Other motor vehicle dealers	0.00%	0.00%		
4413	Auto parts, accessories, and tire stores	0.00%	0.00%		
4421	Furniture stores	0.00%	0.00%		
4422	Home furnishings stores	0.00%	0.00%		
4431	Electronics and appliance stores	0.00%	0.00%		
4441	Building material and supplies dealers	0.00%	0.00%		
4442	Lawn and garden equipment and supplies stores	1.01%	1.01%		
4451	Grocery stores	0.00%	0.00%		
4452	Specialty food stores	0.00%	0.00%		
4461	Health and personal care stores	4.75%	4.75%		
4471	Gasoline stations	0.00%	0.00%		
4481	Clothing stores	0.00%	0.00%		
4482	Shoe stores	0.00%	0.00%		
4483	Jewelry, luggage, and leather goods stores	0.00%	0.00%		
4511	Sporting goods and musical instrument stores	0.33%	0.33%		
4512	Book stores and news dealers	0.00%	0.00%		
4522	Department Stores	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	NON-MINORITY FEMALE			
		Utilization	Availability	Disparity	Significance
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	0.00%	0.00%		
4531	Florists	0.00%	0.00%		
4532	Office supplies, stationery, and gift stores	0.00%	0.00%		
4533	Used merchandise stores	0.00%	0.00%		
4539	Other miscellaneous store retailers	0.00%	0.00%		
4541	Electronic shopping and mail-order houses	0.39%	0.39%		
4542	Vending machine operators	0.00%	0.00%		
4543	Direct selling establishments	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

TABLE B-35.  
DETAILED UTILIZATION, AVAILABILITY, AND DISPARITY ANALYSES  
CITY OF WACO MARKETPLACE  
GOODS  
M/WBE FIRMS

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
2123	Nonmetallic mineral mining and quarrying	86.17%	86.17%		
2131	Support activities for mining	0.00%	0.00%		
3111	Animal food manufacturing	0.00%	0.00%		
3113	Sugar and confectionery product manufacturing	0.00%	0.00%		
3114	Fruit and vegetable preserving and specialty	0.00%	0.00%		
3115	Dairy product manufacturing	0.00%	0.00%		
3116	Animal slaughtering and processing	0.00%	0.00%		
3118	Bakeries and tortilla manufacturing	0.00%	0.00%		
3119	Other food manufacturing	0.00%	0.00%		
3121	Beverage manufacturing	0.00%	0.00%		
3132	Fabric mills	0.00%	0.00%		
3133	Textile and fabric finishing mills	0.00%	0.00%		
3141	Textile furnishings mills	0.00%	0.00%		
3149	Other textile product mills	0.59%	0.59%		
3151	Apparel knitting mills	0.00%	0.00%		
3152	Cut and sew apparel manufacturing	0.00%	0.00%		



NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
3159	Accessories and other apparel manufacturing	0.00%	0.00%		
3162	Footwear manufacturing	0.00%	0.00%		
3169	Other leather product manufacturing	0.00%	0.00%		
3212	Plywood and engineered wood product mfg.	0.00%	0.00%		
3219	Other wood product manufacturing	0.00%	0.00%		
3221	Pulp, paper, and paperboard mills	0.00%	0.00%		
3222	Converted paper product manufacturing	0.00%	0.00%		
3231	Printing and related support activities	0.66%	0.66%		
3241	Petroleum and coal products manufacturing	0.00%	10.53%	0.00%	¥¥¥
3251	Basic chemical manufacturing	10.31%	10.31%		
3252	Resin, rubber, and artificial fibers mfg.	0.00%	0.00%		
3253	Agricultural chemical manufacturing	0.00%	0.00%		
3254	Pharmaceutical and medicine manufacturing	0.67%	0.67%		
3255	Paint, coating, and adhesive manufacturing	0.00%	0.00%		
3256	Soap, cleaning compound, and toiletry mfg.	0.65%	0.65%		
3259	Other chemical product and preparation mfg.	0.00%	86.67%	0.00%	¥¥¥
3261	Plastics product manufacturing	0.00%	0.00%		
3262	Rubber product manufacturing	0.00%	0.00%		
3271	Clay product and refractory manufacturing	0.00%	0.00%		
3272	Glass and glass product manufacturing	0.00%	0.00%		
3273	Cement and concrete product manufacturing	0.00%	11.36%	0.00%	¥¥¥
3279	Other nonmetallic mineral products	0.00%	0.00%		
3311	Iron and steel mills and ferroalloy mfg.	0.00%	0.00%		
3312	Steel product mfg. from purchased steel	0.00%	0.00%		
3313	Alumina and aluminum production	0.00%	0.00%		
3314	Other nonferrous metal production	0.00%	0.00%		
3321	Forging and stamping	0.00%	0.00%		
3322	Cutlery and handtool manufacturing	0.00%	0.00%		
3323	Architectural and structural metals mfg.	0.00%	0.00%		
3324	Boiler, tank, and shipping container mfg.	0.00%	0.00%		
3325	Hardware manufacturing	0.00%	0.00%		
3326	Spring and wire product manufacturing	0.00%	100.00%	0.00%	
3327	Machine shops and threaded product mfg.	0.00%	0.00%		
3328	Coating, engraving, and heat treating metals	0.00%	0.00%		
3329	Other fabricated metal product manufacturing	0.08%	0.08%		
3331	Ag., construction, and mining machinery mfg.	0.00%	0.00%		
3332	Industrial machinery manufacturing	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
3333	Commercial and service industry machinery	0.00%	0.00%		
3334	HVAC and commercial refrigeration equipment	0.00%	0.00%		
3335	Metalworking machinery manufacturing	0.00%	0.00%		
3336	Turbine and power transmission equipment mfg.	0.00%	0.00%		
3339	Other general purpose machinery manufacturing	0.00%	0.00%		
3341	Computer and peripheral equipment mfg.	6.13%	6.13%		
3342	Communications equipment manufacturing	0.63%	9.85%	6.36%	¥¥¥
3343	Audio and video equipment manufacturing	0.00%	0.00%		
3344	Semiconductor and electronic component mfg.	0.00%	0.00%		
3345	Electronic instrument manufacturing	0.34%	26.09%	1.30%	¥¥¥
3346	Magnetic media manufacturing and reproducing	0.00%	0.00%		
3351	Electric lighting equipment manufacturing	0.00%	0.00%		
3352	Household appliance manufacturing	0.00%	0.00%		
3353	Electrical equipment manufacturing	0.00%	37.50%	0.00%	¥¥¥
3359	Other electrical equipment and component mfg.	2.20%	2.20%		
3361	Motor vehicle manufacturing	0.00%	0.00%		
3362	Motor vehicle body and trailer manufacturing	45.35%	0.00%		
3363	Motor vehicle parts manufacturing	0.30%	0.30%		
3364	Aerospace product and parts manufacturing	0.00%	0.00%		
3366	Ship and boat building	0.00%	0.00%		
3369	Other transportation equipment manufacturing	0.00%	0.00%		
3371	Household and institutional furniture mfg.	0.00%	0.00%		
3372	Office furniture and fixtures manufacturing	13.02%	13.02%		
3379	Other furniture related product manufacturing	0.00%	0.00%		
3391	Medical equipment and supplies manufacturing	0.00%	0.00%		
3399	Other miscellaneous manufacturing	0.00%	0.00%		
4152	New motor vehicle parts and accessories merchant wholesalers	0.00%	0.00%		
4231	Motor vehicle and parts merchant wholesalers	1.15%	3.88%	29.71%	¥
4232	Furniture and furnishing merchant	0.00%	13.61%	0.00%	¥¥¥

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
	wholesalers				
4233	Lumber and const. supply merchant wholesalers	0.00%	0.00%		
4234	Commercial equip. merchant wholesalers	0.00%	92.86%	0.00%	¥¥¥
4235	Metal and mineral merchant wholesalers	0.00%	0.00%		
4236	Appliance and electric goods merchant whls.	0.00%	48.42%	0.00%	¥¥¥
4237	Hardware and plumbing merchant wholesalers	0.11%	0.11%		
4238	Machinery and supply merchant wholesalers	1.02%	26.15%	3.88%	¥¥¥
4239	Misc. durable goods merchant wholesalers	0.00%	39.29%	0.00%	¥¥¥
4241	Paper and paper product merchant wholesalers	3.34%	3.34%		
4242	Druggists' goods merchant wholesalers	0.00%	0.00%		
4243	Apparel and piece goods merchant wholesalers	1.41%	1.41%		
4244	Grocery and related product wholesalers	0.00%	0.00%		
4246	Chemical merchant wholesalers	8.51%	18.75%	45.40%	¥¥¥
4247	Petroleum merchant wholesalers	0.00%	77.78%	0.00%	¥¥¥
4249	Misc. nondurable goods merchant wholesalers	1.15%	1.15%		
4411	Automobile dealers	0.00%	49.00%	0.00%	¥¥¥
4412	Other motor vehicle dealers	0.00%	0.00%		
4413	Auto parts, accessories, and tire stores	0.00%	0.00%		
4421	Furniture stores	0.00%	0.00%		
4422	Home furnishings stores	0.00%	0.00%		
4431	Electronics and appliance stores	0.00%	0.00%		
4441	Building material and supplies dealers	0.00%	0.00%		
4442	Lawn and garden equipment and supplies stores	1.01%	1.01%		
4451	Grocery stores	0.00%	0.00%		
4452	Specialty food stores	0.00%	0.00%		
4461	Health and personal care stores	4.75%	4.75%		
4471	Gasoline stations	0.00%	0.00%		
4481	Clothing stores	0.00%	0.00%		
4482	Shoe stores	0.00%	0.00%		
4483	Jewelry, luggage, and leather goods stores	0.00%	0.00%		
4511	Sporting goods and musical instrument stores	0.33%	0.33%		
4512	Book stores and news dealers	0.00%	0.00%		
4522	Department Stores	0.00%	0.00%		

NAICS-4	NAICS-4 DESC	M/WBE			
		Utilization	Availability	Disparity	Significance
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	0.00%	0.00%		
4531	Florists	0.00%	0.00%		
4532	Office supplies, stationery, and gift stores	0.00%	0.00%		
4533	Used merchandise stores	0.00%	0.00%		
4539	Other miscellaneous store retailers	0.00%	0.00%		
4541	Electronic shopping and mail-order houses	0.39%	0.39%		
4542	Vending machine operators	0.00%	0.00%		
4543	Direct selling establishments	0.00%	0.00%		

Note: Disparity index values may vary slightly from calculations of depicted figures due to rounding of presented levels of utilization and availability. “¥” indicates an adverse disparity that is statistically significant at the 15% level or better (85% confidence). “¥¥” indicates the disparity is significant at a 10% level or better (90% confidence). “¥¥¥” indicates significance at a 5% level or better (95% confidence).

DRAFT

# Appendix C : Custom Census Survey Instrument

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

---

Hello. My name is \_\_\_\_\_, working on behalf of MGT Consulting Group for the City of Waco Disparity Study. The City of Waco has retained MGT Consulting Group to conduct its 2023 Disparity Study. Your company information was received from Dun & Bradstreet to conduct a research study on behalf of the City of Waco. This survey is designed to help the City of Waco identify companies in the marketplace that are available to potentially perform work for the City of Waco.

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

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

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

Thank you for agreeing to participate in this research study. Your input is very important to the outcome of this research study. Your responses to this survey will be aggregated for the overall analysis and used only for this research study. Individual information or identifying characteristics about your company will not be published.

*If you have any questions regarding the survey, I will be happy to provide you contact information at the end of the survey.*

Q1. What is your title? [REQUIRE ANSWER]

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

[A - IF THE ANSWER TO Q1 IS NOT Other, THEN SKIP TO QUESTION 3]

Q2. Specify Other [REQUIRE ANSWER]

---

Q3. May I have your name just in case we have any further questions? [REQUIRE ANSWER]

\_\_\_\_\_

Q4. Based on the information we have from Dun & Bradstreet I want to confirm, that this is a **FOR-PROFIT** company, as opposed to a nonprofit, foundation, or government office.

*(If the respondent says they are a NON-Profit Business, PLEASE VERIFY THEIR RESPONSE.)*

Only local, state, and federal government offices and other foundations such as your local Girls & Boys Clubs, United Way, and Churches are considered non-profit

[REQUIRE ANSWER]

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

[A - IF THE ANSWER TO QUESTION 4 IS **NO** OR **DON'T KNOW**, THEN TERMINATE THE CALL

PLEASE GO BACK TO Q3 AND TYPE "**DISQUALIFIED**" AFTER THE FIRST AND LAST NAME.]

#### Disqualification Statement

**Thank you for your input; however, based on your answers, it appears that you do not qualify for this survey because we are only seeking input from for-profit companies.**

Q5. Let me confirm that, based on the information we have from Dun & Bradstreet, the company's primary line of business is *(READ NAICS WITH CORRESPONDING DESCRIPTIVE TEXT)*

[REQUIRE ANSWER]

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

[A – IF THE ANSWER TO QUESTION 5 IS **YES**, THEN SKIP TO QUESTION 7]

Q6. Please SPECIFY your company's Primary Type of work. [REQUIRE ANSWER]

\_\_\_\_\_

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

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

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

- African American 1
- Asian American 2
- Hispanic or Latino American 3
- Native American 4
- White American (Non-Hispanic) 5
- Don't Know 6
- Other 7

[A - IF THE ANSWER TO Q8 IS **NOT** 9, THEN SKIP TO Q10]

Q9. Please specify Other: RACE OR ETHNICITY of the owner(s)/manager(s)

---

Q10. That completes our survey. Again, thank you for your input and your participation in this important survey. If you would like more information on the Disparity Study visit website [www.cityofwaco-txdisparitystudy.com](http://www.cityofwaco-txdisparitystudy.com) or contact Vernetta Mitchell at [cityofwacodisparity@mgtconsulting.com](mailto:cityofwacodisparity@mgtconsulting.com) or call (813) 321-1400 ext. 2131.

# Appendix D : Vendor Survey Instrument

## City of Waco Vendor Questionnaire Drafted 2/21/2023

### INTRODUCTION

The City of Waco has retained MGT Consulting Group to conduct a research study that helps to determine whether there is racial and/or gender business discrimination in the markets in which the City does business – both public and private sectors. We understand that this may be a difficult topic to discuss and your feedback is important to address if discrimination affects City contracting for minority and women businesses.

The survey will take approximately 15 minutes and should be completed by the company's owner, CEO, president, vice president, or other decision-making authority with in-depth knowledge of the company. Your responses to this research survey will be combined with all other businesses who respond for overall analysis and used only for the disparity study. *Responses are considered confidential except to the extent disclosure is required by law.*

If you have any questions or would like more information about this research study, please visit the study website [www.cityofwaco-txdisparitystudy.com](http://www.cityofwaco-txdisparitystudy.com) or contact Vernetta Mitchell at [cityofwacodisparity@mgtconsulting.com](mailto:cityofwacodisparity@mgtconsulting.com) or call (813) 321-1400 ext. 2131.

### MGT\_City of Waco\_Vendor

Questionnaire # \_\_\_\_\_

Q.1 May I please have your **NAME** just in case we have any further questions?

[REQUIRE ANSWER]

\_\_\_\_\_

Q.2 What is your **OFFICIAL TITLE**?

[REQUIRE ANSWER]

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

[S - IF THE ANSWER IS NOT 4, THEN SKIP TO QUESTION 5]

Q.3 Specify **Other**: OFFICIAL COMPANY TITLE

[REQUIRE ANSWER]



---

Q.4 Does your business work **PRIMARILY** as a **PRIME CONTRACTOR/DIRECT VENDOR, SUBCONTRACTOR/SUPPLIER, or BOTH?**

[REQUIRE ANSWER]

- Prime Contractor/Direct Vendor ..... 1
- Subcontractor/Supplier ..... 2
- Both ..... 3

DRAFT

Q.5 Is **at least 51 percent** of your company owned, managed, and controlled by one of the following **RACIAL** or **ETHNIC GROUP(S)**?

[REQUIRE ANSWER]

- African American or Black ..... 1
- Asian American ..... 2
- Caucasian/White (non-Hispanic) ..... 3
- Hispanic American or Latino ..... 4
- Native American/American Indian ..... 5
- Other (Please specify the race or ethnicity of the owner(s)/manager(s)) ..... 6

[A - IF THE ANSWER TO QUESTION 5 IS NOT 6, THEN SKIP TO QUESTION 7]

Q.6 Specify Other: **RACE OR ETHNICITY**

[REQUIRE ANSWER]

\_\_\_\_\_

Q.7 Is **at least 51 percent** of your company owned, managed, and controlled by a **WOMAN** or **WOMEN**?

[REQUIRE ANSWER]

- Yes ..... 1
- No ..... 2

Q.8 Between **2016 and 2021**, has your company **SUBMITTED BIDS, QUOTES, OR PROPOSALS** (attempted to do work) on **City contracts?** OR **BEEN INCLUDED AS A SUBCONTRACTOR** on contracts/projects with **the City?**

[REQUIRE ANSWER]

- Yes ..... 1
- No ..... 2
- Not Interested in Working on City Contracts ..... 3
- Unsure ..... 4

[S - IF THE ANSWER IS 1 or 4, THEN SKIP TO QUESTION 11]

[S - IF THE ANSWER IS 2 or 3, THEN SKIP TO QUESTION 9]

Q.9 Why have you **NOT ATTEMPTED** to do business on **City** contracts or projects?

[REQUIRE ANSWER]

- The City or its prime contractors takes too long to pay its vendors ..... 1
- Unfavorable experience(s) of discriminatory behavior ..... 2
- Other (Please specify other reasons you have not attempted to do business on City contracts or projects) ..... 3
- Unsure ..... 4

[S - IF THE ANSWER IS NOT 3, THEN SKIP TO QUESTION 11]

Q.10 Please specify Other REASONS your company has not attempted to do business on City contracts.

[REQUIRE ANSWER]

---

Q.11 Between **2016 and 2021**, has your firm **BEEN AWARDED A CONTRACT** with the **City of Waco**, or has your company **WORKED ON** a **City** contract or project as a subcontractor?

[REQUIRE ANSWER]

Yes ..... 1  
No ..... 2

Q.12 Have you or your company experienced any of the following **DISCRIMINATORY BEHAVIORS** when attempting to do work or working on the **City** projects?

[REQUIRE ANSWER]

	Yes	No	Unsure
1. Harassment on the Jobsite	1	2	3
2. Prequalification requirements	1	2	3
3. An informal network of prime contractors and subcontractors that has excluded my company from doing business ("good ole boy" network)	1	2	3
4. Use of racial slurs or workplace violence, intimidation, or sabotage	1	2	3
5. Exclusion from events, organizations, or business networks	1	2	3
6. Collusion and conspiracy by trade by competitors and suppliers	1	2	3
7. Refusal by agencies, primes, suppliers, and/or customers to deal with minorities or women	1	2	3
8. Obtaining Insurance (general liability, professional liability, etc.)	1	2	3
9. Double standards in measuring performance	1	2	3
10. Denial of the opportunity to bid	1	2	3
11. Unfair denial of contract award	1	2	3
12. Slow payment or non-payment for project work	1	2	3
13. Unfair contract termination	1	2	3
14. Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment	1	2	3
15. Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies	1	2	3
16. Other: (Please describe other discriminatory behaviors experienced)	1	2	3

[S - IF THE ANSWER TO SUBQUESTION 16 IS NOT 1, THEN SKIP TO QUESTION 14]

Q.13 Specify **Other: DISCRIMINATORY BEHAVIOR** EXPERIENCED WORKING OR ATTEMPTING TO DO WORK ON **City CONTRACTS** OR PROJECTS

[REQUIRE ANSWER]

---

Q.14 How did you become **AWARE OF THE DISCRIMINATION** against your company while working on or attempting to do work on **City contracts or projects**?

[REQUIRE ANSWER]

	Yes	No	Unsure
1. Verbal comment	1	2	3
2. Written statement/documents	1	2	3
3. Action was taken against the company	1	2	3
4. Other action (Specify another way you became aware of discrimination against your company)	1	2	3

[A - IF THE ANSWER TO SUB-QUESTION 4 OF QUESTION 14 IS NOT 1, THEN SKIP TO QUESTION 16]

Q.15 Specify **Other**: WAY YOU BECAME AWARE OF THE DISCRIMINATION AGAINST YOUR COMPANY

[REQUIRE ANSWER]

\_\_\_\_\_

Q.16 Which of the following do you consider the **REASON** for your company **BEING DISCRIMINATED AGAINST** while attempting to do work or working on **City contracts or projects**?

[REQUIRE ANSWER]

- Owner's Race or Ethnicity ..... 1
- Owner's Gender ..... 2
- Both Race and Gender ..... 3
- Other reason (Please explain the reason you believe your company was discriminated against) ..... 4
- Unsure ..... 5

[S - IF THE ANSWER IS NOT 4, THEN SKIP TO QUESTION 18]

[S - IF THE ANSWER IS 5, THEN SKIP TO QUESTION 19]

Q.17 Specify **Other**: REASON WHY YOU FEEL YOUR COMPANY WAS DISCRIMINATED AGAINST

[REQUIRE ANSWER]

\_\_\_\_\_  
(SKIP TO Q19)

Q.18 Please describe the **DISCRIMINATION** you experienced.

[REQUIRE ANSWER]

\_\_\_\_\_

Q.19 While working on a **City** contract or project, have you experienced a situation where a **MEMBER OF City STAFF REFUSED TO DEAL WITH MINORITIES OR WOMEN?**

[REQUIRE ANSWER]

- Yes ..... 1
- No ..... 2
- Unsure ..... 3

[S - IF THE ANSWER TO QUESTION 19 IS NOT 1, THEN SKIP TO QUESTION 21]

Q.20 Please **BRIEFLY** describe the situation.

[REQUIRE ANSWER]

\_\_\_\_\_

Q.21 Does your business require **BONDING** for the type of work you bid on?

[REQUIRE ANSWER]

- Yes ..... 1
- No - Our line of work does not require bonding ..... 2
- Unsure ..... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 23]

Q.22 What is your current **AGGREGATE (MAXIMUM) BONDING CAPACity?**

[REQUIRE ANSWER]

- Below \$100,000? ..... 1
- \$100,001 to \$250,000? ..... 2
- \$250,001 to \$500,000? ..... 3
- \$500,001 to \$1 million? ..... 4
- \$1 million to \$1.5 million? ..... 5
- \$1.5 million to \$3 million? ..... 6
- \$3 million to \$5 million? ..... 7
- Over \$5 million? ..... 8

Q.23 Between **2016 and 2021** has your company applied for a **LOAN** or **BUSINESS CREDIT?**

[REQUIRE ANSWER]

- Yes ..... 1
- No ..... 2
- Unsure ..... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 27]

Q.24 Was your **LOAN** or **CREDIT APPLICATION APPROVED**?

[REQUIRE ANSWER]

- Yes ..... 1
- No ..... 2
- Unsure ..... 3

[S - IF THE ANSWER TO QUESTION 24 IS NOT 2, THEN SKIP TO QUESTION 27]

Q.25 Why do you think your **CREDIT APPLICATION WAS DENIED**?

[REQUIRE ANSWER]

- Owner's Race or Ethnicity ..... 1
- Owner's Gender ..... 2
- Both Race and Gender ..... 3
- Other reason (Please explain the reason you believe your company  
was discriminated against) ..... 4
- Unsure ..... 5

[S - IF THE ANSWER TO QUESTION 25 IS NOT 4, THEN SKIP TO QUESTION 27]

Q.26 Specify **Other**: REASON WHY YOU THOUGHT YOUR LOAN MIGHT BE DENIED

[REQUIRE ANSWER]

\_\_\_\_\_

(IF Q4 EQ 1 FOR PRIME/DIRECT VENDOR, ANSWER Q27)

(IF Q4 EQ 2 FOR SUBCONTRACTOR/SUPPLIER OR 3 FOR BOTH, ANSWER Q28)

Q.27 Do **PRIME CONTRACTORS** or **DIRECT VENDORS** who contract with your company on public sector or government projects with **M/WBE CONTRACT GOALS** also solicit your company on projects (private or public) **WITHOUT M/WBE CONTRACT GOALS**?

[REQUIRE ANSWER]

- Yes ..... 1
- No ..... 2
- Unsure ..... 3

[A - IF THE ANSWER TO QUESTION 4 IS 1, THEN SKIP TO QUESTION 28]

Q.28 As a **PRIME CONTRACTOR** or **DIRECT VENDOR**, do you **SOLICIT QUOTES** from **MINORITY-OWNED** or **WOMEN-OWNED BUSINESS ENTERPRISES** on private (non-governmental) contracts?

[REQUIRE ANSWER]

- Yes ..... 1
- No ..... 2
- Not Applicable - Do Not Work in Private Sector ..... 3
- Unsure ..... 4

**[S - IF THE ANSWER TO QUESTION 28 IS 3, THEN SKIP TO QUESTION 36]**

**[A - IF THE ANSWER TO QUESTION 28 IS 1,2 OR 4, THEN SKIP TO QUESTION 29]**

Q.29 Which of the following **DISCRIMINATORY BEHAVIOR(S)** have you experienced when attempting to do work or working in the **PRIVATE SECTOR MARKET** (non-governmental)?

[REQUIRE ANSWER]

	Yes	No	Unsure
1. Harassment on the Jobsite	1	2	3
2. Prequalification requirements	1	2	3
3. An informal network of prime contractors and subcontractors that has excluded my company from doing business ("good ole boy" network)	1	2	3
4. Use of racial slurs or workplace violence, intimidation, or sabotage	1	2	3
5. Exclusion from events, organizations, or business networks	1	2	3
6. Collusion and conspiracy by trade by competitors and suppliers	1	2	3
7. Refusal by agencies, primes, suppliers, and/or customers to deal with minorities or women	1	2	3
8. Obtaining Insurance (general liability, professional liability, etc.)	1	2	3
9. Double standards in measuring performance	1	2	3
10. Denial of the opportunity to bid	1	2	3
11. Unfair denial of contract award	1	2	3
12. Slow payment or non-payment for project work	1	2	3
13. Unfair contract termination	1	2	3
14. Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment	1	2	3
15. Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies	1	2	3
16. Other: (Please describe other discriminatory behaviors experienced in Q30 which follows below.	1	2	3

**[S - IF THE ANSWER TO SUBQUESTION 16 IS NOT 1, THEN SKIP TO QUESTION 36]**

ANDRESS, I NEED TO REMOVE THIS SKIP INSTRUCTION SINCE IT CONFLICTS WITH THE INSTRUCTION THAT YOU ADDED BELOW BEFORE Q31. RESPONDENTS CAN STILL ANSWER Q30 IF THEY WANT TO DESCRIBE Other DISCRIMINATORY BEHAVIOR)

Q.30 Specify **Other: DISCRIMINATORY BEHAVIOR** experienced while working or attempting to do work in the **PRIVATE SECTOR**

[REQUIRE ANSWER]

(2970-3469)

**(IF ANY OF Q28 1-16 EQUALS 1, ANSWER Q31)**

Q.31 How did you become **AWARE OF THE DISCRIMINATION** against your company in the **PRIVATE SECTOR?**

[REQUIRE ANSWER]

	Yes	No	Unsure
1. Verbal comment	1	2	3
2. Written statement/documents	1	2	3
3. Action was taken against the company	1	2	3
4. Other action (Specify another way you became aware of discrimination against your company in Q32 below)	1	2	3

Q.32 Specify **Other**: WAY YOU BECAME AWARE OF PRIVATE SECTOR DISCRIMINATION

[REQUIRE ANSWER]

Q.33 Which of the following do you consider the **REASON** for your company **BEING DISCRIMINATED AGAINST** in the **PRIVATE SECTOR?**

[REQUIRE ANSWER]

- Owner's Race or Ethnicity ..... 1
- Owner's Gender ..... 2
- Both Race and Gender ..... 3
- Other reason (Please explain the reason you believe your company was discriminated against) ..... 4
- Unsure ..... 5

**(IF THE ANSWER TO QUESTION 33 IS NOT 4, THEN SKIP TO QUESTION 36)**  
**(IF THE ANSWER TO QUESTION 33 IS 4, THEN SKIP TO Q34)**

Q.34 Specify **Other**: REASON WHY YOU BELIEVE YOUR COMPANY WAS DISCRIMINATED AGAINST IN THE PRIVATE SECTOR. ENTER 'NO COMMENT' IF YOU CHOOSE NOT TO DESCRIBE IT.

[REQUIRE ANSWER]

Q.35 Please describe the **DISCRIMINATION** you experienced. (ENTER 'NO COMMENT' IF YOU DO NOT WANT TO DESCRIBE IT.)

[REQUIRE ANSWER]





**Q3- Specify Other: OFFICIAL COMPANY TITLE \* Business Ownership Crosstabulation**

Business Ownership	Specific Type
Hispanic American or Latino	Principal
Non-Minority Women	Dealer Principal
Non-Minority Women	Office Assistant
Non-Minority Women	Office Manager
Non-Minority Women	Project Manager
Non-Minority Women	Vice President
Non-M/WBE	Fleet Director
Non-M/WBE	President, COO
Non-M/WBE	Principal

**Q4-Does your business work PRIMARILY as a PRIME CONTRACTOR/DIRECT VENDOR, SUBCONTRACTOR/SUPPLIER, or BOTH? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-Minority Women		Non-M/WBE
Does your company operate PRIMARILY as a PRIME CONTRACTOR/ VENDOR/ CONSULTANT, SUBCONTRACTOR /SUPPLIER or BOTH?	Prime Contractor/ Direct Vendor	Count	6	0	6	2	18	7	39
		% within Q4	15.38%	0.00%	15.38%	5.13%	46.15%	17.95%	100.00%
		% within Business Ownership	30.00%	0.00%	50.00%	50.00%	56.25%	50.00%	46.99%
	Subcontract or/ Supplier	Count	5	0	3	1	5	2	16
		% within Q4	31.25%	0.00%	18.75%	6.25%	31.25%	12.50%	100.00%
		% within Business Ownership	25.00%	0.00%	25.00%	25.00%	15.63%	14.29%	19.28%
	Both	Count	9	1	3	1	9	5	28
		% within Q4	32.14%	3.57%	10.71%	3.57%	32.14%	17.86%	100.00%
		% within Business Ownership	45.00%	100.00%	25.00%	25.00%	28.13%	35.71%	33.73%
Total	Count	20	1	12	4	32	14	83	
	% within Q4	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.5 Is at least 51 percent of your company owned, managed, and controlled by one of the following RACIAL or ETHNIC GROUP(S)?\* Business Ownership Crosstabulation**

		Business Ownership						Total
		African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
Is at least 51 percent of your company owned, managed, and controlled by one of the following RACIAL or ETHNIC GROUP(S)?	Count	20	1	12	4	32	14	83
	% within Q5	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%

**Q.6 Specify Other: RACE OR ETHNICITY**

Other
White and Woman owned
Women_ Caucasin

**Q.7 Is at least 51 percent of your company owned, managed, and controlled by a WOMAN or WOMEN? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Is at least 51 percent of your company owned, managed, and controlled by a WOMAN or WOMEN?	Yes	Count	12	1	8	0	32	0	53
		% within Q7	22.64%	1.89%	15.09%	0.00%	60.38%	0.00%	100.00%
		% within Business Ownership	60.00%	100.00%	66.67%	0.00%	100.00%	0.00%	63.86%
	No	Count	8	0	4	4	0	14	30
		% within Q7	26.67%	0.00%	13.33%	13.33%	0.00%	46.67%	100.00%
		% within Business Ownership	40.00%	0.00%	33.33%	100.00%	0.00%	100.00%	36.14%
Total	Count	20	1	12	4	32	14	83	
	% within Q7	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q8 Between 2016 and 2021, has your company SUBMITTED BIDS, QUOTES, OR PROPOSALS (attempted to do work) on City contracts? OR BEEN INCLUDED AS A SUBCONTRACTOR on contracts/projects with the City? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Between 2016 and 2021, has your company SUBMITTED BIDS, QUOTES, OR PROPOSALS (attempted to do work) on City contracts? OR BEEN INCLUDED AS A SUBCONTRACTOR on contracts/projects with the City?	Yes	Count	9	1	3	2	11	8	34
		% within Q8	26.47%	2.94%	8.82%	5.88%	32.35%	23.53%	100.00%
		% within Business Ownership	45.00%	100.00%	25.00%	50.00%	37.93%	57.14%	42.50%
	No	Count	11	0	7	0	14	5	37
		% within Q8	29.73%	0.00%	18.92%	0.00%	37.84%	13.51%	100.00%
		% within Business Ownership	55.00%	0.00%	58.33%	0.00%	48.28%	35.71%	46.25%
	Not Interested in Working on City Contracts	Count	0	0	2	0	3	0	5
		% within Q8	0.00%	0.00%	40.00%	0.00%	60.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	16.67%	0.00%	10.34%	0.00%	6.25%
	Unsure	Count	0	0	0	2	1	1	4
		% within Q8	0.00%	0.00%	0.00%	50.00%	25.00%	25.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	50.00%	3.45%	7.14%	5.00%
Total		Count	20	1	12	4	29	14	80
		% within Q8	25.00%	1.25%	15.00%	5.00%	36.25%	17.50%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.9 Why have you NOT ATTEMPTED to do business on City contracts or projects? \* Business Ownership Crosstabulation**

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-Minority Women	Non-M/WBE	
Why have you NOT ATTEMPTED to do business on City contracts or projects?	The City or its prime contractors takes too long to pay its vendors	Count	1	0	1	0	0	0	2
		% within Q9	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	9.09%	0.00%	11.11%	0.00%	0.00%	0.00%	4.55%
	Unfavorable experience(s) of discriminatory behavior	Count	1	0	0	0	1	0	2
		% within Q9	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%	100.00%
		% within Business Ownership	9.09%	0.00%	0.00%	0.00%	5.26%	0.00%	4.55%
	Other	Count	6	0	6	0	14	3	29
		% within Q9	20.69%	0.00%	20.69%	0.00%	48.28%	10.34%	100.00%
		% within Business Ownership	54.55%	0.00%	66.67%	0.00%	73.68%	60.00%	65.91%
	Unsure	Count	3	0	2	0	4	2	11
		% within Q9	27.27%	0.00%	18.18%	0.00%	36.36%	18.18%	100.00%
		% within Business Ownership	27.27%	0.00%	22.22%	0.00%	21.05%	40.00%	25.00%
Total		Count	11	0	9	0	19	5	44
		% within Q9	25.00%	0.00%	20.45%	0.00%	43.18%	11.36%	100.00%
		% within Business Ownership	100.00%	0.00%	100.00%	0.00%	100.00%	100.00%	100.00%

**Q. 10 Please specify Other REASONS your company has not attempted to do business on City contracts.**

African American or Black
haven't had an opportunity
I have not been aware of any contracts available that were applicable to me.
I'm new to this and I don't know how to bid
Lack of marketing to underserved groups from the City of Waco.
Limited availability of contracts within my NAICS code.
Not aware of Waco's solicitations opportunities

Hispanic American or Latino
As a security contractor we notice nepotism, favoritism or company "preferences" have been decided prior to letting(s).
Except for one recent potential opportunity we viewed on Strategic Partnerships publication, we have generally been unaware of City of Waco A/E opportunities. To be fair though, we have not sought to be registered with City of Waco as an interested vendor. This reminds us to reach-out to register.
Have not been notified of specific RFQs by the City and no prime consultants have requested proposals from us.
Have not had required credentials in the past to bid on city contracts.
Prefer to stay primarily in the DFW area.
We do not buy material only supply labor

Non-Minority Women
Cities are not a target market. We usually have multi-year contracts for transactional print and mailing.
I am semi-retired but years ago I attempted to do business in Waco as a housing consultant. I have recently consulted as a rural experienced developer and multifamily debt provider which was occupying all of my available time.
I don't know that we could sell you anything
I have not been contacted by any primes or seen a proposal request for real estate appraisal review needs. I am on the State of Tx approved list and have worked with several municipalities.
My company is an electrical contractor and lighting installation company. Our business model is to have a low price and open book pricing approach which is collaborative with our customers. We save them money using this approach and avoid budget overruns. By using this process with our customers they don't feel the need to get many bids and try and figure out which scope is best. As a result we get most all of the jobs we estimate.
Need to establish working relationship with City of Waco so our name/capabilities is recognized on submittals.
Not enough time or GC's not sending bid opportunities
Receive contract many years ago which was then cancelled by the city before it started. All of the time spent in preparing the bid was obviously wasted for no reason. other than perhaps bureaucratic incompetence or favoritism. We don't get paid for just showing up to work like public employees.
We are a manufacturing company.
We are too busy serving private sector clients who hire us for our skills and qualifications, without consideration of gender or ethnicity.
We have not received notifications that bids are being accepted despite having multiple subscriptions to bid notification platforms.
We work only in K-12 education.
We work only in schools and have worked in Waco schools in the past.
work primarily with Texas A&M

Non-M/WBE
None
We are a newly established business and just started performing work with the city.
we have not attempted to do business with the City as we are not HUB, MBE, nor WBE certified.

**Q. 11 Between 2016 and 2021, has your firm BEEN AWARDED A CONTRACT with the City of Waco, or has your company WORKED ON a City contract or project as a subcontractor? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Between 2016 and 2021, has your firm BEEN AWARDED A CONTRACT with the City of Waco, or has your company WORKED ON a City contract or project as a subcontractor?	Yes	Count	0	0	1	1	10	4	16
		% within Q9	0.00%	0.00%	6.25%	6.25%	62.50%	25.00%	100.00%
		% within Business Ownership	0.00%	0.00%	8.33%	25.00%	34.48%	28.57%	20.00%
	No	Count	20	1	11	3	19	10	64
		% within Q9	31.25%	1.56%	17.19%	4.69%	29.69%	15.63%	100.00%
		% within Business Ownership	100.00%	100.00%	91.67%	75.00%	65.52%	71.43%	80.00%
Total		Count	20	1	12	4	29	14	80
		% within Q9	25.00%	1.25%	15.00%	5.00%	36.25%	17.50%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%



**Q.12.1 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Harassment on the Jobsite \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Harassment on the Jobsite	Yes	Count	2	0	0	0	0	0	2
		% within Q12.1	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	10.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.41%
	No	Count	16	1	11	3	29	12	72
		% within Q12.1	22.22%	1.39%	15.28%	4.17%	40.28%	16.67%	100.00%
		% within Business Ownership	80.00%	100.00%	91.67%	75.00%	90.63%	85.71%	86.75%
	Unsure	Count	2	0	1	1	3	2	9
		% within Q12.1	22.22%	0.00%	11.11%	11.11%	33.33%	22.22%	100.00%
		% within Business Ownership	10.00%	0.00%	8.33%	25.00%	9.38%	14.29%	10.84%
Total	Count	20	1	12	4	32	14	83	
	% within Q12.1	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.12.2 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Prequalification requirements \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-Minority Women		Non-M/WBE
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Prequalification requirements	Yes	Count	6	0	1	0	2	0	9
		% within Q12.2	66.67%	0.00%	11.11%	0.00%	22.22%	0.00%	100.00%
		% within Business Ownership	30.00%	0.00%	8.33%	0.00%	6.25%	0.00%	10.84%
	No	Count	12	1	11	3	26	12	65
		% within Q12.2	18.46%	1.54%	16.92%	4.62%	40.00%	18.46%	100.00%
		% within Business Ownership	60.00%	100.00%	91.67%	75.00%	81.25%	85.71%	78.31%
	Unsure	Count	2	0	0	1	4	2	9
		% within Q12.2	22.22%	0.00%	0.00%	11.11%	44.44%	22.22%	100.00%
		% within Business Ownership	10.00%	0.00%	0.00%	25.00%	12.50%	14.29%	10.84%
Total	Count	20	1	12	4	32	14	83	
	% within Q12.2	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.12.3 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? An informal network of prime contractors and subcontractors that has excluded my company from doing business ("good ole boy" network) \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? An informal network of prime contractors and subcontractors that has excluded my company from doing business ("good ole boy" network)	Yes	Count	4	0	4	0	2	1	11
		% within Q12.3	36.36%	0.00%	36.36%	0.00%	18.18%	9.09%	100.00%
		% within Business Ownership	20.00%	0.00%	33.33%	0.00%	6.25%	7.14%	13.25%
	No	Count	12	1	8	3	25	11	60
		% within Q12.3	20.00%	1.67%	13.33%	5.00%	41.67%	18.33%	100.00%
		% within Business Ownership	60.00%	100.00%	66.67%	75.00%	78.13%	78.57%	72.29%
	Unsure	Count	4	0	0	1	5	2	12
		% within Q12.3	33.33%	0.00%	0.00%	8.33%	41.67%	16.67%	100.00%
		% within Business Ownership	20.00%	0.00%	0.00%	25.00%	15.63%	14.29%	14.46%
Total		Count	20	1	12	4	32	14	83
		% within Q12.3	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.12.4 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Use of racial slurs or workplace violence, intimidation, or sabotage \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Use of racial slurs or workplace violence, intimidation, or sabotage	Yes	Count	3	0	0	0	1	0	4
		% within Q12.4	75.00%	0.00%	0.00%	0.00%	25.00%	0.00%	100.00%
		% within Business Ownership	15.00%	0.00%	0.00%	0.00%	3.13%	0.00%	4.82%
	No	Count	16	1	12	3	28	12	72
		% within Q12.4	22.22%	1.39%	16.67%	4.17%	38.89%	16.67%	100.00%
		% within Business Ownership	80.00%	100.00%	100.00%	75.00%	87.50%	85.71%	86.75%
	Unsure	Count	1	0	0	1	3	2	7
		% within Q12.4	14.29%	0.00%	0.00%	14.29%	42.86%	28.57%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	25.00%	9.38%	14.29%	8.43%
Total	Count	20	1	12	4	32	14	83	
	% within Q12.4	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.12.5 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Exclusion from events, organizations, or business networks\* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Exclusion from events, organizations, or business networks	Yes	Count	5	0	3	0	0	0	8
		% within Q12.5	62.50%	0.00%	37.50%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	25.00%	0.00%	25.00%	0.00%	0.00%	0.00%	9.64%
	No	Count	12	1	9	3	27	12	64
		% within Q12.5	18.75%	1.56%	14.06%	4.69%	42.19%	18.75%	100.00%
		% within Business Ownership	60.00%	100.00%	75.00%	75.00%	84.38%	85.71%	77.11%
	Unsure	Count	3	0	0	1	5	2	11
		% within Q12.5	27.27%	0.00%	0.00%	9.09%	45.45%	18.18%	100.00%
		% within Business Ownership	15.00%	0.00%	0.00%	25.00%	15.63%	14.29%	13.25%
Total		Count	20	1	12	4	32	14	83
		% within Q12.5	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.12.6 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Collusion and conspiracy by trade by competitors and suppliers \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Collusion and conspiracy by trade by competitors and suppliers	Yes	Count	3	0	2	0	1	1	7
		% within Q12.6	42.86%	0.00%	28.57%	0.00%	14.29%	14.29%	100.00%
		% within Business Ownership	15.00%	0.00%	16.67%	0.00%	3.13%	7.14%	8.43%
	No	Count	13	0	10	3	27	11	64
		% within Q12.6	20.31%	0.00%	15.63%	4.69%	42.19%	17.19%	100.00%
		% within Business Ownership	65.00%	0.00%	83.33%	75.00%	84.38%	78.57%	77.11%
	Unsure	Count	4	1	0	1	4	2	12
		% within Q12.6	33.33%	8.33%	0.00%	8.33%	33.33%	16.67%	100.00%
		% within Business Ownership	20.00%	100.00%	0.00%	25.00%	12.50%	14.29%	14.46%
Total	Count	20	1	12	4	32	14	83	
	% within Q12.6	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.12.7 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Refusal by agencies, primes, suppliers, and/or customers to deal with minorities or women \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Refusal by agencies, primes, suppliers, and/or customers to deal with minorities or women	Yes	Count	5	0	1	0	1	0	7
		% within Q12.7	71.43%	0.00%	14.29%	0.00%	14.29%	0.00%	100.00%
		% within Business Ownership	25.00%	0.00%	8.33%	0.00%	3.13%	0.00%	8.43%
	No	Count	11	0	10	3	27	12	63
		% within Q12.7	17.46%	0.00%	15.87%	4.76%	42.86%	19.05%	100.00%
		% within Business Ownership	55.00%	0.00%	83.33%	75.00%	84.38%	85.71%	75.90%
	Unsure	Count	4	1	1	1	4	2	13
		% within Q12.7	30.77%	7.69%	7.69%	7.69%	30.77%	15.38%	100.00%
		% within Business Ownership	20.00%	100.00%	8.33%	25.00%	12.50%	14.29%	15.66%
Total	Count	20	1	12	4	32	14	83	
	% within Q12.7	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.12.8 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Obtaining Insurance (general liability, professional liability, etc.)\* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Obtaining Insurance (general liability, professional liability, etc.)	Yes	Count	4	0	0	0	1	0	5
		% within Q12.8	80.00%	0.00%	0.00%	0.00%	20.00%	0.00%	100.00%
		% within Business Ownership	20.00%	0.00%	0.00%	0.00%	3.13%	0.00%	6.02%
	No	Count	15	1	11	3	28	12	70
		% within Q12.8	21.43%	1.43%	15.71%	4.29%	40.00%	17.14%	100.00%
		% within Business Ownership	75.00%	100.00%	91.67%	75.00%	87.50%	85.71%	84.34%
	Unsure	Count	1	0	1	1	3	2	8
		% within Q12.8	12.50%	0.00%	12.50%	12.50%	37.50%	25.00%	100.00%
		% within Business Ownership	5.00%	0.00%	8.33%	25.00%	9.38%	14.29%	9.64%
Total	Count	20	1	12	4	32	14	83	
	% within Q12.8	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	



**Q.12.9 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Double standards in measuring performance \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Double standards in measuring performance	Yes	Count	4	1	1	0	1	0	7
		% within Q12.9	57.14%	14.29%	14.29%	0.00%	14.29%	0.00%	100.00%
		% within Business Ownership	20.00%	100.00%	8.33%	0.00%	3.13%	0.00%	8.43%
	No	Count	14	0	11	3	27	12	67
		% within Q12.9	20.90%	0.00%	16.42%	4.48%	40.30%	17.91%	100.00%
		% within Business Ownership	70.00%	0.00%	91.67%	75.00%	84.38%	85.71%	80.72%
	Unsure	Count	2	0	0	1	4	2	9
		% within Q12.9	22.22%	0.00%	0.00%	11.11%	44.44%	22.22%	100.00%
		% within Business Ownership	10.00%	0.00%	0.00%	25.00%	12.50%	14.29%	10.84%
Total		Count	20	1	12	4	32	14	83
		% within Q12.9	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.12.10 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Denial of the opportunity to bid \* Business Ownership Crosstabulation**

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women	Non-M/WBE	
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Denial of the opportunity to bid	Yes	Count	7	1	1	0	1	0	10
		% within Q12.10	70.00%	10.00%	10.00%	0.00%	10.00%	0.00%	100.00%
		% within Business Ownership	35.00%	100.00%	8.33%	0.00%	3.13%	0.00%	12.05%
	No	Count	12	0	10	3	25	12	62
		% within Q12.10	19.35%	0.00%	16.13%	4.84%	40.32%	19.35%	100.00%
		% within Business Ownership	60.00%	0.00%	83.33%	75.00%	78.13%	85.71%	74.70%
	Unsure	Count	1	0	1	1	6	2	11
		% within Q12.10	9.09%	0.00%	9.09%	9.09%	54.55%	18.18%	100.00%
		% within Business Ownership	5.00%	0.00%	8.33%	25.00%	18.75%	14.29%	13.25%
Total		Count	20	1	12	4	32	14	83
		% within Q12.10	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.12.11 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Unfair denial of contract award \* Business Ownership Crosstabulation**

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women	Non-M/WBE	
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Unfair denial of contract award	Yes	Count	5	0	1	0	1	0	7
		% within Q12.11	71.43%	0.00%	14.29%	0.00%	14.29%	0.00%	100.00%
		% within Business Ownership	25.00%	0.00%	8.33%	0.00%	3.13%	0.00%	8.43%
	No	Count	13	1	8	3	26	12	63
		% within Q12.11	20.63%	1.59%	12.70%	4.76%	41.27%	19.05%	100.00%
		% within Business Ownership	65.00%	100.00%	66.67%	75.00%	81.25%	85.71%	75.90%
	Unsure	Count	2	0	3	1	5	2	13
		% within Q12.11	15.38%	0.00%	23.08%	7.69%	38.46%	15.38%	100.00%
		% within Business Ownership	10.00%	0.00%	25.00%	25.00%	15.63%	14.29%	15.66%
Total		Count	20	1	12	4	32	14	83
		% within Q12.11	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.12.12 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Slow payment or non-payment for project work \* Business Ownership Crosstabulation**

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women	Non-M/WBE	
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Slow payment or non-payment for project work	Yes	Count	1	0	1	0	1	0	3
		% within Q12.12	33.33%	0.00%	33.33%	0.00%	33.33%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	8.33%	0.00%	3.13%	0.00%	3.61%
	No	Count	17	0	11	3	28	12	71
		% within Q12.12	23.94%	0.00%	15.49%	4.23%	39.44%	16.90%	100.00%
		% within Business Ownership	85.00%	0.00%	91.67%	75.00%	87.50%	85.71%	85.54%
	Unsure	Count	2	1	0	1	3	2	9
		% within Q12.12	22.22%	11.11%	0.00%	11.11%	33.33%	22.22%	100.00%
		% within Business Ownership	10.00%	100.00%	0.00%	25.00%	9.38%	14.29%	10.84%
Total		Count	20	1	12	4	32	14	83
		% within Q12.12	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.12.13 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Unfair contract termination \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Unfair contract termination	Yes	Count	2	0	1	0	1	0	4
		% within Q12.13	50.00%	0.00%	25.00%	0.00%	25.00%	0.00%	100.00%
		% within Business Ownership	10.00%	0.00%	8.33%	0.00%	3.13%	0.00%	4.82%
	No	Count	17	1	11	3	29	12	73
		% within Q12.13	23.29%	1.37%	15.07%	4.11%	39.73%	16.44%	100.00%
		% within Business Ownership	85.00%	100.00%	91.67%	75.00%	90.63%	85.71%	87.95%
	Unsure	Count	1	0	0	1	2	2	6
		% within Q12.13	16.67%	0.00%	0.00%	16.67%	33.33%	33.33%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	25.00%	6.25%	14.29%	7.23%
Total		Count	20	1	12	4	32	14	83
		% within Q12.13	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.12.14 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment \*  
Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment	Yes	Count	2	0	2	0	2	0	6
		% within Q12.4	33.33%	0.00%	33.33%	0.00%	33.33%	0.00%	100.00%
		% within Business Ownership	10.00%	0.00%	16.67%	0.00%	6.25%	0.00%	7.23%
	No	Count	15	1	9	3	26	12	66
		% within Q12.4	22.73%	1.52%	13.64%	4.55%	39.39%	18.18%	100.00%
		% within Business Ownership	75.00%	100.00%	75.00%	75.00%	81.25%	85.71%	79.52%
	Unsure	Count	3	0	1	1	4	2	11
		% within Q12.4	27.27%	0.00%	9.09%	9.09%	36.36%	18.18%	100.00%
		% within Business Ownership	15.00%	0.00%	8.33%	25.00%	12.50%	14.29%	13.25%
Total		Count	20	1	12	4	32	14	83
		% within Q12.4	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.12.15 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies	Yes	Count	6	0	1	0	0	0	7
		% within Q12.15	85.71%	0.00%	14.29%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	30.00%	0.00%	8.33%	0.00%	0.00%	0.00%	8.43%
	No	Count	11	1	11	3	28	12	66
		% within Q12.15	16.67%	1.52%	16.67%	4.55%	42.42%	18.18%	100.00%
		% within Business Ownership	55.00%	100.00%	91.67%	75.00%	87.50%	85.71%	79.52%
	Unsure	Count	3	0	0	1	4	2	10
		% within Q12.15	30.00%	0.00%	0.00%	10.00%	40.00%	20.00%	100.00%
		% within Business Ownership	15.00%	0.00%	0.00%	25.00%	12.50%	14.29%	12.05%
Total		Count	20	1	12	4	32	14	83
		% within Q12.15	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.12.16 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Other: (Please describe other discriminatory behaviors experienced) \* Business Ownership Crosstabulation**

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women	Non-M/WBE	
Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on the City projects? Other: (Please describe other discriminatory behaviors experienced)	Yes	Count	4	0	0	0	0	0	4
		% within Q12.16	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.82%
	No	Count	11	1	10	3	28	11	64
		% within Q12.16	17.19%	1.56%	15.63%	4.69%	43.75%	17.19%	100.00%
		% within Business Ownership	55.00%	100.00%	83.33%	75.00%	87.50%	78.57%	77.11%
	Unsure	Count	5	0	2	1	4	3	15
		% within Q12.16	33.33%	0.00%	13.33%	6.67%	26.67%	20.00%	100.00%
		% within Business Ownership	25.00%	0.00%	16.67%	25.00%	12.50%	21.43%	18.07%
Total		Count	20	1	12	4	32	14	83
		% within Q12.16	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.13 Specify Other: DISCRIMINATORY BEHAVIOR EXPERIENCED WORKING OR ATTEMPTING TO DO WORK ON City CONTRACTS OR PROJECTS**

African American
I rather not discuss
No allowed the opportunity to be part of a larger consulting firms to submit RFQs.
None
Would not participate in walk through to answer questions about project. After project award would not buyoff any work completed. Intended for project to be awarded to preferred contractor.



**Q.14 How did you become AWARE OF THE DISCRIMINATION against your company while working on or attempting to do work on City contracts or projects? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-Minority Women		Non-M/WBE
How did you become AWARE OF THE DISCRIMINATION against your company while working on or attempting to do work on City contracts or projects?	Verbal comment	Count	3	0	1	0	1	0	5
		% within Q14	60.00%	0.00%	20.00%	0.00%	20.00%	0.00%	100.00%
		% within Business Ownership	25.00%	0.00%	25.00%	0.00%	25.00%	0.00%	22.73%
	Written statement/ documents	Count	0	0	1	0	0	0	1
		% within Q14	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	25.00%	0.00%	0.00%	0.00%	4.55%
	Action was taken against the company	Count	2	0	0	0	0	0	2
		% within Q14	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%	9.09%
	Other	Count	1	0	2	0	1	1	5
		% within Q14	20.00%	0.00%	40.00%	0.00%	20.00%	20.00%	100.00%
		% within Business Ownership	8.33%	0.00%	50.00%	0.00%	25.00%	100.00%	22.73%
Total		Count	12	1	4	0	4	1	22
		% within Q14	54.55%	4.55%	18.18%	0.00%	18.18%	4.55%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	100.00%

**Q.15 Specify Other: WAY YOU BECAME AWARE OF THE DISCRIMINATION AGAINST YOUR COMPANY \* Business Ownership**

African American or Black
Harassment of workers. Mispronouncing their names. Hyper critical of work methods

Hispanic American or Latino
WEBSITE OR SOCIAL MEDIA SHOWS AWARDED COMPANY PROVIDED SAME (OR LESSER QUALITY) WORK THAN WHAT WE BID AND COULD DO - BUT THEY GOT THE JOB.
When other vendors explain that they have had access to information and other facilities that have been blocked and restricted to you by the same people you were dealing with.

Non-Minority Women
Bid protest when the Department of Tech Director submitted bid incorrectly and wrong bid id. We were told we had a score of 98 or 99 and outbid the incumbent not only by price and technical, but scored higher by 6 or 7 points after protest. But IT then cancelled the bid and went around bid and used other bond money to get their way.

Non-M/WBE
Our budget numbers may have been given to other contractors

**Q.16 Which of the following do you consider the REASON for your company BEING DISCRIMINATED AGAINST while attempting to do work or working on City contracts or projects? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women		Non-M/WBE
Which of the following do you consider the REASON for your company BEING DISCRIMINATED AGAINST while attempting to do work or working on City contracts or projects?	Owner's Race or Ethnicity	Count	7	0	1	0	1	1	10
		% within Q16	70.00%	0.00%	10.00%	0.00%	10.00%	10.00%	100.00%
		% within Business Ownership	35.00%	0.00%	9.09%	0.00%	3.45%	10.00%	13.33%
	Owner's Gender	Count	0	0	0	0	0	0	0
		% within Q16	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Both Race and Gender	Count	2	0	2	0	0	0	4
		% within Q16	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	10.00%	0.00%	18.18%	0.00%	0.00%	0.00%	5.33%
	Unsure	Count	9	0	3	1	12	3	28
		% within Q16	32.14%	0.00%	10.71%	3.57%	42.86%	10.71%	100.00%
		% within Business Ownership	45.00%	0.00%	27.27%	25.00%	41.38%	30.00%	37.33%
	Other	Count	2	1	5	3	16	6	33
		% within Q16	6.06%	3.03%	15.15%	9.09%	48.48%	18.18%	100.00%
		% within Business Ownership	10.00%	100.00%	45.45%	75.00%	55.17%	60.00%	44.00%
Total	Count	20	1	11	4	29	10	75	
	% within Q16	26.67%	1.33%	14.67%	5.33%	38.67%	13.33%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.17 Specify Other: REASON WHY YOU FEEL YOUR COMPANY WAS DISCRIMINATED AGAINST \* Business Ownership**

African American or Black
I have not worked with the City of Waco
Lack of outreach to targeted areas of minorities.
Asian American
Governments are typically understaffed. Discrimination is a direct result of this. There isn't time for staff to act fairly. There is a lot of business that incumbents can keep simply due to inefficiency of poorly staffed departments.
Hispanic American or Latino
Because we are not a part of the good ol boy network. They consistently hire the same out of state company to do their events (sounds lighting and staging) when they have multiple companies in town. The bids are fraudulent. The company they keep hiring will bid super low and then charge for multiple things on the day of the event making their cost way higher than our bids.
No discrimination noticed.
None
Native American/American Indian
Most of the people who work with me are white men. We are discriminate against because they are white.
none
We have not been discriminated against.
Non-Minority Women
fire department not respecting local qualified vendors
I do not need insurance ,because I don't do any work on any property I just furnish the supply's
I have not seen an advertisement for proposals by the city or been asked by a prime to participate
My attempted business dealings as a financial intermediary were in a 6-8 year period around 2000 and it was just slow. The decision makers didn't seem willing to move forward with affordable housing projects.
none
not discriminated against
there has not been any discrimination- I did not see an error to fix, this kept prompting me as if I had
This survey is faulty. While I have answered that "I do not believe we have been discriminated against " the survey keeps asking me to validate how I became aware of the discrimination. This is ridiculous.

Non-Minority Women
We have not been discriminated against.
We were not bidding the incumbent's products and actually used a better manufacturer with a plan to support even existing, yet bid was cancelled after protest where we one. Rumor has it certain people are getting kick backs. Even our last attempt to bid and got an agreement was never executed as promised. We have the emails. CIO involved at that point and think he was getting money as well. Good ole boy network.

Non-M/WBE
Good Ole Boy System - Friends
none

**Q.18 Please describe the DISCRIMINATION you experienced. \* Business Ownership**

African American or Black
Discrimination not only exists when it comes to those of us of color, or those who are women, but also from those who are LGBTQA+.
Hung up the phone when he heard my voice. Added unnecessary prerequisites
I rather not discuss it.
No resources or funds
none
Please see Q13 above
REFUSAL TO SPEAK WITH ME WHEN I MENTIONED I WANTED TO SPEAK WITH PURCHASING FOR OPPORTUNITIES. THE ABRUPTNESS, TONE, AND ACTIONS BY THE GOVERNMENT OFFICE. YES, GOOD OLE' BOY FEEL
The clients prefer to award contracts to large consulting firms with large budgets instead of providers with lived experiences and direct knowledge.

Hispanic American or Latino
None
NOT BEING TAKEN SERIOUSLY (DISMISSED), NOT BEING INVITED TO MEETINGS, IGNORED AT MEETINGS.
We are treated differently. There is less access to information, more roadblocks to doing business. There is an underlying assumption that we don't know what we're talking about and that we are unreliable. We are not given the same opportunities as other business, it seems

Non-Minority Women
The cities have such an emphasis on contracting with ethnic minorities, that as a white female business owner we are bypassed regularly.

**Q.19 While working on a City contract or project, have you experienced a situation where a MEMBER OF City STAFF REFUSED TO DEAL WITH MINORITIES OR WOMEN? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women		Non-M/WBE
While working on a City contract or project, have you experienced a situation where a MEMBER OF City STAFF REFUSED TO DEAL WITH MINORITIES OR WOMEN?	Yes	Count	0	0	1	0	0	0	1
		% within Q19	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.25%
	No	Count	13	1	10	2	26	13	65
		% within Q19	20.00%	1.54%	15.38%	3.08%	40.00%	20.00%	100.00%
		% within Business Ownership	65.00%	100.00%	83.33%	50.00%	89.66%	92.86%	81.25%
	Unsure	Count	7	0	1	2	3	1	14
		% within Q19	50.00%	0.00%	7.14%	14.29%	21.43%	7.14%	100.00%
		% within Business Ownership	35.00%	0.00%	8.33%	50.00%	10.34%	7.14%	17.50%
Total		Count	20	1	12	4	29	14	80
		% within Q19	25.00%	1.25%	15.00%	5.00%	36.25%	17.50%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.20 Please describe the situation. \* Business Ownership Crosstabulation**

Hispanic American or Latino
I have heard resentment around things like "affirmative action" or other items like that that imply that we are in the position we are because of our race and gender, not because we know the business.

**Q21. Does your business have BONDING for the type of work you bid on? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women		Non-M/WBE
Does your business require BONDING for the type of work you bid on?	Yes	Count	8	0	3	0	3	3	17
		% within Q21	47.06%	0.00%	17.65%	0.00%	17.65%	17.65%	100.00%
		% within Business Ownership	40.00%	0.00%	25.00%	0.00%	9.38%	21.43%	20.48%
	No - Our line of work does not require bonding	Count	11	1	9	3	27	7	58
		% within Q21	18.97%	1.72%	15.52%	5.17%	46.55%	12.07%	100.00%
		% within Business Ownership	55.00%	100.00%	75.00%	75.00%	84.38%	50.00%	69.88%
	Unsure	Count	1	0	0	1	2	4	8
		% within Q21	12.50%	0.00%	0.00%	12.50%	25.00%	50.00%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	25.00%	6.25%	28.57%	9.64%
Total	Count	20	1	12	4	32	14	83	
	% within Q21	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.22 What is your current AGGREGATE (MAXIMUM) BONDING CAPACITY?\* Business Ownership Crosstabulation

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women		Non-M/WBE
What is your current AGGREGATE (MAXIMUM) BONDING CAPACITY?	Below \$100,000	Count	1	0	0	0	0	0	1
		% within Q22	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	5.88%
	\$100,001 to \$250,000	Count	0	0	0	0	2	0	2
		% within Q22	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	66.67%	0.00%	11.76%
	\$250,001 to \$500,000	Count	1	0	1	0	0	0	2
		% within Q22	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	12.50%	0.00%	33.33%	0.00%	0.00%	0.00%	11.76%
	\$500,001 to \$1 million	Count	3	0	1	0	0	0	4
		% within Q22	75.00%	0.00%	25.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	37.50%	0.00%	33.33%	0.00%	0.00%	0.00%	23.53%
	\$1 million to \$1.5 million	Count	1	0	1	0	0	0	2
		% within Q22	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	12.50%	0.00%	33.33%	0.00%	0.00%	0.00%	11.76%
	\$1.5 million to \$3 million	Count	0	0	0	0	0	0	0
		% within Q22	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	\$3 million to \$5 million	Count	1	0	0	0	1	1	3
		% within Q22	33.33%	0.00%	0.00%	0.00%	33.33%	33.33%	100.00%
		% within Business Ownership	12.50%	0.00%	0.00%	0.00%	33.33%	33.33%	17.65%
	Over \$5 million	Count	0	0	0	0	0	2	2
		% within Q22	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	66.67%	11.76%
Don't know	Count	1	0	0	0	0	0	1	
	% within Q22	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	5.88%	
Total	Count	8	0	3	0	3	3	17	
	% within Q22	47.06%	0.00%	17.65%	0.00%	17.65%	17.65%	100.00%	
	% within Business Ownership	100.00%	0.00%	100.00%	0.00%	100.00%	100.00%	100.00%	



**Q.23 Between 2016 and 2021 has your company applied for a LOAN or BUSINESS CREDIT? \* Business Ownership Cross Tabulation**

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
Between 2016 and 2021 has your company applied for a LOAN or BUSINESS CREDIT?	Yes	Count	9	1	4	1	8	6	29
		% within Q23	31.03%	3.45%	13.79%	3.45%	27.59%	20.69%	100.00%
		% within Business Ownership	45.00%	100.00%	33.33%	25.00%	27.59%	42.86%	36.25%
	No	Count	10	0	8	3	20	6	47
		% within Q23	21.28%	0.00%	17.02%	6.38%	42.55%	12.77%	100.00%
		% within Business Ownership	50.00%	0.00%	66.67%	75.00%	68.97%	42.86%	58.75%
	Unsure	Count	1	0	0	0	1	2	4
		% within Q23	25.00%	0.00%	0.00%	0.00%	25.00%	50.00%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	0.00%	3.45%	14.29%	5.00%
Total		Count	20	1	12	4	29	14	80
		% within Q23	25.00%	1.25%	15.00%	5.00%	36.25%	17.50%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.24 Was your LOAN or CREDIT APPLICATION APPROVED? \* Business Ownership Crosstabulation**

		Business Ownership						Total	
		African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women	Non-M/WBE		
Was your LOAN or CREDIT APPLICATION APPROVED?	Yes	Count	5	1	2	1	8	6	23
		% within Q24	21.74%	4.35%	8.70%	4.35%	34.78%	26.09%	100.00%
		% within Business Ownership	55.56%	100.00%	50.00%	100.00%	100.00%	100.00%	79.31%
	No	Count	4	0	2	0	0	0	6
		% within Q24	66.67%	0.00%	33.33%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	44.44%	0.00%	50.00%	0.00%	0.00%	0.00%	20.69%
	Unsure	Count	0	0	0	0	0	0	0
		% within Q24	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total		Count	9	1	4	1	8	6	29
		% within Q24	31.03%	3.45%	13.79%	3.45%	27.59%	20.69%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.25 Why do you think your CREDIT APPLICATION WAS DENIED? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women		Non-M/WBE
Why do you think your CREDIT APPLICATION WAS DENIED?	Owner's Race or ETHNICITY	Count	1	0	0	0	0	0	1
		% within Q25	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	16.67%
	Owner's Gender	Count	0	0	0	0	0	0	0
		% within Q25	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Both Race and Gender	Count	1	0	1	0	0	0	2
		% within Q25	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	25.00%	0.00%	50.00%	0.00%	0.00%	0.00%	33.33%
	Other	Count	0	0	1	0	0	0	1
		% within Q25	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	16.67%
Unsure	Count	2	0	0	0	0	0	2	
	% within Q25	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	
Total	Count	4	0	2	0	0	0	6	
	% within Q25	66.67%	0.00%	33.33%	0.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	

**Q. 26 Specify Other: REASON WHY YOU THOUGHT YOUR LOAN MIGHT BE DENIED \* Business Ownership Crosstabulation**

Hispanic American or Latino	
Bad credit	

**Q.27 Do PRIME CONTRACTORS or DIRECT VENDORS who contract with your company on public sector or government projects with M/WBE CONTRACT GOALS also solicit your company on projects (private or public) WITHOUT M/WBE CONTRACT GOALS? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women		Non-M/WBE
Do PRIME CONTRACTORS or DIRECT VENDORS who contract with your company on public sector or government projects with M/WBE CONTRACT GOALS also solicit your company on projects (private or public) WITHOUT M/WBE CONTRACT GOALS?	Yes	Count	7	0	0	2	4	2	15
		% within Q27	46.67%	0.00%	0.00%	13.33%	26.67%	13.33%	100.00%
		% within Business Ownership	50.00%	0.00%	0.00%	100.00%	30.77%	28.57%	34.88%
	No	Count	5	1	6	0	4	1	17
		% within Q27	29.41%	5.88%	35.29%	0.00%	23.53%	5.88%	100.00%
		% within Business Ownership	35.71%	100.00%	100.00%	0.00%	30.77%	14.29%	39.53%
	Unsure	Count	2	0	0	0	5	4	11
		% within Q27	18.18%	0.00%	0.00%	0.00%	45.45%	36.36%	100.00%
		% within Business Ownership	14.29%	0.00%	0.00%	0.00%	38.46%	57.14%	25.58%
Total		Count	14	1	6	2	13	7	43
		% within Q27	32.56%	2.33%	13.95%	4.65%	30.23%	16.28%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.28 As a PRIME CONTRACTOR or DIRECT VENDOR, do you SOLICIT QUOTES from MINORITY-OWNED or WOMEN-OWNED BUSINESS ENTERPRISES on private (non-governmental) contracts? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women		Non-M/WBE
As a PRIME CONTRACTOR or DIRECT VENDOR, do you SOLICIT QUOTES from MINORITY-OWNED or WOMEN-OWNED BUSINESS ENTERPRISES on private (non-governmental) contracts?	Yes	Count	4	0	3	1	8	3	19
		% within Q28	21.05%	0.00%	15.79%	5.26%	42.11%	15.79%	100.00%
		% within Business Ownership	66.67%	0.00%	50.00%	50.00%	44.44%	42.86%	48.72%
	No	Count	1	0	0	1	6	1	9
		% within Q28	11.11%	0.00%	0.00%	11.11%	66.67%	11.11%	100.00%
		% within Business Ownership	16.67%	0.00%	0.00%	50.00%	33.33%	14.29%	23.08%
	Not Applicable - Do Not Work in Private Sector	Count	0	0	1	0	1	1	3
		% within Q28	0.00%	0.00%	33.33%	0.00%	33.33%	33.33%	100.00%
		% within Business Ownership	0.00%	0.00%	16.67%	0.00%	5.56%	14.29%	7.69%
	Unsure	Count	1	0	2	0	3	2	8
		% within Q28	12.50%	0.00%	25.00%	0.00%	37.50%	25.00%	100.00%
		% within Business Ownership	16.67%	0.00%	33.33%	0.00%	16.67%	28.57%	20.51%
Total		Count	6	0	6	2	18	7	39
		% within Q28	15.38%	0.00%	15.38%	5.13%	46.15%	17.95%	100.00%
		% within Business Ownership	100.00%	0.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.29.1 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Harassment on the Jobsite \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Harassment on the Jobsite	Yes	Count	1	0	0	1	0	0	2
		% within Q29.1	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	25.00%	0.00%	0.00%	2.50%
	No	Count	16	1	10	2	27	12	68
		% within Q29.1	23.53%	1.47%	14.71%	2.94%	39.71%	17.65%	100.00%
		% within Business Ownership	80.00%	100.00%	90.91%	50.00%	87.10%	92.31%	85.00%
	Unsure	Count	3	0	1	1	4	1	10
		% within Q29.1	30.00%	0.00%	10.00%	10.00%	40.00%	10.00%	100.00%
		% within Business Ownership	15.00%	0.00%	9.09%	25.00%	12.90%	7.69%	12.50%
Total		Count	20	1	11	4	31	13	80
		% within Q29.1	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.29.2 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Prequalification requirements \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Prequalification requirements	Yes	Count	7	1	2	1	4	1	16
		% within Q29.2	43.75%	6.25%	12.50%	6.25%	25.00%	6.25%	100.00%
		% within Business Ownership	35.00%	100.00%	18.18%	25.00%	12.90%	7.69%	20.00%
	No	Count	8	0	7	2	24	11	52
		% within Q29.2	15.38%	0.00%	13.46%	3.85%	46.15%	21.15%	100.00%
		% within Business Ownership	40.00%	0.00%	63.64%	50.00%	77.42%	84.62%	65.00%
	Unsure	Count	5	0	2	1	3	1	12
		% within Q29.2	41.67%	0.00%	16.67%	8.33%	25.00%	8.33%	100.00%
		% within Business Ownership	25.00%	0.00%	18.18%	25.00%	9.68%	7.69%	15.00%
Total		Count	20	1	11	4	31	13	80
		% within Q29.2	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.29.3 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? An informal network of prime contractors and subcontractors that has excluded my company from doing business ("good ole boy" network) \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? An informal network of prime contractors and subcontractors that has excluded my company from doing business ("good ole boy" network)	Yes	Count	7	1	2	0	2	1	13
		% within Q29.3	53.85%	7.69%	15.38%	0.00%	15.38%	7.69%	100.00%
		% within Business Ownership	35.00%	100.00%	18.18%	0.00%	6.45%	7.69%	16.25%
	No	Count	8	0	7	2	24	11	52
		% within Q29.3	15.38%	0.00%	13.46%	3.85%	46.15%	21.15%	100.00%
		% within Business Ownership	40.00%	0.00%	63.64%	50.00%	77.42%	84.62%	65.00%
	Unsure	Count	5	0	2	2	5	1	15
		% within Q29.3	33.33%	0.00%	13.33%	13.33%	33.33%	6.67%	100.00%
		% within Business Ownership	25.00%	0.00%	18.18%	50.00%	16.13%	7.69%	18.75%
Total		Count	20	1	11	4	31	13	80
		% within Q29.3	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%



**Q.29.4 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Use of racial slurs or workplace violence, intimidation, or sabotage \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Use of racial slurs or workplace violence, intimidation, or sabotage	Yes	Count	3	0	0	1	1	1	6
		% within Q29.4	50.00%	0.00%	0.00%	16.67%	16.67%	16.67%	100.00%
		% within Business Ownership	15.00%	0.00%	0.00%	25.00%	3.23%	7.69%	7.50%
	No	Count	13	1	11	2	27	11	65
		% within Q29.4	20.00%	1.54%	16.92%	3.08%	41.54%	16.92%	100.00%
		% within Business Ownership	65.00%	100.00%	100.00%	50.00%	87.10%	84.62%	81.25%
	Unsure	Count	4	0	0	1	3	1	9
		% within Q29.4	44.44%	0.00%	0.00%	11.11%	33.33%	11.11%	100.00%
		% within Business Ownership	20.00%	0.00%	0.00%	25.00%	9.68%	7.69%	11.25%
Total	Count	20	1	11	4	31	13	80	
	% within Q29.4	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.29.5 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Exclusion from events, organizations, or business networks\* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Exclusion from events, organizations, or business networks	Yes	Count	7	0	1	1	0	0	9
		% within Q29.5	77.78%	0.00%	11.11%	11.11%	0.00%	0.00%	100.00%
		% within Business Ownership	35.00%	0.00%	9.09%	25.00%	0.00%	0.00%	11.25%
	No	Count	9	1	10	2	27	11	60
		% within Q29.5	15.00%	1.67%	16.67%	3.33%	45.00%	18.33%	100.00%
		% within Business Ownership	45.00%	100.00%	90.91%	50.00%	87.10%	84.62%	75.00%
	Unsure	Count	4	0	0	1	4	2	11
		% within Q29.5	36.36%	0.00%	0.00%	9.09%	36.36%	18.18%	100.00%
		% within Business Ownership	20.00%	0.00%	0.00%	25.00%	12.90%	15.38%	13.75%
Total	Count	20	1	11	4	31	13	80	
	% within Q29.5	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.29.6 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Collusion and conspiracy by trade by competitors and suppliers \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Collusion and conspiracy by trade by competitors and suppliers	Yes	Count	7	0	1	0	2	3	13
		% within Q29.6	53.85%	0.00%	7.69%	0.00%	15.38%	23.08%	100.00%
		% within Business Ownership	35.00%	0.00%	9.09%	0.00%	6.45%	23.08%	16.25%
	No	Count	7	1	9	2	27	9	55
		% within Q29.6	12.73%	1.82%	16.36%	3.64%	49.09%	16.36%	100.00%
		% within Business Ownership	35.00%	100.00%	81.82%	50.00%	87.10%	69.23%	68.75%
	Unsure	Count	6	0	1	2	2	1	12
		% within Q29.6	50.00%	0.00%	8.33%	16.67%	16.67%	8.33%	100.00%
		% within Business Ownership	30.00%	0.00%	9.09%	50.00%	6.45%	7.69%	15.00%
Total	Count	20	1	11	4	31	13	80	
	% within Q29.6	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.29.7 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Refusal by agencies, primes, suppliers, and/or customers to deal with minorities or women \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Refusal by agencies, primes, suppliers, and/or customers to deal with minorities or women	Yes	Count	7	0	1	0	1	0	9
		% within Q29.7	77.78%	0.00%	11.11%	0.00%	11.11%	0.00%	100.00%
		% within Business Ownership	35.00%	0.00%	9.09%	0.00%	3.23%	0.00%	11.25%
	No	Count	9	1	9	2	27	12	60
		% within Q29.7	15.00%	1.67%	15.00%	3.33%	45.00%	20.00%	100.00%
		% within Business Ownership	45.00%	100.00%	81.82%	50.00%	87.10%	92.31%	75.00%
	Unsure	Count	4	0	1	2	3	1	11
		% within Q29.7	36.36%	0.00%	9.09%	18.18%	27.27%	9.09%	100.00%
		% within Business Ownership	20.00%	0.00%	9.09%	50.00%	9.68%	7.69%	13.75%
Total	Count	20	1	11	4	31	13	80	
	% within Q29.7	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.29.8 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Obtaining Insurance (general liability, professional liability, etc.)\* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Obtaining Insurance (general liability, professional liability, etc.)	Yes	Count	3	0	0	0	1	0	4
		% within Q29.8	75.00%	0.00%	0.00%	0.00%	25.00%	0.00%	100.00%
		% within Business Ownership	15.00%	0.00%	0.00%	0.00%	3.23%	0.00%	5.00%
	No	Count	14	1	11	2	28	12	68
		% within Q29.8	20.59%	1.47%	16.18%	2.94%	41.18%	17.65%	100.00%
		% within Business Ownership	70.00%	100.00%	100.00%	50.00%	90.32%	92.31%	85.00%
	Unsure	Count	3	0	0	2	2	1	8
		% within Q29.8	37.50%	0.00%	0.00%	25.00%	25.00%	12.50%	100.00%
		% within Business Ownership	15.00%	0.00%	0.00%	50.00%	6.45%	7.69%	10.00%
Total	Count	20	1	11	4	31	13	80	
	% within Q29.8	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.29.9 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Double standards in measuring performance \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Double standards in measuring performance	Yes	Count	7	1	0	1	1	1	11
		% within Q29.9	63.64%	9.09%	0.00%	9.09%	9.09%	9.09%	100.00%
		% within Business Ownership	35.00%	100.00%	0.00%	25.00%	3.23%	7.69%	13.75%
	No	Count	9	0	11	2	26	11	59
		% within Q29.9	15.25%	0.00%	18.64%	3.39%	44.07%	18.64%	100.00%
		% within Business Ownership	45.00%	0.00%	100.00%	50.00%	83.87%	84.62%	73.75%
	Unsure	Count	4	0	0	1	4	1	10
		% within Q29.9	40.00%	0.00%	0.00%	10.00%	40.00%	10.00%	100.00%
		% within Business Ownership	20.00%	0.00%	0.00%	25.00%	12.90%	7.69%	12.50%
Total		Count	20	1	11	4	31	13	80
		% within Q29.9	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.29.10 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Denial of the opportunity to bid \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Denial of the opportunity to bid	Yes	Count	6	1	1	1	2	0	11
		% within Q29.10	54.55%	9.09%	9.09%	9.09%	18.18%	0.00%	100.00%
		% within Business Ownership	30.00%	100.00%	9.09%	25.00%	6.45%	0.00%	13.75%
	No	Count	10	0	10	2	25	12	59
		% within Q29.10	16.95%	0.00%	16.95%	3.39%	42.37%	20.34%	100.00%
		% within Business Ownership	50.00%	0.00%	90.91%	50.00%	80.65%	92.31%	73.75%
	Unsure	Count	4	0	0	1	4	1	10
		% within Q29.10	40.00%	0.00%	0.00%	10.00%	40.00%	10.00%	100.00%
		% within Business Ownership	20.00%	0.00%	0.00%	25.00%	12.90%	7.69%	12.50%
Total		Count	20	1	11	4	31	13	80
		% within Q29.10	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.29.11 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Unfair denial of contract award \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Unfair denial of contract award	Yes	Count	6	0	1	1	2	0	10
		% within Q29.11	60.00%	0.00%	10.00%	10.00%	20.00%	0.00%	100.00%
		% within Business Ownership	30.00%	0.00%	9.09%	25.00%	6.45%	0.00%	12.50%
	No	Count	9	1	8	2	26	12	58
		% within Q29.11	15.52%	1.72%	13.79%	3.45%	44.83%	20.69%	100.00%
		% within Business Ownership	45.00%	100.00%	72.73%	50.00%	83.87%	92.31%	72.50%
	Unsure	Count	5	0	2	1	3	1	12
		% within Q29.11	41.67%	0.00%	16.67%	8.33%	25.00%	8.33%	100.00%
		% within Business Ownership	25.00%	0.00%	18.18%	25.00%	9.68%	7.69%	15.00%
Total		Count	20	1	11	4	31	13	80
		% within Q29.11	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%



**Q.29.12 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Slow payment or non-payment for project work \* Business Ownership Crosstabulation**

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women	Non-M/WBE	
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Slow payment or non-payment for project work	Yes	Count	4	0	1	0	2	1	8
		% within Q29.12	50.00%	0.00%	12.50%	0.00%	25.00%	12.50%	100.00%
		% within Business Ownership	20.00%	0.00%	9.09%	0.00%	6.45%	7.69%	10.00%
	No	Count	13	1	10	2	26	11	63
		% within Q29.12	20.63%	1.59%	15.87%	3.17%	41.27%	17.46%	100.00%
		% within Business Ownership	65.00%	100.00%	90.91%	50.00%	83.87%	84.62%	78.75%
	Unsure	Count	3	0	0	2	3	1	9
		% within Q29.12	33.33%	0.00%	0.00%	22.22%	33.33%	11.11%	100.00%
		% within Business Ownership	15.00%	0.00%	0.00%	50.00%	9.68%	7.69%	11.25%
Total		Count	20	1	11	4	31	13	80
		% within Q29.12	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.29.13 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Unfair contract termination \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Unfair contract termination	Yes	Count	1	0	1	0	0	0	2
		% within Q29.13	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	9.09%	0.00%	0.00%	0.00%	2.50%
	No	Count	16	1	10	2	29	12	70
		% within Q29.13	22.86%	1.43%	14.29%	2.86%	41.43%	17.14%	100.00%
		% within Business Ownership	80.00%	100.00%	90.91%	50.00%	93.55%	92.31%	87.50%
	Unsure	Count	3	0	0	2	2	1	8
		% within Q29.13	37.50%	0.00%	0.00%	25.00%	25.00%	12.50%	100.00%
		% within Business Ownership	15.00%	0.00%	0.00%	50.00%	6.45%	7.69%	10.00%
Total		Count	20	1	11	4	31	13	80
		% within Q29.13	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.29.14 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment	Yes	Count	5	1	0	0	2	1	9
		% within Q29.4	55.56%	11.11%	0.00%	0.00%	22.22%	11.11%	100.00%
		% within Business Ownership	25.00%	100.00%	0.00%	0.00%	6.45%	7.69%	11.25%
	No	Count	11	0	11	2	27	11	62
		% within Q29.4	17.74%	0.00%	17.74%	3.23%	43.55%	17.74%	100.00%
		% within Business Ownership	55.00%	0.00%	100.00%	50.00%	87.10%	84.62%	77.50%
	Unsure	Count	4	0	0	2	2	1	9
		% within Q29.4	44.44%	0.00%	0.00%	22.22%	22.22%	11.11%	100.00%
		% within Business Ownership	20.00%	0.00%	0.00%	50.00%	6.45%	7.69%	11.25%
Total		Count	20	1	11	4	31	13	80
		% within Q29.4	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.29.15 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women		Non-M/WBE
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies	Yes	Count	7	0	0	0	1	1	9
		% within Q29.15	77.78%	0.00%	0.00%	0.00%	11.11%	11.11%	100.00%
		% within Business Ownership	35.00%	0.00%	0.00%	0.00%	3.23%	7.69%	11.25%
	No	Count	10	1	10	2	27	11	61
		% within Q29.15	16.39%	1.64%	16.39%	3.28%	44.26%	18.03%	100.00%
		% within Business Ownership	50.00%	100.00%	90.91%	50.00%	87.10%	84.62%	76.25%
	Unsure	Count	3	0	1	2	3	1	10
		% within Q29.15	30.00%	0.00%	10.00%	20.00%	30.00%	10.00%	100.00%
		% within Business Ownership	15.00%	0.00%	9.09%	50.00%	9.68%	7.69%	12.50%
Total		Count	20	1	11	4	31	13	80
		% within Q29.15	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.29.16 Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Other: (Please describe other discriminatory behaviors experienced) \* Business Ownership Crosstabulation**

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-Minority Women	Non-M/WBE	
Which of the following DISCRIMINATORY BEHAVIOR(S) have you experienced when attempting to do work or working in the PRIVATE SECTOR MARKET (non-governmental)? Other: (Please describe other discriminatory behaviors experienced)	Yes	Count	1	0	0	0	0	0	1
		% within Q29.16	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.25%
	No	Count	13	0	10	2	28	12	65
		% within Q29.16	20.00%	0.00%	15.38%	3.08%	43.08%	18.46%	100.00%
		% within Business Ownership	65.00%	0.00%	90.91%	50.00%	90.32%	92.31%	81.25%
	Unsure	Count	6	1	1	2	3	1	14
		% within Q29.16	42.86%	7.14%	7.14%	14.29%	21.43%	7.14%	100.00%
		% within Business Ownership	30.00%	100.00%	9.09%	50.00%	9.68%	7.69%	17.50%
Total		Count	20	1	11	4	31	13	80
		% within Q29.16	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.30 Specify Other: DISCRIMINATORY BEHAVIOR experienced while working or attempting to do work in the PRIVATE SECTOR**

African American or Black
ALREADY MENTIONED IN THIS SURVEY
Always being underestimated, undervalued and marginalized.
I have not worked with the City of Waco
Lack of outreach to targeted areas regarding bid processes.
No training no working capital
none
Preferential treatment to non profit organization
See Q13
They only do business with people the know.

Hispanic American or Latino
In general men prefer to do business with other men and have questioned my experience and knowledge in my field.
non payment
Private entities are no different than some public agencies in that they have preferred vendors they like to deal with because of friendship, personal knowledge of a company, appreciation of past work and trust. That is understandable. It is always a challenge breaking in to any organization whether private or public..
WHEN THEY SEE THAT WE ARE SENIOR (MID 60'S), MINORITY AND WOMAN, THEY DISMISS US OR DO NOT INCLUDE US, OR TALK AROUND US.
You should include a "Not Apply" response.

Native American/American Indian
ALL DISCRIMINATORY AND RACIAL BIAS, ALL RACIAL SLURS ALL RACIAL PROBLEMS ARE DIRECTED AT WHITE PEOPLE. I NEVER SEE WHITE PEOPLE COMMITTING THIS. WHITES ARE TREATED UNFAIRLY

Non-Minority Women
As a woman running an electrical contractor company I don't experience discriminatory behavior. I do encounter men who are just overly "macho" and talk to be different but that is just the way people are and it is not discriminatory
I said NO. I have nothing to describe.
Prequalification requirement designed to exclude small business. Appropriation of trade secrets and/or company work products.

Non-M/WBE
Good Ole Boy System
None
Prequalification requirement designed to exclude small business. Appropriation of trade secrets and/or company work products.

**Q.31 How did you become AWARE OF THE DISCRIMINATION against your company in the PRIVATE SECTOR? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women		Non-M/WBE
How did you become AWARE OF THE DISCRIMINATION against your company in the PRIVATE SECTOR?	Verbal comment	Count	5	1	0	0	3	1	10
		% within Q31	50.00%	10.00%	0.00%	0.00%	30.00%	10.00%	100.00%
		% within Business Ownership	41.67%	100.00%	0.00%	0.00%	60.00%	25.00%	38.46%
	Written statement/ documents	Count	1	0	0	0	2	1	4
		% within Q31	25.00%	0.00%	0.00%	0.00%	50.00%	25.00%	100.00%
		% within Business Ownership	8.33%	0.00%	0.00%	0.00%	40.00%	25.00%	15.38%
	Action was taken against the company	Count	2	0	0	0	0	1	3
		% within Q31	66.67%	0.00%	0.00%	0.00%	0.00%	33.33%	100.00%
		% within Business Ownership	16.67%	0.00%	0.00%	0.00%	0.00%	25.00%	11.54%
	Other action	Count	2	0	1	0	0	2	5
		% within Q31	40.00%	0.00%	20.00%	0.00%	0.00%	40.00%	100.00%
		% within Business Ownership	16.67%	0.00%	33.33%	0.00%	0.00%	50.00%	19.23%
Total		Count	12	1	3	1	5	4	26
		% within Q31	46.15%	3.85%	11.54%	3.85%	19.23%	15.38%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.32 Specify Other: WAY YOU BECAME AWARE OF PRIVATE SECTOR DISCRIMINATION \* Business Ownership**

African American or Black
ALREADY MENTIONED IN THIS SURVEY
Examination of City of Waco Economic development departments.
I really don't know what was said the only thing I do know I have bid on projects but never was awarded one
No resources
none

Hispanic American or Latino
BODY LANGUAGE SPEAKS VOLUMES.

Non-Minority Women
Word from folks in the company or client.

Non-M/WBE
Just general knowledge
Later saw the reuse of our company reports and templates.



**Q.33 Which of the following do you consider the REASON for your company BEING DISCRIMINATED AGAINST in the PRIVATE SECTOR? \* Business Ownership Crosstabulation**

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
Which of the following do you consider the REASON for your company BEING DISCRIMINATED AGAINST in the PRIVATE SECTOR?	Owner's Race or Ethnicity	Count	9	0	2	0	0	1	12
		% within Q28	75.00%	0.00%	16.67%	0.00%	0.00%	8.33%	100.00%
		% within Business Ownership	45.00%	0.00%	18.18%	0.00%	0.00%	7.69%	15.00%
	Owner's Gender	Count	0	0	1	0	2	0	3
		% within Q28	0.00%	0.00%	33.33%	0.00%	66.67%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	9.09%	0.00%	6.45%	0.00%	3.75%
	Both Race and Gender	Count	4	0	0	0	0	0	4
		% within Q28	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.00%
	Other	Count	2	1	4	2	11	8	28
		% within Q28	7.14%	3.57%	14.29%	7.14%	39.29%	28.57%	100.00%
		% within Business Ownership	10.00%	100.00%	36.36%	50.00%	35.48%	61.54%	35.00%
	Unsure	Count	5	0	4	2	18	4	33
		% within Q28	15.15%	0.00%	12.12%	6.06%	54.55%	12.12%	100.00%
		% within Business Ownership	25.00%	0.00%	36.36%	50.00%	58.06%	30.77%	41.25%
Total	Count	20	1	11	4	31	13	80	
	% within Q28	25.00%	1.25%	13.75%	5.00%	38.75%	16.25%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.34 Specify Other: REASON WHY YOU BELIEVE YOUR COMPANY WAS DISCRIMINATED AGAINST IN THE PRIVATE SECTOR. ENTER 'NO COMMENT' IF YOU CHOOSE NOT TO DESCRIBE IT. \* Business Ownership**

African American or Black
I have not worked with the City of Waco
Wanted a particular non profit to win
Asian American
Understaffed government departments do not allow time for fair process
Hispanic American or Latino
AGE/ IT'S A BIG PROBLEM.
No comment
None
Our credentials are solid, ongoing, and decades long. I do not believe that our lack of more private work is based on discrimination. Our most potential opportunity was based on price. We did not meet their price expectation, and that was understandable, but they in fact were not realistic about their total probable development cost and the multiple layers of service required to undertake the project. We would rather walk away than enter into a losing proposition.
Native American/American Indian
No discrimination
THE WHIT PEOPLE ARE TREATED UNFAIRLY
Non-M/WBE
Age
Good Ole Boy System
None
Small business. For example, prime contractor believes trade secrets/work products can be appropriated because too expensive to defend the proprietary materials.

**Q.35 Please describe the DISCRIMINATION you experienced. (ENTER 'NO COMMENT' IF YOU DO NOT WANT TO DESCRIBE IT. \* Business Ownership Crosstabulation**

African American or Black
I have not worked with the City of Waco
I originally submitted the lowest bid. The bid request was then pulled and then awarded to the non profit with no explanation
Asian American
You can't gain past performance if it is always required.
Hispanic American
None
None detected, except for pricing.
We are not spoken to directly (except when it cannot be avoided), we are not invited to participate, eye-contact avoidance, body language shows we are not included in small group discussions, etc.
Native American/American Indian
PEOPLE DISCRIMINATE AGAINST THE WHITE PEOPLE ON MY TEAM.
Non-Minority Women
already done
I have no answer to this. WE HAVE NOT EXPERIENCED DISCRIMINATION.
None
Non-M/WBE
Good ol boys network
None
none, no discrimination
Not awarded projects, Our numbers were secretly given to others in our field
See previous

**Q.36 Have you experienced or observed a situation in which a prime contractor or direct vendor INCLUDES M/WBE SUBCONTRACTORS on a bid or proposal (to satisfy the "good faith effort" requirements) and then DROPS and/or REPLACES the company as a subcontractor after winning the award for no legitimate reason? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women		Non-M/WBE
Have you experienced or observed a situation in which a prime contractor or direct vendor INCLUDES M/WBE SUBCONTRACTORS on a bid or proposal (to satisfy the "good faith effort" requirements) and then DROPS and/or REPLACES the company as a subcontractor after winning the award for no legitimate reason?	Yes	Count	9	1	4	0	4	1	19
		% within Q36	47.37%	5.26%	21.05%	0.00%	21.05%	5.26%	100.00%
		% within Business Ownership	45.00%	100.00%	33.33%	0.00%	13.79%	7.14%	23.75%
	No	Count	7	0	8	3	21	13	52
		% within Q36	13.46%	0.00%	15.38%	5.77%	40.38%	25.00%	100.00%
		% within Business Ownership	35.00%	0.00%	66.67%	75.00%	72.41%	92.86%	65.00%
	Unsure	Count	4	0	0	1	4	0	9
		% within Q36	44.44%	0.00%	0.00%	11.11%	44.44%	0.00%	100.00%
		% within Business Ownership	20.00%	0.00%	0.00%	25.00%	13.79%	0.00%	11.25%
Total		Count	20	1	12	4	29	14	80
		% within Q36	25.00%	1.25%	15.00%	5.00%	36.25%	17.50%	100.00%
		% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.37 Please describe the situation. \* Business Ownership Crosstabulation**

African American or Black
Although this situation is not directly with the City of Waco, Texas State Technical College (TSTC) Waco Main Campus did exactly that. Our Company was used as a minority prime contractor to secure over \$29,000,000.00 from the State of Texas, which we had performed all the inspections, only for them to retain a White-Owned Company to perform the work. Our Company was denied the work they used their minority status to obtain state funding.
I see it all the time and it happened to us recently with companies like Azteca-Omega, Ferrovia, Weber, Largo Concrete to be exact.
No
Asian American
Prime contractors in Texas are not required to use the minority sub. They are still paid even if they "fail" their minority use plan.
Hispanic American or Latino
I won't be project specific, but it has happened to us with larger A/E companies who include us and then decide they can do it all themselves. But when presented with such situations, we have to know that it is a lost cause and we are not about to force anyone to work with us only to end up in a forced contentious contract arrangement. We simply never respond to them again.
Not soefic to Waco...Contractors have contacted us to meet to discuss our bid after winning a city bid and then canceled meeting and did not call back.
They have called us to bid on event production 24 hours before the bid was due and asked for outlandish things that we have never had to give on a bid. We have been doing this for almost 20 years in Denver, CO and now Waco. We are very well versed in bidding and we are a very professional company. The bidding process is purposely unfair so that they can continue to go with the company out of Oklahoma. It's sickening. Money should stay in waco.
Non-Minority Women
City of Dallas, which went to litigation and not sure ever resolved. We were asked to bid when the issue arose and refused due to pending litigation. Also, I designed the conference and meeting space AV and then the City without telling us had an AV company on contract that then went to our manufacturers and stole the designs and business, because they had a contract we were not aware of. This has happened repeatedly for the last 10 years. We have since refused to bid on AV Projects for the City.
Occurred on DOT project
rather not say
Non-M/WBE
No comment

**Q.38 What is the ZIP CODE where your business is located? \* Business Ownership Crosstabulation**

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
What is the ZIP CODE where your business is located?	75001	Count	0	0	0	0	0	1	1
		% within 38	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
% within Business Ownership		0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%	
If you have multiple locations, please specify the zip code for the business location in the closest proximity to the City.	75006	Count	0	0	0	0	1	0	1
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
	75019	Count	1	0	0	0	0	0	1
		% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
	75039	Count	0	0	0	0	1	0	1
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
	75040	Count	1	0	0	0	0	0	1
		% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
	75050	Count	0	0	0	0	1	0	1
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
	75052	Count	2	0	0	0	1	0	3
		% within 38	66.67%	0.00%	0.00%	0.00%	33.33%	0.00%	100.00%

		Business Ownership							Total
		African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women	Non-M/WBE		
	% within Business Ownership	10.00%	0.00%	0.00%	0.00%	3.13%	0.00%	3.61%	
75115	Count	1	0	0	0	0	0	1	
	% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%	
75154	Count	1	0	1	0	0	0	2	
	% within 38	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	5.00%	0.00%	8.33%	0.00%	0.00%	0.00%	2.41%	
75205	Count	0	0	0	0	1	0	1	
	% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%	
75206	Count	0	0	0	0	1	0	1	
	% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%	
75215	Count	1	0	0	0	0	0	1	
	% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%	
75227	Count	0	0	1	0	0	0	1	
	% within 38	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%	
75229	Count	0	0	0	0	1	0	1	
	% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	

		Business Ownership							Total
		African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women	Non-M/WBE		
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%	
75230	Count	0	0	0	0	0	1	1	
	% within 38	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%	
75231	Count	0	0	0	0	0	1	1	
	% within 38	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%	
75240	Count	1	0	0	0	0	0	1	
	% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%	
75243	Count	0	0	0	0	0	1	1	
	% within 38	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%	
75803	Count	0	1	0	0	0	0	1	
	% within 38	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	1.20%	
76006	Count	1	0	0	1	0	0	2	
	% within 38	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	5.00%	0.00%	0.00%	25.00%	0.00%	0.00%	2.41%	
76011	Count	1	0	0	0	0	0	1	
	% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	



		Business Ownership							Total
		African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women	Non-M/WBE		
	% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
76022	Count	0	0	1	0	0	0	0	1
	% within 38	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
	% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	0.00%	1.20%
76028	Count	0	0	0	1	0	0	0	1
	% within 38	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
	% within Business Ownership	0.00%	0.00%	0.00%	25.00%	0.00%	0.00%	0.00%	1.20%
76063	Count	0	0	0	0	1	0	0	1
	% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	0.00%	1.20%
76065	Count	0	0	0	1	0	0	0	1
	% within 38	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
	% within Business Ownership	0.00%	0.00%	0.00%	25.00%	0.00%	0.00%	0.00%	1.20%
76088	Count	0	0	0	0	1	0	0	1
	% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	0.00%	1.20%
76110	Count	1	0	0	0	0	0	0	1
	% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
	% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
76112	Count	1	0	0	0	0	0	0	1
	% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
		% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
76177		Count	1	0	0	0	0	0	1
		% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
76248		Count	0	0	0	0	1	0	1
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
76426		Count	0	0	0	0	1	0	1
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
76513		Count	0	0	0	0	1	0	1
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
76550		Count	0	0	1	0	0	0	1
		% within 38	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
76574		Count	1	0	0	0	0	0	1
		% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
76621		Count	0	0	1	0	0	0	1
		% within 38	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%

		Business Ownership							Total
		African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE		
	% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%	
76634	Count	0	0	0	0	1	0	1	
	% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%	
76643	Count	0	0	0	0	1	0	1	
	% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%	
76701	Count	0	0	0	0	0	2	2	
	% within 38	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	14.29%	2.41%	
76704	Count	1	0	0	0	0	0	1	
	% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%	
76706	Count	0	0	1	0	2	0	3	
	% within 38	0.00%	0.00%	33.33%	0.00%	66.67%	0.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	8.33%	0.00%	6.25%	0.00%	3.61%	
76707	Count	0	0	1	0	0	0	1	
	% within 38	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	
	% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%	
76708	Count	0	0	0	0	1	1	2	
	% within 38	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	100.00%	

		Business Ownership						Total
		African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	7.14%	2.41%
76710	Count	1	0	0	0	1	2	4
	% within 38	25.00%	0.00%	0.00%	0.00%	25.00%	50.00%	100.00%
	% within Business Ownership	5.00%	0.00%	0.00%	0.00%	3.13%	14.29%	4.82%
76712	Count	0	0	0	0	2	3	5
	% within 38	0.00%	0.00%	0.00%	0.00%	40.00%	60.00%	100.00%
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	6.25%	21.43%	6.02%
77019	Count	0	0	0	0	0	1	1
	% within 38	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%
77808	Count	0	0	1	0	0	0	1
	% within 38	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
	% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
77836	Count	0	0	0	0	0	1	1
	% within 38	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%
77840	Count	0	0	0	0	1	0	1
	% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
77845	Count	0	0	0	0	1	0	1
	% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women	Non-M/WBE	
77861	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%	
	Count	0	0	1	0	0	0	1	
	% within 38	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	
78613	% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%	
	Count	0	0	0	0	1	0	1	
	% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	
78621	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%	
	Count	1	0	0	0	0	0	1	
	% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
78641	% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%	
	Count	0	0	1	0	0	0	1	
	% within 38	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	
78642	% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%	
	Count	0	0	0	0	1	0	1	
	% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	
78653	% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%	
	Count	1	0	0	0	0	0	1	
	% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
78681	% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%	
	Count	0	0	0	1	0	0	1	
	% within 38	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	
78703	% within Business Ownership	0.00%	0.00%	0.00%	25.00%	0.00%	0.00%	1.20%	
	Count	0	0	0	0	1	0	1	

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women	Non-M/WBE	
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
78720		Count	0	0	0	0	1	0	1
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
78726		Count	0	0	0	0	1	0	1
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
78734		Count	0	0	0	0	1	0	1
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
78738		Count	0	0	0	0	1	0	1
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
78746		Count	0	0	0	0	1	0	1
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
78750		Count	1	0	0	0	0	0	1
		% within 38	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
78753		Count	1	0	1	0	0	0	2
		% within 38	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	8.33%	0.00%	0.00%	0.00%	2.41%

			Business Ownership						Total
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
	78759	Count	0	0	1	0	1	0	2
		% within 38	0.00%	0.00%	50.00%	0.00%	50.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	8.33%	0.00%	3.13%	0.00%	2.41%
	88540	Count	0	0	0	0	1	0	1
		% within 38	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
Total	Count	20	1	12	4	32	14	83	
	% within 38	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.39 For the zip code you provide, what is the City where your business is located? \* Business Ownership Crosstabulation

			Business Ownership						Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE		
For the zip code you provide, what is the City where your business is located?	76710	76710	Count	0	0	0	0	0	1	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%
	76712	76712	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
	Abbott	76621	Count	0	0	1	0	0	0	1
			% within Q39	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
	Addison	75001	Count	0	0	0	0	0	1	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%
	Arlington	76006	Count	0	0	0	1	0	0	1
			% within Q39	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	25.00%	0.00%	0.00%	1.20%



			Business Ownership						Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE		
		76011	Count	1	0	0	0	0	0	1
			% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
	ARLINGTON	76006	Count	1	0	0	0	0	0	1
			% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
	Austin	78703	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
		78720	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
		78726	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
78746		Count	0	0	0	0	1	0	1	
		% within	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	

			Business Ownership						Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE		
		78753	Q39							
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
			Count	1	0	0	0	0	0	1
		% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	
		% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%	
		78759	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
		Austin Texas	78753	Count	0	0	1	0	0	0
	% within Q39			0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
	% within Business Ownership			0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
	Austin, Texas	78750	Count	1	0	0	0	0	0	1
			% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
	AUSTIN, Texas	78759	Count	0	0	1	0	0	0	1
% within Q39			0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	

				Business Ownership						Total
				African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
			% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
Bedford	76022	Count		0	0	1	0	0	0	1
		% within Q39		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership		0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
Belton	76513	Count		0	0	0	0	1	0	1
		% within Q39		0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership		0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
Bridgeport	76426	Count		0	0	0	0	1	0	1
		% within Q39		0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership		0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
Bryan	77808	Count		0	0	1	0	0	0	1
		% within Q39		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership		0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
burleson	76028	Count		0	0	0	1	0	0	1
		% within Q39		0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership		0.00%	0.00%	0.00%	25.00%	0.00%	0.00%	1.20%

			Business Ownership						Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE		
	Caldwell	77836	Count	0	0	0	0	0	1	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%
	Carrollton	75006	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
	Cedar Park	78613	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
	Clifton	76634	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
	College Station	77840	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
		77845	Count	0	0	0	0	1	0	1
			% within	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%

				Business Ownership						Total
				African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
			Q39							
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
	COPPELL	75019	Count	1	0	0	0	0	0	1
			% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
	Dallas	75154	Count	0	0	1	0	0	0	1
			% within Q39	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
		75205	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
		75206	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
		75215	Count	1	0	0	0	0	0	1
			% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%

				Business Ownership						Total
				African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
		75227	Count	0	0	1	0	0	0	1
			% within Q39	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
		75229	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
		75230	Count	0	0	0	0	0	1	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%
		75240	Count	1	0	0	0	0	0	1
			% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
		75243	Count	0	0	0	0	0	1	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%

			Business Ownership						Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE		
	Dallas Texas	75231	Count	0	0	0	0	0	1	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%
	DESOTO	75115	Count	1	0	0	0	0	0	1
			% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
	Elgin	78621	Count	1	0	0	0	0	0	1
			% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
	Fort Worth	76112	Count	1	0	0	0	0	0	1
			% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
		76177	Count	1	0	0	0	0	0	1
			% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
	FORT WORTH	76110	Count	1	0	0	0	0	0	1
			% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%

				Business Ownership						Total
				African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
Garland	75040	Count	1	0	0	0	0	0	0	1
		% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
Glenn Heights	75154	Count	1	0	0	0	0	0	0	1
		% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
Grand Prairie	75050	Count	0	0	0	0	1	0	0	1
		% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	0.00%	1.20%
	75052	Count	2	0	0	0	1	0	0	3
		% within Q39	66.67%	0.00%	0.00%	0.00%	33.33%	0.00%	0.00%	100.00%
		% within Business Ownership	10.00%	0.00%	0.00%	0.00%	3.13%	0.00%	0.00%	3.61%
Hewitt	76643	Count	0	0	0	0	1	0	0	1
		% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	0.00%	1.20%



			Business Ownership						Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE		
	Houston	77019	Count	0	0	0	0	0	1	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%
	Iola	77861	Count	0	0	1	0	0	0	1
			% within Q39	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
	Irving	75039	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
	Keller	76248	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
	Lakeway	78734	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
78738		Count	0	0	0	0	1	0	1	
		% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	

				Business Ownership						Total
				African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
LAMPASAS	76550	Count		0	0	1	0	0	0	1
		% within Q39		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership		0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
Leander	78641	Count		0	0	1	0	0	0	1
		% within Q39		0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership		0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
Liberty Hill	78642	Count		0	0	0	0	1	0	1
		% within Q39		0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership		0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
Manor tx	78653	Count		1	0	0	0	0	0	1
		% within Q39		100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership		5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
Mansfield	76063	Count		0	0	0	0	1	0	1
		% within Q39		0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
		% within Business Ownership		0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%

			Business Ownership						Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE		
	MIDLOTHIAN, TX	76065	Count	0	0	0	1	0	0	1
			% within Q39	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	25.00%	0.00%	0.00%	1.20%
	Piscataway NJ	88540	Count	0	0	0	0	1	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
	Robinson	76706	Count	0	0	1	0	0	0	1
			% within Q39	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%
ROBINSON	76706	Count	0	0	0	0	1	0	1	
		% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%	
Round Rock	78681	Count	0	0	0	1	0	0	1	
		% within Q39	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	
		% within Business Ownership	0.00%	0.00%	0.00%	25.00%	0.00%	0.00%	1.20%	
Taylor	76574	Count	1	0	0	0	0	0	1	
		% within	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	

				Business Ownership						Total
				African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
			Q39							
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
			Count	0	1	0	0	0	0	1
	Tyler	75803	% within Q39	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	1.20%
			Count	0	0	0	0	0	1	1
	waco	76710	% within Q39	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%	1.20%
			Count	0	0	0	0	0	2	2
	Waco	76701	% within Q39	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	14.29%	2.41%
			Count	1	0	0	0	0	0	1
		76704	% within Q39	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
			Count	0	0	0	0	1	0	1
		76706	% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
			Count	0	0	0	0	1	0	1

				Business Ownership						Total
				African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women	Non-M/WBE	
			Ownership							
		76708	Count	0	0	0	0	1	1	2
			% within Q39	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	7.14%	2.41%
		76710	Count	1	0	0	0	1	0	2
			% within Q39	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%	100.00%
			% within Business Ownership	5.00%	0.00%	0.00%	0.00%	3.13%	0.00%	2.41%
		76712	Count	0	0	0	0	1	2	3
			% within Q39	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%	100.00%
	% within Business Ownership		0.00%	0.00%	0.00%	0.00%	3.13%	14.29%	3.61%	
	WACO	76712	Count	0	0	0	0	0	0	1
			% within Q39	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.20%
	Waco Tx.	76707	Count	0	0	1	0	0	0	1
			% within Q39	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
% within Business Ownership			0.00%	0.00%	8.33%	0.00%	0.00%	0.00%	1.20%	
Weatherford	76088	Count	0	0	0	0	1	0	1	

				Business Ownership						Total
				African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE	
			% within Q39	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
			% within Business Ownership	0.00%	0.00%	0.00%	0.00%	3.13%	0.00%	1.20%
Total			Count	20	1	12	4	32	14	83
			% within Q39	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%
			% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Q.40 What is your company's PRIMARY LINE OF BUSINESS? \* Business Ownership Crosstabulation**

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women		Non-M/WBE
What is your company's PRIMARY LINE OF BUSINESS?	Construction	Count	4	0	2	2	5	6	19
		% within Q40	21.05%	0.00%	10.53%	10.53%	26.32%	31.58%	100.00%
		% within Business Ownership	20.00%	0.00%	16.67%	50.00%	15.63%	42.86%	22.89%
	Architectural & Engineering	Count	1	0	2	0	1	1	5
		% within Q40	20.00%	0.00%	40.00%	0.00%	20.00%	20.00%	100.00%
		% within Business Ownership	5.00%	0.00%	16.67%	0.00%	3.13%	7.14%	6.02%
	Professional Services	Count	9	0	3	0	16	4	32
		% within Q40	28.13%	0.00%	9.38%	0.00%	50.00%	12.50%	100.00%
		% within Business Ownership	45.00%	0.00%	25.00%	0.00%	50.00%	28.57%	38.55%
	Non-Professional Services	Count	3	1	5	0	3	0	12
		% within Q40	25.00%	8.33%	41.67%	0.00%	25.00%	0.00%	100.00%
		% within Business Ownership	15.00%	100.00%	41.67%	0.00%	9.38%	0.00%	14.46%
	Goods And Equipment	Count	3	0	0	2	7	3	15
		% within Q40	20.00%	0.00%	0.00%	13.33%	46.67%	20.00%	100.00%
		% within Business Ownership	15.00%	0.00%	0.00%	50.00%	21.88%	21.43%	18.07%
Total	Count	20	1	12	4	32	14	83	
	% within Q40	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.41 Please explain your company's Primary Line of Business.**

African American or Black
Apparel... t shirts
Art
Signage
Transportation
Transporttion/Logistics

Hispanic American or Latino
Automotive Lifts for Cars, Trucks, Trains and Buses. We lift vehicles so mechanics can work on the vehicles.
Consulting
CUSTOM SCREENPRINTED APPAREL AND PROMOTIONAL ITEMS.
Professional production: sound, lighting and staging for events.
Security contractor

Non-Minority Women
AC & HEATING INSTALLATION & REPAIR
Consulting, Design Build of IT, AV, VoIP, Cyber Security and integration. Outsourced Management of all of our services. More than just Managed services.
Ice skating rink
Maintain, Service, & Repair all makes & models of Elevators on the Market today. Sell, Repair & Maintain all makes & Models of Handicap Lifts, Overhead Patient Lifts & Pool Lifts on the Market Today.
Sales & service of two-way radio communications systems, mass notification systems, and vehicle upfitting.
Wholesale fuel supplier



**Q.42 What is the average NUMBER OF EMPLOYEES on your company's payroll, including full-time and part-time staff?\*** Business Ownership Crosstabulation

		Business Ownership						Total	
		African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women	Non-M/WBE		
What is the average NUMBER OF EMPLOYEES on your company's payroll, including full-time and part-time staff?	None	Count	1	0	1	0	1	0	3
		% within Q42	33.33%	0.00%	33.33%	0.00%	33.33%	0.00%	100.00%
		% within Business Ownership	5.00%	0.00%	8.33%	0.00%	3.13%	0.00%	3.61%
	1-20 employees	Count	18	1	11	4	23	9	66
		% within Q42	27.27%	1.52%	16.67%	6.06%	34.85%	13.64%	100.00%
		% within Business Ownership	90.00%	100.00%	91.67%	100.00%	71.88%	64.29%	79.52%
	21-50 employees	Count	0	0	0	0	4	3	7
		% within Q42	0.00%	0.00%	0.00%	0.00%	57.14%	42.86%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	12.50%	21.43%	8.43%
	51-75 employees	Count	1	0	0	0	1	1	3
		% within Q42	33.33%	0.00%	0.00%	0.00%	33.33%	33.33%	100.00%
		% within Business Ownership	5.00%	0.00%	0.00%	0.00%	3.13%	7.14%	3.61%
	76-100 employees	Count	0	0	0	0	0	0	0
		% within Q42	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	101-300 employees	Count	0	0	0	0	3	1	4
		% within Q42	0.00%	0.00%	0.00%	0.00%	75.00%	25.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	9.38%	7.14%	4.82%
	301-500 employees	Count	0	0	0	0	0	0	0
		% within Q42	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	500+	Count	0	0	0	0	0	0	0
		% within Q42	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	Count	73	5	5	0		45	130	
	% within Q42	56.15%	3.85%	3.85%	0.00%		34.62%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	0.00%		100.00%	100.00%	

**Q.43 Which of the following categories best approximates your company's gross revenues for the calendar year 2021? \* Business Ownership Crosstabulation**

		Business Ownership						Total	
		African American or Black	Asian American	Hispanic American or Latino	Native American/ American Indian	Non-minority Women	Non-M/WBE		
Which of the following categories best approximates your company's gross revenues for the calendar year 2021?	Up to \$50,000?	Count	3	1	1	0	0	0	5
		% within Q43	60.00%	20.00%	20.00%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	15.00%	100.00%	8.33%	0.00%	0.00%	0.00%	6.02%
	\$50,001 to \$100,000?	Count	2	0	4	0	0	0	6
		% within Q43	33.33%	0.00%	66.67%	0.00%	0.00%	0.00%	100.00%
		% within Business Ownership	10.00%	0.00%	33.33%	0.00%	0.00%	0.00%	7.23%
	\$100,001 to \$300,000?	Count	5	0	2	1	6	0	14
		% within Q43	35.71%	0.00%	14.29%	7.14%	42.86%	0.00%	100.00%
		% within Business Ownership	25.00%	0.00%	16.67%	25.00%	18.75%	0.00%	16.87%
	\$300,001 to \$500,000?	Count	1	0	2	0	2	1	6
		% within Q43	16.67%	0.00%	33.33%	0.00%	33.33%	16.67%	100.00%
		% within Business Ownership	5.00%	0.00%	16.67%	0.00%	6.25%	7.14%	7.23%
	\$500,001 to \$1 million?	Count	4	0	0	0	5	2	11
		% within Q43	36.36%	0.00%	0.00%	0.00%	45.45%	18.18%	100.00%
		% within Business Ownership	20.00%	0.00%	0.00%	0.00%	15.63%	14.29%	13.25%
\$1,000,001 to \$3 million?	Count	3	0	1	2	5	1	12	
	% within Q43	25.00%	0.00%	8.33%	16.67%	41.67%	8.33%	100.00%	
	% within Business Ownership	15.00%	0.00%	8.33%	50.00%	15.63%	7.14%	14.46%	

			Business Ownership					Total	
			African American or Black	Asian American	Hispanic American or Latino	Native American/American Indian	Non-minority Women		Non-M/WBE
	\$3,000,001 to \$5 million?	Count	1	0	1	0	2	1	5
		% within Q43	20.00%	0.00%	20.00%	0.00%	40.00%	20.00%	100.00%
		% within Business Ownership	5.00%	0.00%	8.33%	0.00%	6.25%	7.14%	6.02%
	\$5,000,001 to \$10 million?	Count	0	0	0	0	5	4	9
		% within Q43	0.00%	0.00%	0.00%	0.00%	55.56%	44.44%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	0.00%	15.63%	28.57%	10.84%
	Over \$10 million?	Count	0	0	0	1	2	3	6
		% within Q43	0.00%	0.00%	0.00%	16.67%	33.33%	50.00%	100.00%
		% within Business Ownership	0.00%	0.00%	0.00%	25.00%	6.25%	21.43%	7.23%
Prefer Not to answer	Count	1	0	1	0	5	2	9	
	% within Q43	11.11%	0.00%	11.11%	0.00%	55.56%	22.22%	100.00%	
	% within Business Ownership	5.00%	0.00%	8.33%	0.00%	15.63%	14.29%	10.84%	
Total	Count	20	1	12	4	32	14	83	
	% within Q43	24.10%	1.20%	14.46%	4.82%	38.55%	16.87%	100.00%	
	% within Business Ownership	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

**Q.44 Do you have any other FEEDBACK or INFORMATION that you would like to share about the City, working with prime firms/direct vendors, or working with subcontractors/suppliers? IF YOU DO NOT HAV ANY FEEDBACK, PLEASE ENTER 'NONE.' \* Business Ownership Crosstabulation**

African American or Black
I am trying to get contracts so that I can hire employees and create jobs.
I would like to see vending opportunities and training from the city of Waco. More assistance with marketing the small and minority-owned business with the tourism budget and the economic development funding. I also would like to see more city incentives and programs for minority businesses, such as tax abatements, procurement, and credits.
None
Thank you
The City of Waco can perform a lot of work with Tax-Payer money if they can desist from racial discrimination. Our Company is competent and very qualified to provide a wide verity of Environmental Consulting Services at reduced costs to any government agency.
Yea, there are multiple playing parts when it comes to the racial and discriminatory actions of this city AND how they hide it. Never leaving a paper trail.

Hispanic American or Latino
It would be good to be notified of RFQs for engineering services and have a pre-proposal meeting where our firm can express interest as a subconsultant for that project. It would also be good to list the goals more prominently in the initial part of the solicitation.
None
Permit process does not flow very well.
Should consider including a "Not Apply" response.
The questions are loaded to imply discrimination is happening. WE HAVE NOT EXPERIENCED THIS IN ANY WAY
We are not the only company who has experienced this. We are summit group event services, loaded sound and Hendrix productions have also had issues with getting bids from the city.

Non-Minority Women
Always, keep track of commitments, bids and how they are awarded, our experience is not favorable and we have wasted a lot of engineering, design and sales efforts for little to no return on our investment.
Dealing with government entities is too time consuming and burdensome for little or no return.
In my line of work all of the men put the company in their wifes name so they can get contracts awarded based on gender. I chose to go another route. We have been in business 9 years with zero advertising and no web site. Our customers generally use us once and stay as a customer. If we find out our customer gave our very detailed information and scope to another company then we terminate them as a customer.
Let me know if I need to sign up with the City to be considered by their real estate providers for appraisal review services on civil engineering or other city related projects.
This is not applicable to our business.
WFD has consistently demonstrated lack of commitment to buying or even consulting with local vendors of products purchased

Non-M/WBE
City of Waco is great to work with and very professional.
No
Yes, We are TIPS certified, Perfect record, Provide very detailed and clear written proposals and it seems we are only used to provide "Budget" numbers and then never awarded a project. And feel as though our numbers were being shared with others "Good Old Boy System"

# Appendix F : In-Depth Interview Guide

## Phone Screening

Hello. My name is \_\_\_\_\_ and I am calling on behalf of the City of Waco to speak with businesses that do business or have attempted to do business on City contracts or projects.

Is this \_\_\_\_\_ (Company's name)? IF THE COMPANY NAME IS VERIFIED, CONTINUE.

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

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

The City of Waco has hired MGT Consulting Group to conduct a Disparity Study to assess the effects of race, ethnicity, and gender on businesses' ability to do business in the Waco region, acquire capital or bonding, and win contracts or subcontracts.

Gathering feedback and input from businesses is one of the most important elements of the study - collecting information from firms in the City about any discriminatory experiences they have had working in the private and public markets. The results of the study will provide guidance regarding any potential implementation of an M/WBE program.

The interview will last approximately 45 minutes.

**When can we schedule your interview to receive your input and recommendations on doing business on City projects or contracts?**

**NOTE: Once the interview date is scheduled, send an email reminder along with the pre-interview survey link. The survey questionnaire should be completed prior to the scheduled interview date.**

***Pre-Interview Questions via Qualtrics*** – Firms that agree to participate in an interview will be provided with a link to complete pre-interview questions. The pre-interview will provide clarity and focus on specific questions for the interviewee.

## Survey Introduction

The City of Waco has retained MGT Consulting Group to conduct a Disparity Study. The overall purpose of the Disparity Study is to assess the effects of race, ethnicity, and gender on businesses' ability to do business in the City's marketplace, acquire capital or bonding and win contracts or subcontracts. The purpose of this pre-interview survey is to learn more about your firm and streamline the interview to questions about your specific business experiences doing business in the City's marketplace. Your responses to this research survey and interview responses will be aggregated for the overall analysis and used only for the disparity study. Individual information is kept confidential.

Your firm has been randomly selected to participate in the study to ascertain your experiences of doing business or attempting to do business with the City and in the marketplace and to share your experiences of whether race and/or gender affect your ability to do business in the marketplace.

The survey and subsequent interview should be completed by the company's Owner, CEO, President, Vice President, or other decision-making authority with in-depth knowledge of the company. Questions in this survey relate to company ownership, contracting, and experience in doing business with the City and in the marketplace.

This is a great opportunity for you to provide feedback regarding your experience doing business with or attempting to do business with the City. The survey can be completed in 5 minutes or less.

1. Please provide Company Name
  - a. \_\_\_\_\_
  
2. What is your title?
  - a. Owner/Principal/Partner/Founder
  - b. CEO/President
  - c. Vice President/ Executive Director/Financial Officer
  - d. Other (What is your official title?)
  - e. \_\_\_\_\_
  
3. Please provide your name just in case we have any further questions.
  - a. \_\_\_\_\_
  
4. Is at least 51 percent of your company owned, managed, and controlled by a woman or women?
  - a. Yes
  - b. No
  
5. Please identify the race or ethnicity of the person or people that own, manage, and control at least 51 percent of your company.
  - a. Asian American
  - b. Black/African American
  - c. Caucasian (non-Hispanic)
  - d. Hispanic American or Latino
  - e. Native American/American Indian
  - f. Other - (Please specify the race or ethnicity of the owner(s)/manager(s):  
\_\_\_\_\_
  
6. What is the highest level of education completed by the primary owner of your company?
  - a. Some high school
  - b. High school graduate
  - c. Trade or technical education
  - d. Associate Degree (AA, AS, etc.)
  - e. Bachelor's Degree (BA, BS, etc.)
  - f. Graduate or Professional Degree (MA, PhD, JD, etc.)

- g. Don't know
7. What is your company's primary line of business?
- a. Construction
  - b. Architecture and Engineering Services
  - c. Professional Services
  - d. Non-Professional Services
  - e. Goods and Equipment
  - f. Other Please explain your company's primary line of business.
  - g. \_\_\_\_\_
8. What is the age of the company?
- a. 0-2 years
  - b. 3-5 years
  - c. 6-10 years
  - d. 11-15 years
  - e. 16-20 years
  - f. 21+ years
9. What is the average annual revenue of the company?
- a. Up to \$50,000
  - b. \$50,001 to \$100,000
  - c. \$100,001 to \$300,00
  - d. \$300,001 to \$500,00
  - e. \$500,001 to \$1 Million
  - f. \$1,000,001 to \$3 Million
  - g. \$3,000,001 to \$5 Million
  - h. \$5,000,001 to \$10 Million
  - i. More than \$10 Million
10. Do you bid or propose as:
- a. A prime
  - b. A subcontractor
  - c. Both



11. Between July 1, 2016, through June 30, 2021, has your company been awarded a contract, subcontract, work order, or purchase order on a project or projects for the City?
  - a. Yes
  - b. No
  
12. Have you or your company been treated unfavorably due to your race, ethnicity, or gender because there is an informal network of prime contractors and subcontractors that have excluded your company from doing business ("good ole boy" network), or excluded you from events, organizations, or business networks?
  - a. Yes
  - b. No
  
13. Have you or your company been treated unfavorably due to your race, ethnicity, or gender in business practices such as price discrimination by suppliers or bid shopping?
  - a. Yes
  - b. No
  
14. Have you or your company been treated unfavorably due to your race, ethnicity, or gender in business practices such as slow payment, or non-payment?
  - a. Yes
  - b. No
  
15. Have you or your company experienced harassment while executing your work, the use of racial slurs or workplace violence, intimidation, or sabotage when attempting to do work or work on projects due to your race, ethnicity, or gender?
  - a. Yes
  - b. No
  
16. Have you or your company been treated unfavorably due to your race, ethnicity, or gender with discriminatory contract termination?
  - a. Yes
  - b. No
  
17. Have you or your company been treated unfavorably due to your race, ethnicity, or gender, refusal by agencies, primes, suppliers, and/or customers to deal with minorities or women, etc.?
  - a. Yes
  - b. No

Thank you. We look forward to speaking with you during your interview.

## Day of In-Depth Interview

### Introduction

Thank you for agreeing to participate. Your input is very important to the outcome of the Disparity Study. Your responses to this interview will be aggregated for the overall analysis and used only for this research study. Individual information or identifying characteristics of your company will not be published.

If you have any questions regarding the disparity study or this interview, I will be happy to provide you with the contact information of the MGT representative at the end of the interview.

By participating in this interview, you acknowledge that:

The opinions and perceptions you will provide are given freely and represent an accurate reflection of your experience doing business or attempting to do business with the City.

- You have not been coerced or received any compensation for your comments.
- You understand that neither your name nor your firm's name will be published in the report.
- Your participation in this interview has no direct benefit to your firm.

Thank you for your participation!

### In-Depth Interview Questionnaire

2. First, please tell me about your company. Tell me about the type of work you do, etc.
3. Have you experienced discrimination when trying to work or working on City contracts?
  - a. If yes, please tell me about what happened and by whom.
4. Tell me about your experience bidding on City projects or contracts. Have you won?
  - a. If not, why do you think you were not awarded the project?
  - b. Do you feel it was due to race/ethnicity/gender/physical disability?
5. Did you experience discrimination when you were working on a project or contract?
  - a. If so, please tell me what happened.
6. Do you think minority-, or women-owned firms face challenges not faced by other businesses?
  - a. Why or why not?

7. Have you applied for credit in the last year?
  - a. If yes, why did you apply for a loan?
  - b. If yes, were you approved? Did you receive the full amount requested?
  - c. If you were not approved, why do you think that is?
  - d. Was it due to discrimination based on race/ethnicity/gender/physical disability?
  
8. Are there informal business networks that exclude you or your firm from doing business in the marketplace?

**FOR PRIMES:**

9. How do you hire firms as subcontractors? How are they selected?
  
10. Without the presence of subcontracting goals in a contract, do you think minority, or women - owned firms would be successful in obtaining work in the marketplace?
  - a. Why or why not?

**PRIVATE MARKET (NON-City OR NON-GOVERNMENT) EXPERIENCES**

**FOR ALL FIRMS:**

1. Have you experienced discrimination when trying to work or working on non-City or non-government contracts?
  - a. If yes, please tell me about what happened.

**FOR PRIME FIRMS:**

2. Do you use MWBE subcontractors when you bid on private market contracts as you do on your bids for public projects?
  - a. If not, why?

**FOR SUBS:**

3. Do primes who solicit bids from you on their public projects solicit bids from you for their private contract work?
  - a. If not, why do you think that is?

This concludes the interview. On behalf of the City, thank you for your participation.

If you have any questions or would like more information about the Disparity study, please visit the study website at [www.cityofwaco-txdisparitystudy.com](http://www.cityofwaco-txdisparitystudy.com) or contact Vernetta Mitchell at (850) 386-3191 ext. 2131 or [vmitchell@mgtconsulting.com](mailto:vmitchell@mgtconsulting.com)

# Appendix G : Stakeholder Interview Guide

## Introduction

Hello, my name is \_\_\_\_\_ and I am calling on behalf of the City of Waco to gather input from area trade associations and business organization concerning the City of minority and women businesses in the City. MGT Consulting Group is conducting a disparity study to examine the procurement of services and goods by the City, the implementation of its MWBE program, and information about doing business in the public and private market. It is also important to include information from the local professional organizations that serve the business community, therefore we also conduct stakeholder interviews.

Your organization has been selected to participate in a stakeholder interview. During the interview, I will ask you to share information about 1) services you provide to your members or the general business community, 2) your relationship or interactions with the City, 3) issues or concerns held by your organization or your members regarding doing business or attempting to do business with the City or their primes, and 4) suggested recommendations to improve the City's procurement process or MWBE program implementation.

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

Name of Organization: _____	Industry Type: _____
Date of Confirmation Call: _____	Interview Date: _____

Thank you for scheduling time to provide your input on this very important study. To learn more about the City's disparity study, we invite you to visit [www.cityofwaco-txdisparitystudy.com](http://www.cityofwaco-txdisparitystudy.com).

Date of Interview \_\_\_\_\_

Interviewer's Name \_\_\_\_\_

Interviewee Information	
Organization Name	
Interviewee Name	
Interviewee Title	
Interviewee Phone #	
Interviewee Email	

1. Please describe your organizations mission and strategic objectives.
  
2. How would you describe the economic condition of minority- and women-owned firms in the City?
  - a. Are you seeing any trends in business growth or decline?
  - b. If so, what is happening?
  
3. Does your organization provide professional or business development program or services for your members that addresses industry best practices, economic growth, business sustainability, etc.
  
4. Does your organization have a working relationship or partnership with the City? For example, work together to host events or share information, staff are members, etc.
  - a. If so, how do you work with the City?
  - b. Which department(s) do you work with? (*this includes any committees, councils, etc.*)
  
5. [IF NON-MWBE ORG] Does your organization recruit minority- and women-owned businesses as a part of your membership campaigns?
  - a. If so, what would you say is the percentage of members that are minority- or women-owned businesses?
  
6. In the industry your organization represents, what barriers are there to entry into self-employment?
  - a. Are the barriers different for firms that are owned by minorities or women than for firms owned by non-minorities?

7. Do you feel that minority, and women firms face greater challenges to operating and being competitive than non-minority firms? (*Receiving and maintaining insurance, bonding, and financing, cost of materials, etc.*)
  - a. Please tell me more about that.
  
8. What do you consider to most interfere with your members ability to do business in the **private sector**? (*Barriers to doing business, such as licensing, "good old boy" network, financing, etc.*)
  - a. What recommendations would you suggest on ways firms may overcome these barriers?
  
9. Have you observed or are aware of discriminatory behavior targeted towards minority and women businesses that prevents them from competing, winning, or completing projects for the City or in the marketplace overall?
  
10. Are you familiar with the MWBE program administered by the City?
  - a. If so, what is your general knowledge about the program?
  - b. Are you aware of any services offered your members under this program?
  - c. What recommendations do you have for improvement of the MWBE program?
  
11. What is your general knowledge about the City's procurement and contracting practices?
  - a. What are some of the most challenging aspects of the contracting practices your member face?
  - b. What recommendations do you have for improvements to the procurement and contracting practices?
  
12. What barriers do you feel your members face when doing business or trying to do business with the City or their primes?
  - a. What are your recommendations on how firms can overcome these barriers?
  - b. What actions do you think the City can take to minimize barriers?
  
13. Are there any other issues that you think are important for the study to address? Why is the issue significant?

On behalf of the City of Waco, thank you for your participation in this interview. If you would like more information on the Study contact MGT Consulting Group, Andres Bernal at (859) 250-5981 or [abernal@mgtconsulting.com](mailto:abernal@mgtconsulting.com) or email at [cityofwacodisparity@mgtconsulting.com](mailto:cityofwacodisparity@mgtconsulting.com).

# Appendix H : List of Professional Organizations

TABLE H-1.  
TRADE ASSOCIATIONS AND BUSINESS ORGANIZATIONS

ORGANIZATION	INTERVIEWED
Central TX Chapter AGC Waco	Yes
Dallas/Ft. Worth Minority Supplier Development Council	
National Association of Women in Construction - Waco	
Texas Society of Professional Engineers - Central Texas Chapter	
Greater Valley Mills Chamber of Commerce	
Cen-Tex African American Chamber of Commerce	Yes
Greater Waco Chamber of Commerce	Yes
Groesbeck Chamber of Commerce	
Bellmead Chamber of Commerce	
Greater Hewitt Chamber of Commerce	
Lacy Lakeview Chamber of Commerce	
Cen-Tex Hispanic Chamber of Commerce	Yes
Asian American Chamber of Commerce	
American Society of Civil Engineers	
McLennan SBDC	
Heart of Texas Builders Association	
The Greater Robinson Chamber of Commerce	
Associated Builders and Contractors, Inc. (Central TX)	Yes
Black Contractors Association	
National American Minority Contractors Association (NAMC)	
National Association of Women Business Owners – Austin	
North Central Texas Regional Certification Agency	
Tarrant County Asian American Chamber of Commerce	
Window on State Government	
Women in Transportation Systems (WTS)	
Women’s Business Council – Southwest	
Start up Waco	Yes
East Waco Business League	Yes

# Appendix I : Private Sector Analysis In-Depth Results - (PUMS) Regression Analysis

## Results of Linear Regression- Individual Wages

TABLE I-1.  
LINEAR REGRESSION INDIVIDUAL WAGES  
WACO MARKETPLACE  
OVERALL

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.344 (0.00)	-0.340 (0.00)	-0.340 (0.00)
HISPANIC AMERICAN	-0.240 (0.00)	-0.239 (0.00)	-0.239 (0.00)
ASIAN AMERICAN	-0.266 (0.00)	-0.262 (0.00)	-0.262 (0.00)
NATIVE AMERICAN	-0.244 (0.00)	-0.242 (0.00)	-0.242 (0.00)
Other	-0.328 (0.00)	-0.326 (0.00)	-0.328 (0.00)
WHITE FEMALE	-0.496 (0.00)	-0.484 (0.00)	-0.484 (0.00)
Age	0.180 (0.00)	0.180 (0.00)	-0.020 (0.00)
Age <sup>2</sup>	-0.002 (0.00)	-0.002 (0.00)	-0.002 (0.00)
WACO	0.092 (0.00)	0.175 (0.00)	0.174 (0.00)
WACO*AFRICAN AMERICAN		-0.197 (0.00)	-0.096 (0.00)
WACO* HISPANIC AMERICAN		-0.087 (0.00)	-0.086 (0.00)
WACO*ASIAN AMERICAN		-0.190 (0.00)	-0.189 (0.00)
WACO*NATIVE AMERICAN		-0.328 (0.002)	-0.023 (0.02)
WACO*Other		-0.118 (0.203)	
WACO*WHITE FEMALE		-0.011 (0.00)	-0.011 (0.02)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.



TABLE I-2.  
LINEAR REGRESSION INDIVIDUAL WAGES  
WACO MARKETPLACE  
CONSTRUCTION

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.284 (0.00)	-0.281 (0.00)	-0.281 (0.00)
<b>HISPANIC AMERICAN</b>	-0.108 (0.00)	-0.107 (0.00)	-0.108 (0.00)
<b>ASIAN AMERICAN</b>	-0.216 (0.00)	-0.211 (0.00)	-0.211 (0.00)
<b>NATIVE AMERICAN</b>	-0.157 (0.00)	-0.155 (0.00)	-0.157 (0.00)
<b>Other</b>	-0.205 (0.00)	-0.207 (0.00)	-0.205 (0.00)
<b>WHITE FEMALE</b>	-0.446 (0.00)	-0.447 (0.00)	-0.446 (0.00)
<b>Age</b>	0.129 (0.00)	0.129 (0.00)	0.129 (0.00)
<b>Age<sup>2</sup></b>	-0.001 (0.00)	-0.001 (0.00)	-0.001 (0.00)
<b>WACO</b>	0.029 (0.026)	0.041 (0.021)	0.041 (0.020)
<b>WACO*AFRICAN AMERICAN</b>		-0.147 (0.033)	-0.138 (0.042)
<b>WACO* HISPANIC AMERICAN</b>		-0.030 (0.228)	
<b>WACO*ASIAN AMERICAN</b>		-0.289 (0.004)	-0.285 (0.005)
<b>WACO*NATIVE AMERICAN</b>		-0.151 (0.555)	
<b>WACO*Other</b>		0.112 (0.734)	
<b>WACO*WHITE FEMALE</b>		0.054 (0.275)	

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE I-3.  
LINEAR REGRESSION INDIVIDUAL WAGES  
WACO MARKETPLACE  
ARCHITECTURE & ENGINEERING

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.184 (0.00)	-0.183 (0.00)	-0.184 (0.00)
<b>HISPANIC AMERICAN</b>	-0.146 (0.00)	-0.153 (0.00)	-0.153 (0.00)
<b>ASIAN AMERICAN</b>	-0.158 (0.00)	-0.153 (0.00)	-0.153 (0.00)
<b>NATIVE AMERICAN</b>	-0.267 (0.00)	-0.281 (0.00)	-0.267 (0.00)
<b>Other</b>	-0.115 (0.149)	-0.105 (0.189)	-0.115 (0.00)
<b>WHITE FEMALE</b>	-0.405 (0.00)	-0.406 (0.00)	-0.405 (0.00)
<b>Age</b>	0.154 (0.00)	0.154 (0.00)	0.154 (0.00)
<b>Age<sup>2</sup></b>	-0.002 (0.00)	-0.002 (0.00)	-0.002 (0.00)
<b>WACO</b>	-0.076 (0.002)	-0.071 (0.025)	-0.078 (0.004)
<b>WACO*AFRICAN AMERICAN</b>		-0.066 (0.661)	
<b>WACO* HISPANIC AMERICAN</b>		0.139 (0.248)	
<b>WACO*ASIAN AMERICAN</b>		-0.185 (0.025)	-0.183 (0.024)
<b>WACO*NATIVE AMERICAN</b>		0.440 (0.246)	
<b>WACO*Other</b>		-1.115 (0.481)	
<b>WACO*WHITE FEMALE</b>		0.029 (0.602)	

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE I-4.  
LINEAR REGRESSION INDIVIDUAL WAGES  
WACO MARKETPLACE  
PROFESSIONAL SERVICES

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.350 (0.00)	-0.347 (0.00)	-0.347 (0.00)
<b>HISPANIC AMERICAN</b>	-0.319 (0.00)	-0.318 (0.00)	-0.317 (0.00)
<b>ASIAN AMERICAN</b>	-0.216 (0.00)	-0.212 (0.00)	-0.212 (0.00)
<b>NATIVE AMERICAN</b>	-0.262 (0.00)	-0.258 (0.00)	-0.258 (0.00)
<b>Other</b>	-0.345 (0.00)	-0.347 (0.00)	-0.345 (0.00)
<b>WHITE FEMALE</b>	-0.410 (0.00)	-0.407 (0.00)	-0.407 (0.00)
<b>Age</b>	0.150 (0.00)	0.150 (0.00)	0.150 (0.00)
<b>Age<sup>2</sup></b>	-0.002 (0.00)	-0.002 (0.00)	-0.002 (0.00)
<b>WACO</b>	0.069 (0.00)	0.144 (0.00)	0.145 (0.00)
<b>WACO*AFRICAN AMERICAN</b>		-0.118 (0.00)	-0.118 (0.00)
<b>WACO* HISPANIC AMERICAN</b>		-0.073 (0.00)	-0.074 (0.00)
<b>WACO*ASIAN AMERICAN</b>		-0.146 (0.00)	-0.146 (0.00)
<b>WACO*NATIVE AMERICAN</b>		-0.232 (0.040)	-0.233 (0.039)
<b>WACO*Other</b>		0.085 (0.482)	
<b>WACO*WHITE FEMALE</b>		-0.095 (0.00)	-0.095 (0.00)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE I-5.  
LINEAR REGRESSION INDIVIDUAL WAGES  
WACO MARKETPLACE  
GOODS & SERVICES

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.337 (0.00)	-0.334 (0.00)	-0.333 (0.00)
<b>HISPANIC AMERICAN</b>	-0.222 (0.00)	-0.223 (0.00)	-0.223 (0.00)
<b>ASIAN AMERICAN</b>	-0.342 (0.00)	-0.341 (0.00)	-0.341 (0.00)
<b>NATIVE AMERICAN</b>	-0.253 (0.00)	-0.251 (0.00)	-0.251 (0.00)
<b>Other</b>	-0.321 (0.00)	-0.321 (0.00)	-0.321 (0.00)
<b>WHITE FEMALE</b>	-0.514 (0.00)	-0.515 (0.00)	-0.515 (0.00)
<b>Age</b>	0.182 (0.00)	0.181 (0.00)	0.181 (0.00)
<b>Age<sup>2</sup></b>	-0.002 (0.00)	-0.002 (0.00)	-0.002 (0.00)
<b>WACO</b>	-0.039 (0.00)	-0.045 (0.00)	-0.045 (0.00)
<b>WACO*AFRICAN AMERICAN</b>		-0.084 (0.006)	-0.084 (0.010)
<b>WACO* HISPANIC AMERICAN</b>		0.028 (0.241)	
<b>WACO*ASIAN AMERICAN</b>		-0.023 (0.446)	
<b>WACO*NATIVE AMERICAN</b>		-0.122 (0.337)	
<b>WACO*Other</b>		0.025 (0.884)	
<b>WACO*WHITE FEMALE</b>		0.016 (0.386)	

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

## Results of Linear Regression-Business Owner's Earnings

TABLE I-6.  
LINEAR REGRESSION BUSINESS OWNER'S EARNINGS  
WACO MARKETPLACE  
OVERALL

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.172 (0.00)	-0.170 (0.00)	-0.170 (0.00)
<b>HISPANIC AMERICAN</b>	-0.183 (0.00)	-0.180 (0.00)	-0.180 (0.00)
<b>ASIAN AMERICAN</b>	-0.206 (0.00)	-0.203 (0.00)	-0.204 (0.00)
<b>NATIVE AMERICAN</b>	-0.170 (0.00)	-0.169 (0.00)	-0.169 (0.00)
<b>Other</b>	-0.160 (0.00)	-0.160 (0.00)	-0.160 (0.00)
<b>WHITE FEMALE</b>	-0.172 (0.00)	-0.171 (0.00)	-0.171 (0.00)
<b>Age</b>	0.008 (0.00)	0.008 (0.00)	0.008 (0.00)
<b>Age<sup>2</sup></b>	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
<b>WACO</b>	0.014 (0.030)	0.025 (0.016)	0.024 (0.002)
<b>WACO*AFRICAN AMERICAN</b>		-0.054 (0.021)	-0.050 (0.026)
<b>WACO* HISPANIC AMERICAN</b>		-0.030 (0.055)	-0.028 (0.050)
<b>WACO*ASIAN AMERICAN</b>		-0.027 (0.225)	
<b>WACO*NATIVE AMERICAN</b>		-0.033 (0.783)	
<b>WACO*Other</b>		-0.018 (0.835)	
<b>WACO*WHITE FEMALE</b>		-0.001 (0.938)	

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE I-7.  
LINEAR REGRESSION BUSINESS OWNER'S EARNINGS  
WACO MARKETPLACE  
CONSTRUCTION

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.174 (0.00)	-0.172 (0.00)	-0.172 (0.00)
<b>HISPANIC AMERICAN</b>	-0.194 (0.00)	-0.193 (0.003)	-0.193 (0.003)
<b>ASIAN AMERICAN</b>	-0.236 (0.00)	-0.237 (0.193)	-0.237 (0.193)
<b>NATIVE AMERICAN</b>	-0.221 (0.00)	-0.218 (0.002)	-0.218 (0.002)
<b>Other</b>	-0.215 (0.030)	-0.215 (0.00)	-0.215 (0.00)
<b>WHITE FEMALE</b>	-0.280 (0.00)	-0.277 (0.00)	-0.277 (0.00)
<b>Age</b>	0.019 (0.00)	0.019 (0.00)	0.019 (0.00)
<b>Age<sup>2</sup></b>	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
<b>WACO</b>	-0.016 (0.597)	-0.016 (0.715)	-0.016 (0.715)
<b>WACO*AFRICAN AMERICAN</b>		-0.066 (0.678)	
<b>WACO* HISPANIC AMERICAN</b>		0.002 (0.975)	
<b>WACO*ASIAN AMERICAN</b>		0.134 (0.578)	
<b>WACO*NATIVE AMERICAN</b>		-0.381 (0.521)	
<b>WACO*Other</b>		-0.337 (0.655)	
<b>WACO*WHITE FEMALE</b>		-0.119 (0.300)	

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE I-8.  
LINEAR REGRESSION BUSINESS OWNER'S EARNINGS  
WACO MARKETPLACE  
ARCHITECTURE & ENGINEERING

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.185 (0.001)	-0.179 (0.001)	-0.179 (0.001)
<b>HISPANIC AMERICAN</b>	-0.125 (0.001)	-0.128 (0.001)	-0.128 (0.001)
<b>ASIAN AMERICAN</b>	-0.227 (0.00)	-0.232 (0.00)	-0.232 (0.00)
<b>NATIVE AMERICAN</b>	-0.002 (0.990)	0.012 (0.950)	0.012 (0.950)
<b>Other</b>	0.060 (0.779)	0.056 (0.821)	0.056 (0.821)
<b>WHITE FEMALE</b>	-0.163 (0.00)	-0.166 (0.00)	-0.166 (0.00)
<b>Age</b>	0.014 (0.002)	0.014 (0.002)	0.014 (0.002)
<b>Age<sup>2</sup></b>	0.000 (0.575)	0.000 (0.575)	0.000 (0.575)
<b>WACO</b>	-0.040 (0.543)	-0.103 (0.223)	-0.103 (0.223)
<b>WACO*AFRICAN AMERICAN</b>		-0.253 (0.0464)	
<b>WACO* HISPANIC AMERICAN</b>		0.091 (0.629)	
<b>WACO*ASIAN AMERICAN</b>		0.184 (0.403)	
<b>WACO*NATIVE AMERICAN</b>		-0.479 (0.637)	
<b>WACO*Other</b>		-1.089 (0.623)	
<b>WACO*WHITE FEMALE</b>		0.129 (0.379)	

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE I-9.  
LINEAR REGRESSION BUSINESS OWNER'S EARNINGS  
WACO MARKETPLACE  
PROFESSIONAL SERVICES

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.302 (0.00)	-0.296 (0.00)	-0.296 (0.00)
<b>HISPANIC AMERICAN</b>	-0.291 (0.00)	-0.284 (0.00)	-0.284 (0.00)
<b>ASIAN AMERICAN</b>	-0.305 (0.00)	-0.298 (0.00)	-0.298 (0.00)
<b>NATIVE AMERICAN</b>	-0.293 (0.00)	-0.290 (0.00)	-0.289 (0.00)
<b>Other</b>	-0.301 (0.00)	-0.301 (0.00)	-0.301 (0.00)
<b>WHITE FEMALE</b>	-0.310 (0.00)	-0.306 (0.00)	-0.306 (0.00)
<b>Age</b>	0.002 (0.002)	0.002 (0.002)	0.002 (0.00)
<b>Age<sup>2</sup></b>	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
<b>WACO</b>	0.000 (0.262)	0.086 (0.00)	0.086 (0.00)
<b>WACO*AFRICAN AMERICAN</b>		-0.121 (0.002)	-0.121 (0.002)
<b>WACO* HISPANIC AMERICAN</b>		-0.112 (0.00)	-0.111 (0.00)
<b>WACO*ASIAN AMERICAN</b>		-0.120 (0.003)	-0.120 (0.003)
<b>WACO*NATIVE AMERICAN</b>		0.041 (0.859)	
<b>WACO*Other</b>		-0.152 (0.543)	
<b>WACO*WHITE FEMALE</b>		-0.086 (0.142)	-0.086 (0.114)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.



TABLE I-10.  
LINEAR REGRESSION BUSINESS OWNER'S EARNINGS  
WACO MARKETPLACE  
GOODS & SERVICES

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.138 (0.00)	-0.136 (0.00)	-0.136 (0.00)
<b>HISPANIC AMERICAN</b>	-0.172 (0.00)	-0.172 (0.00)	-0.172 (0.00)
<b>ASIAN AMERICAN</b>	-0.153 (0.00)	-0.153 (0.00)	-0.153 (0.00)
<b>NATIVE AMERICAN</b>	-0.102 (0.00)	-0.103 (0.00)	-0.103 (0.00)
<b>Other</b>	-0.125 (0.00)	-0.125 (0.00)	-0.125 (0.00)
<b>WHITE FEMALE</b>	-0.147 (0.00)	-0.148 (0.00)	-0.149 (0.00)
<b>Age</b>	0.007 (0.00)	0.007 (0.00)	0.007 (0.00)
<b>Age<sup>2</sup></b>	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
<b>WACO</b>	-0.024 (0.065)	-0.045 (0.026)	-0.045 (0.035)
<b>WACO*AFRICAN AMERICAN</b>		-0.039 (0.421)	
<b>WACO* HISPANIC AMERICAN</b>		0.027 (0.382)	
<b>WACO*ASIAN AMERICAN</b>		0.043 (0.362)	
<b>WACO*NATIVE AMERICAN</b>		0.084 (0.702)	
<b>WACO*OTHERr</b>		-0.080 (0.770)	
<b>WACO*WHITE FEMALE</b>		0.068 (0.025)	0.068 (0.029)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

## Results of Logistics Regression-Formation Rates

TABLE I-11.  
LOGISTIC REGRESSION FORMATION RATES  
WACO MARKETPLACE  
OVERALL

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.690 (0.00)	-0.691 (0.00)	-0.689 (0.00)
<b>HISPANIC AMERICAN</b>	-0.557 (0.00)	-0.555 (0.00)	-0.555 (0.00)
<b>ASIAN AMERICAN</b>	-0.419 (0.00)	-0.424 (0.00)	-0.424 (0.00)
<b>NATIVE AMERICAN</b>	-0.644 (0.00)	-0.653 (0.00)	-0.653 (0.00)
<b>Other</b>	-0.258 (0.00)	-0.268 (0.00)	-0.258 (0.00)
<b>WHITE FEMALE</b>	-0.466 (0.00)	-0.470 (0.00)	-0.470 (0.00)
<b>Age</b>	0.070 (0.00)	0.070 (0.00)	0.140 (0.00)
<b>Age<sup>2</sup></b>	0.000 (0.00)	0.000 (0.00)	-0.001 (0.00)
<b>WACO</b>	-0.030 (0.056)	-0.095 (0.00)	-0.347 (0.00)
<b>WACO*AFRICAN AMERICAN</b>		0.073 (0.291)	
<b>WACO* HISPANIC AMERICAN</b>		-0.023 (0.588)	
<b>WACO*ASIAN AMERICAN</b>		0.152 (0.001)	0.151 (0.002)
<b>WACO*NATIVE AMERICAN</b>		0.554 (0.044)	
<b>WACO*OTHER</b>		0.482 (0.095)	
<b>WACO*WHITE FEMALE</b>		0.172 (0.00)	0.171 (0.00)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE I-12.  
LOGISTIC REGRESSION FORMATION RATES  
WACO MARKETPLACE  
CONSTRUCTION

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.515 (0.00)	-0.511 (0.00)	-0.511 (0.00)
<b>HISPANIC AMERICAN</b>	-0.527 (0.00)	-0.524 (0.00)	-0.524 (0.00)
<b>ASIAN AMERICAN</b>	-0.462 (0.00)	-0.461 (0.00)	-0.461 (0.00)
<b>NATIVE AMERICAN</b>	-0.615 (0.00)	-0.623 (0.00)	-0.623 (0.00)
<b>Other</b>	0.094 (0.469)	0.107 (0.001)	0.107 (0.001)
<b>WHITE FEMALE</b>	-0.355 (0.00)	-0.352 (0.00)	-0.352 (0.00)
<b>Age</b>	0.097 (0.00)	0.097 (0.00)	0.097 (0.00)
<b>Age<sup>2</sup></b>	-0.001 (0.00)	-0.001 (0.00)	-0.001 (0.00)
<b>WACO</b>	-0.102 (0.028)	-0.060 (0.315)	-0.060 (0.315)
<b>WACO*AFRICAN AMERICAN</b>		-0.214 (0.473)	
<b>WACO* HISPANIC AMERICAN</b>		-0.082 (0.400)	
<b>WACO*ASIAN AMERICAN</b>		-0.062 (0.862)	
<b>WACO*NATIVE AMERICAN</b>		0.805 (0.307)	
<b>WACO*OTHERr</b>		-18.943 (0.999)	
<b>WACO*WHITE FEMALE</b>		-0.161 (0.237)	

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE I-13.  
LOGISTIC REGRESSION FORMATION RATES  
WACO MARKETPLACE  
ARCHITECTURE & ENGINEERING

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.369 (0.001)	-0.379 (0.00)	-0.379 (0.00)
<b>HISPANIC AMERICAN</b>	-0.120 (0.083)	-0.105 (0.135)	-0.105 (0.135)
<b>ASIAN AMERICAN</b>	-0.438 (0.00)	-0.450 (0.00)	-0.450 (0.00)
<b>NATIVE AMERICAN</b>	-0.079 (0.816)	-0.043 (0.900)	-0.043 (0.900)
<b>Other</b>	0.102 (0.742)	0.031 (0.922)	0.031 (0.922)
<b>WHITE FEMALE</b>	-0.388 (0.00)	-0.397 (0.00)	-0.397 (0.00)
<b>Age</b>	0.105 (0.00)	0.105 (0.00)	0.105 (0.00)
<b>Age<sup>2</sup></b>	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
<b>WACO</b>	-0.021 (0.849)	-0.124 (0.349)	-0.124 (0.349)
<b>WACO*AFRICAN AMERICAN</b>		0.415 (0.507)	
<b>WACO* HISPANIC AMERICAN</b>		-0.444 (0.244)	
<b>WACO*ASIAN AMERICAN</b>		0.438 (0.231)	
<b>WACO*NATIVE AMERICAN</b>		-18.668 (0.999)	
<b>WACO*Other</b>		22.198 (1.00)	
<b>WACO*WHITE FEMALE</b>		0.346 (0.255)	

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE I-14.  
LOGISTIC REGRESSION FORMATION RATES  
WACO MARKETPLACE  
PROFESSIONAL SERVICES

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.959 (0.00)	-0.959 (0.00)	-0.959 (0.00)
<b>HISPANIC AMERICAN</b>	-0.680 (0.00)	-0.677 (0.00)	-0.680 (0.00)
<b>ASIAN AMERICAN</b>	-0.665 (0.00)	-0.668 (0.00)	-0.665 (0.00)
<b>NATIVE AMERICAN</b>	-0.911 (0.001)	-0.920 (0.001)	-0.912 0.001
<b>Other</b>	-0.503 (0.00)	-0.515 (0.00)	-0.503 (0.00)
<b>WHITE FEMALE</b>	-0.851 (0.00)	-0.854 (0.00)	-0.854 (0.00)
<b>Age</b>	0.056 (0.00)	0.056 (0.00)	0.056 (0.00)
<b>Age<sup>2</sup></b>	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
<b>WACO</b>	-0.018 (0.508)	-0.065 (0.075)	-0.170 0.019
<b>WACO*AFRICAN AMERICAN</b>		0.013 (0.908)	
<b>WACO* HISPANIC AMERICAN</b>		-0.061 (0.467)	
<b>WACO*ASIAN AMERICAN</b>		0.102 (0.210)	
<b>WACO*NATIVE AMERICAN</b>		0.414 (0.440)	
<b>WACO*Other</b>		0.458 (0.347)	
<b>WACO*WHITE FEMALE</b>		0.105 (0.036)	0.086 (0.039)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE I-15.  
LOGISTIC REGRESSION FORMATION RATES  
WACO MARKETPLACE  
GOODS & SERVICES

Independent Variables	Specifications		
	(1)	(2)	(3)
<b>AFRICAN AMERICAN</b>	-0.968 (0.00)	-0.976 (0.00)	-0.976 (0.00)
<b>HISPANIC AMERICAN</b>	-0.772 (0.00)	-0.776 (0.00)	-0.776 (0.00)
<b>ASIAN AMERICAN</b>	-0.291 (0.00)	-0.304 (0.00)	-0.304 (0.00)
<b>NATIVE AMERICAN</b>	-0.469 (0.00)	-0.481 (0.00)	-0.481 (0.00)
<b>Other</b>	-0.530 (0.00)	-0.548 (0.00)	-0.548 (0.00)
<b>WHITE FEMALE</b>	-0.345 (0.00)	-0.349 (0.00)	-0.349 (0.00)
<b>Age</b>	0.047 (0.00)	0.047 (0.00)	0.047 (0.00)
<b>Age<sup>2</sup></b>	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
<b>WACO</b>	-0.148 (0.00)	-0.274 (0.00)	-0.274 (0.00)
<b>WACO*AFRICAN AMERICAN</b>		0.339 (0.349)	
<b>WACO* HISPANIC AMERICAN</b>		0.156 (0.246)	
<b>WACO*ASIAN AMERICAN</b>		0.435 (0.00)	0.435 (0.00)
<b>WACO*NATIVE AMERICAN</b>		0.727 (0.238)	
<b>WACO*Other</b>		0.805 (0.286)	
<b>WACO*WHITE FEMALE</b>		0.267 (0.001)	0.267 (0.002)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.