

BOARD OF DIRECTORS MEETING

February 9, 2023
3:00 pm
City Commission Chambers

Chair: Curtis Richardson

Agenda: Meeting Focused Upon OEV Matters

I. AGENDA MODIFICATIONS PAGE

II. CITIZENS TO BE HEARD

In Person: Citizens desiring to speak must fill out a Speaker Request Form. The Chair reserves the right to limit the number of speakers or time allotted to each. Speakers are limited to 3 minutes.

Written Comments: Please provide written public comments by emailing Comments@BlueprintIA.org by 5 p.m. on February 8, 2023. This will allow ample time for comments to be provided to the IA Board in advance of the meeting. Comments submitted after this time will be accepted and included in the official record of the meeting.

Live Comments via WebEx: If you wish to provide comments live during the IA Board meeting via WebEx, please register to join at www.blueprintia.org by 5 p.m. on February 8, 2023, and WebEx meeting access information will be provided to you via email. Speakers are limited to 3 minutes.

III. INFORMATIONAL ITEMS/PRESENTATIONS

- [Receipt and File:](#)
 - Draft Economic Vitality Leadership Committee January 26, 2023, Meeting Minutes
 - Annual Competitiveness Report
 - November 2022 Quarterly Economic Dashboard
 - Status Update Workforce Talent Development/ Innovation

IV. CONSENT

- | | | |
|----|--|-----------|
| 1. | Approval of the December 8, 2022, Blueprint Intergovernmental Agency Board Meeting Minutes | 3 |
| 2. | Acceptance of the Report on Enhanced Engagement Between the Local Chambers of Commerce and OEV | 11 |
| 3. | Approval of the Revised 2023 Blueprint Intergovernmental Agency Meeting Schedule | 15 |

V. GENERAL BUSINESS/PRESENTATIONS

- | | | |
|----|--|-----------|
| 4. | Acceptance of the Disparity Study Update | 19 |
|----|--|-----------|

VI. DIRECTORS DISCUSSION ITEMS

VII. ADJOURN

NEXT BOARD OF DIRECTORS MEETING: March 9, 2023

- **Note:** March meeting shall focus upon Blueprint Infrastructure Matters.

In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons needing a special accommodation to attend this meeting should contact Shelonda Meeks, Blueprint Office Manager, 315 South Calhoun Street, Suite 450, Tallahassee, Florida, 32301, at least 48 hours prior to the meeting. Telephone: 850-219-1060; or 1-800-955-8770 (Voice) or 711 via Florida Relay Service.

Blueprint Intergovernmental Agency Board of Directors Agenda Item #1

February 9, 2023

Title: Approval of December 8, 2022, Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

Category: Consent

Intergovernmental Management Committee: Vincent S. Long, Leon County Administrator
Reese Goad, City of Tallahassee Manager

Lead Staff / Project Team: Benjamin H. Pingree, Director, Department of PLACE
Autumn Calder, Director, Blueprint
Keith Bowers, Director, Office of Economic Vitality

STATEMENT OF ISSUE:

This agenda item presents the summary meeting minutes for the December 8, 2022, Blueprint Intergovernmental Agency Board of Directors (IA Board) meeting minutes and requests the IA Board's review and approval of the minutes as presented.

FISCAL IMPACT

This item has no fiscal impact.

RECOMMENDED ACTION:

Option 1: Approve the December 8, 2022, Blueprint Intergovernmental Agency Board of Directors Meeting Minutes.

OPTIONS:

Option 1: Approve the December 8, 2022, Blueprint Intergovernmental Agency Board of Directors Meeting Minutes.

Option 2: IA Board Direction.

Attachments:

1. Draft Summary Minutes of the Blueprint Intergovernmental Agency Board of Directors Meeting on December 8, 2022.

THIS PAGE INTENTIONALLY LEFT BLANK

Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

Date: February 9, 2023
To: Board of Directors
From: Benjamin H. Pingree, PLACE Director
Subject: Summary Minutes to Board of Directors Meeting of December 8, 2022

MEMBERS PRESENT

COUNTY	CITY
Commissioner Nick Maddox	Mayor John Dailey
Commissioner Christian Caban	Commissioner Curtis Richardson, Chair
Commissioner Carolyn Cummings	Commissioner Jeremy Matlow
Commissioner Brian Welch	Commissioner Jacqueline Porter
Commissioner Rick Minor	Commissioner Dianne Williams-Cox
Commissioner Bill Proctor	
Commissioner David O'Keefe	

I. AGENDA MODIFICATIONS

There were no agenda modifications. Ben Pingree, Director of PLACE, requested that the Board members present may make a motion and vote to allow Commissioner Williams-Cox and Mayor Dailey to participate virtually.

Commissioner Welch moved to allow Commissioner Williams-Cox and Mayor Dailey to participate virtually. Motion was seconded by Commissioner Cummings. Motion passed.

Passed 9-0 (weighted: 51-0)

Commissioner Maddox was not present at the time of the vote.

II. CITIZENS TO BE HEARD ON NON-AGENDA ITEMS

Public comments were requested by email to Comments@BlueprintIA.org through 5:00 p.m. on December 7, 2022. All emails received were provided to the IA Board. Live comments were also taken in person and via WebEx during the meeting. The following comments were presented:

Max Epstein spoke about the stormwater report and Lake Munson and requested that the IA Board extend the study further south to address a larger area.

Stanley Sims introduced himself to the new commissioners and discussed the need for improvements in Frenchtown and the potential for improvements on Tharpe Street.

III. INFORMATIONAL ITEMS/PRESENTATIONS

- Receipt and File:

- Blueprint Infrastructure Community Engagement Update
- Draft Citizens Advisory Committee November 16, 2022 Minutes
- Blueprint Infrastructure Q4 2022 Project Status Report

IV. CONSENT

Commissioner Proctor inquired as to the opportunity for open discussion as a part of the meeting agenda. Director Pingree explained that open discussion typically occurs under the “Director Discussion” area of the agenda. Staff agreed to relabel the section of the agenda “Directors Discussion” for clarity.

Commissioner Welch began by thanking staff for their work related to the New Hope Cemetery and community and spoke about the importance of preserving historical African American burial sites and cemeteries.

Commissioner Proctor requested that Gloria Anderson be permitted to speak on the New Hope Cemetery consent item. Gloria Anderson spoke about the New Hope community and cemetery and explained how important the preservation work is to her family and the people of the area. She spoke in favor of the consent item and thanked Blueprint staff, the IA Board, and the community for their historical preservation work.

Lonnie Mann also offered comment on the New Hope project and thanked staff for their work and spoke in favor of the project and the consent item.

Commissioner Proctor moved to approve the Consent Agenda. The motion was seconded by Commissioner Minor.

Passed 11-0 (weighted 65-0)

Commissioner Williams-Cox and Mayor Dailey voted via WebEx. Commissioner Maddox was not present at the time of the vote.

1. Approval of the September 29, 2022 Blueprint Intergovernmental Agency Board Meeting Minutes
2. Authorization to Procure a New Hope Community Historical Survey

V. GENERAL BUSINESS

3. Authorization to Advertise and Award Construction Services for Phase 1 of the Northeast Gateway Project and Approval of a Budget Amendment to Advance State Infrastructure Bank Loan Funding

Mary Glowacki, Blueprint CAC member, then spoke about the interpretive artistic aspects of recent Blueprint projects and the New Hope project and requested that the IA Board consider including interpretation for all future projects.

Commissioner Maddox moved to accept staff recommendation, Options 1 & 2, for Phase 1 of the Northeast Gateway Project. Commissioner Proctor seconded.

Option 1: Authorize Blueprint to advertise and award construction services for Phase 1 of the Northeast Gateway Project in accordance with Blueprint Procurement Policy.

Option 2: Authorize a Budget Amendment to advance the SIB Loan allocated to FY 2024 (\$12,750,000) and FY 2025 (\$6,750,000) into the FY 2023 Budget.

Commissioner Welch spoke in favor of Phase 1 of the Northeast Gateway Project and in support of the motion.

Commissioner Cummings spoke in favor of the project and praised staff and Director Pingree for their work on moving this project along and the foresight to allow for potential road expansion in the future as the need may arise.

Commissioner Maddox also spoke in favor of the project and encourage the new commissioners to ask any questions or points of discussion related to the project before the vote was taken. Commissioners Richardson and Minor echoed Commissioner Maddox statements.

Commissioner Proctor spoke in favor of the motion and discussed the history of this project stating that this was a long-term project that has taken several years of planning and projections.

**Passed 12-0 (weighted 70 -0)
Commissioner Williams-Cox and Mayor Dailey voted via WebEx.**

VI. DIRECTOR DISCUSSION

Commissioner Proctor requested that a status update on the Capital Circle SW widening project currently under construction by FDOT be prepared for the next IA Board meeting. Without objection from the IA Board, the Chair requested this be provided by staff.

Commissioner Proctor also discussed expanding Highway 319/Crawfordville Highway within Leon County to meeting the construction work being done by Wakulla County coming north. Commissioner Proctor stated that the highway was a hurricane evacuation route and that traffic could potentially bottleneck coming into Leon County. Commissioner Proctor discussed researching options for funding sources and the jurisdictional body with the authority to begin work to meet the northbound construction. Mayor Dailey expressed support for this issue.

Commissioner Williams-Cox inquired as to whether the Highway 319 project was outside of the authority and scope of Blueprint and within the jurisdiction of the

CRTPA. Director Pingree responded that Highway 319 was within the jurisdiction of the CRTPA and the State of Florida that any discussion about expansion of the road is more appropriate for that body. Commissioner Richardson stated it would be appropriate for the CRTPA to provide an update since it is not a Blueprint project. Williams-Cox suggested that staff work with the CRTPA to support the update and Director Pingree confirmed collaboration would occur.

On this topic, Commissioner Maddox inquired as to where funding for the road expansion would potentially come from and expressed concern about discussing the road at a Blueprint meeting as the road is not a Blueprint project. Greg Slay, CRTPA Executive Director, was invited to respond to some of the questions presented by the commissioners. Mr. Slay explained that the CRTPA currently has \$5 million allocated for right-of-way acquisition but that construction funding is not currently allocated. Mr. Slay explained that road construction of that scale is approximately \$20 million a mile, for a total project cost of \$80-100 million. Commissioner Maddox noted that the discussion would be beneficial for all commissioners, and suggested the CRTPA provide a presentation at the respective City and County Commission meetings. Commissioner Matlow suggested having the CRTPA provide reports on the current project status and ranking to the commissioners individually for information.

On topic, Commissioner Welch asked Mr. Slay whether the road qualified for federal funding and Mr. Slay confirmed the road does qualify for federal funding. Mr. Slay noted the significant impact inflation and rising cost of materials is having on construction project budgets. Commissioner Minor agreed with Commissioner Maddox regarding presentations at the respective Commissions and that he believes that the CRTPA should take the lead on this issue and would be better positioned to drive any further conversation related to expanding the road. Director Slay agreed to address this matter via the CRTPA directly and with the Leon County Commission and City of Tallahassee Commission, respectively, at a future time.

Commissioner Richardson summarized the discussion by noting Mr. Slay would provide a presentation on the project at the respective City and County Commission meetings.

Commissioner Maddox revisited the Capital Cascades Segment 4 study and the issues related to Lake Munson. Director Pingree stated that both the Segment 4 and the Lake Munson items would be provided by the March meeting. Commissioner Maddox stated that he would like to have a joint City-County workshop to discuss the issue prior to the March meeting.

Commissioner O'Keefe suggested that the Segment 4 stormwater report be expanded to include Lake Munson. Director Pingree explained that expanding the Segment 4 report to include Lake Munson would require a substantial amendment to the Segment 4 project. And that the IA Board's discussion and direction on either a substantial amendment to the Segment 4 project or the creation of a new Lake Munson project is needed prior to the expenditure of funds on a Lake Munson study.

Commission Proctor discussed the location of Lake Munson in proximity to other water bodies and whether specific direction had been taken for the treatment or

preservation of Lake Munson in the past. He spoke about an intentional review of the direction for Lake Munson at a joint City-County workshop.

Commissioner Matlow moved to schedule a joint workshop prior to the March meeting. The motion was seconded by Commissioner O’Keefe.

Attorney Dawson stated that the motion would not be proper as the IA Board cannot direct the City and County. **Commissioner Matlow withdrew the motion.**

Director Pingree stated he will work with Commissioner Richardson regarding review of a possible future joint City-County workshop on this topic.

Commissioner O’Keefe then requested to have a consultant from Jones Edmunds present at the March 2023 IA Board meeting to answer questions related to the stormwater modeling and previous stormwater analysis. Director Pingree stated that IA Board meeting attendance by project consultants was routine and that the request would be made by staff.

Commissioner Porter suggested that the Board consider maximizing walkability and public transit within project designs.

Commissioner Caban stated that he believes there are options to scale down the Northwest Connector (Tharpe Street) project and move it up in the Blueprint project list.

Commissioner Caban moved to have staff bring back a general business agenda item to address improvements to Tharpe Street as a part of the Northwest Connector Project. The motion was seconded by Mayor Dailey.

Passed 12–0 (weighted 70-0)

Commissioner Williams-Cox and Mayor Dailey voted via WebEx.

VII. ADJOURN

The meeting adjourned at 4:27 p.m.

*The next Blueprint Intergovernmental Agency Board of Directors Meeting is scheduled for **February 9, 2023***

THIS PAGE INTENTIONALLY LEFT BLANK

Blueprint Intergovernmental Agency Board of Directors Agenda Item #2

February 9, 2023

Title: Report on Engagement with the three Chambers of Commerce—Big Bend Minority, Capital City, and Greater Tallahassee.

Category: Consent

Intergovernmental Management Committee: Vincent S. Long, Leon County Administrator
Reese Goad, City of Tallahassee Manager

Lead Staff / Project Team: Benjamin H. Pingree Director of PLACE, Keith Bowers, Director, Office of Economic Vitality
Darryl Jones, Deputy Director, Office of Economic Vitality

STATEMENT OF ISSUE:

This agenda item is to update the Blueprint Intergovernmental Agency Board of Directors (IA Board) on OEV's ongoing engagement with all three (3) Chambers of Commerce—Big Bend Minority, Capital City, and Greater Tallahassee to deliberate on potential collaborative efforts.

FISCAL IMPACT

This item has no fiscal impact.

RECOMMENDED ACTION:

Option 1: Accept the Report on Engagement with the three Chambers of Commerce—Big Bend Minority, Capital City, and Greater Tallahassee.

SUPPLEMENTAL INFORMATION:

At September 29, 2022, IA Board of Directors Meeting, the OEV staff was directed to engage with the three local chambers of commerce to collaborate with OEV in the implementation of the goals of the strategic plan and improve economic outcomes for local businesses. In addition, staff was directed to prepare an agenda item to report on that progress. This agenda item contains that report.

OEV invited all chamber presidents and members of their board of directors to ensure shared results for this collaborative effort which began in the month that followed. This engagement will continue the chambers' assistance in promoting OEV-supported programs and initiatives, such as micro-loan products and OEV's non-competitive application process. Additional benefits from OEV's chamber collaboration range from identifying trends and opportunities that support small businesses to growing and broadening the reach of OEV services and engagement.

BACKGROUND

Since its creation in 2016, OEV has continually collaborated with the local Chambers of Commerce and championed the essential role each of the Chambers of Commerce plays in our local business ecosystem. OE V's collaboration with the Chambers has included sponsorship of their programs and activities. The Chambers of Commerce also have representation on the MWSBE Citizen Advisory Committee to advise OEV on various topics, including supplier diversity, economic inclusion, policy direction, and capacity-building offerings for the MWSBE Academies.

The Chambers have also historically partnered with OEV in providing essential services to our business community. For example, the state and federal financial resources available to businesses for economic recovery during the pandemic were considerable. MWBEs required technical assistance with the varied application processes and the documentation necessary to secure available financing. The following disbursements were made to the three local chambers of commerce for these agencies to create methods for technical assistance for local businesses to expand grant utilization and positive impacts on the local economy:

- Big Bend Minority Chamber - \$100,000 (CARES); \$55,333 (ARPA - County)
- Greater Tallahassee Chamber - \$100,000 (CARES); \$44,667 (ARPA – County)
- Capital City Chamber - \$100,000 (CARES); \$44,667 (ARPS – County)

The technical assistance and consultation the Chambers of Commerce provided was an invaluable tool that helped more than 1700 local firms secure federal payroll protection financing and local Cares Act funding made available through the Leon County Commission.

OEV's Strategic Plan outlines the importance of OEV's collaboration with the Chambers of Commerce to facilitate the growth of minority, women, and small business enterprises in our local market. The 2022 Updated Disparity Study and the SmartSteps Micro-Loan program are connected to our chambers of commerce and their advocacy to support participation in these programs.

COLLABORATION UPDATE:

On Thursday, December 15, 2022, OEV staff convened a meeting with the Big Bend Minority, Capitol City, and Greater Tallahassee Chambers of Commerce to expand

collaborative efforts. While engagement with the Chambers is typical and ongoing, the most recent meeting focused on common goals to strengthen local businesses and create an optimal climate for business growth and creation. Chamber Presidents Antonio Jefferson, Katrina Tuggerson, and Sue Dick were in attendance with members of their respective boards of directors. Bringing all the Chambers together for a discussion of mutual concern provides OEV a platform to share City and County efforts to grow local businesses.

The recent engagement covered the following primary topics:

1. Regularly scheduled quarterly meetings
2. Opportunities to leverage resources
3. Resource mapping the tools, services, and financing available for businesses
4. OEV Survey that Chambers will share with their member business to inform OEV of potential trends, threats, and even opportunities for OEV to serve local businesses better.

During the most recent collaboration, the Chambers of Commerce offered the following suggestions for continuing successful engagement:

- Routine Chambers of Commerce reports to the IA Board via OEV regarding upcoming collaborations and business owner topics of interest, trends, and emerging opportunities.
- Identifying and sharing potential grant opportunities to local initiatives that fortify talent pipeline development, workforce innovation, and capacity building for targeted business growth.
- Continue joint meetings of the Chambers of Commerce and OEV quarterly on matters of mutual concern and potential collaborations; increase the coordinated efforts between the Chambers of Commerce and OEV.
- Continue to speak with one voice to support economic inclusion in our local economy, building on strategies approved by the Strategic Plan.

Stemming from the last six years of collaboration, there was consensus that the above programs and goals will significantly benefit our shared constituency of local businesses. Three critical themes will continue to be discussed in all future meetings with the Chambers and OEV: collaboration, communication, and data and information sharing. For example, each chamber leader acknowledged the importance of sharing information with colleagues. The Chambers agreed that the TalentHub program is an example of an initiative in that all Chambers can leverage resources to meet the needs of the member businesses.

OEV and Chamber leaders agreed that increased collaboration on future projects, programs, and activities mutually benefits all parties with positive impacts by respective organizations. Specifically, chamber leaders described the importance of collaborating on ways to address workforce shortages, including centralizing internship opportunities for college students with member businesses. The Chambers of Commerce also agreed that

they must be deliberate in communicating to our community the importance of economic inclusion as a shared community value.

NEXT STEPS:

As guided by the Strategic Plan approved by the IA Board, OEV is committed to continuing its collaborative meeting with the Chambers of Commerce to meet the business community's needs.

OPTIONS:

Option 1: Accept the report.

Option 2: IA Board Direction.

RECOMMENDED ACTION:

Option 1: Accept the report.

Blueprint Intergovernmental Agency Board of Directors Agenda Item #3

February 9, 2023

Title:	Approval of the Revised 2023 Blueprint Intergovernmental Agency Meeting Schedule
Category:	Consent
Intergovernmental Management Committee:	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
Lead Staff / Project Team:	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Keith Bowers, Director, Office of Economic Vitality

STATEMENT OF ISSUE:

This agenda item seeks Blueprint Intergovernmental Agency Board of Directors (IA Board) approval of the revised 2023 Blueprint Intergovernmental Agency Meeting Schedule. The revised meeting schedule changes the meeting date of September 14 to September 21 due to a conflict with the Florida Association of Counties (FAC) Conference. Also, the location of the Economic Vitality Leadership Council and the MWSBE Citizens Advisory Committee has been changed to the Blueprint Conference Room.

FISCAL IMPACT

This item has no fiscal impact.

RECOMMENDED ACTION:

Option 1: Approve the revised 2023 Blueprint Intergovernmental Meeting Schedule.

SUPPLEMENTAL INFORMATION:

The Blueprint Meeting Schedule and Agenda Policy provides that the Director of PLACE, Blueprint Director, and Office of Economic Vitality (OEV) Director will prepare a draft Meeting Schedule. The proposed schedule, reviewed by the Intergovernmental Management Committee (IMC), specifies dates, times, and locations for IA Board

meetings for a period of at least one year; that may also include committee meetings for the same period.

The 2023 meeting schedule was approved at the September 29, 2022 meeting. The proposed revision to the 2023 meeting schedule changes the meeting date of September 14 to September 21 due to a conflict with the Florida Association of Counties (FAC) Conference. Also, the location of the Economic Vitality Leadership Council and the MWSBE Citizens Advisory Committee has been changed to the Blueprint Conference Room.

The 2023 Meeting Schedule provides two hours for each workshop and three hours for each IA Board Meeting. The revised 2023 meeting schedule is outlined below.

Blueprint Intergovernmental Agency Board

(Tallahassee City Commission Chambers, 3:00 to 6:00 PM, unless otherwise noted)

- Thursday, February 9, 2023 (OEV Meeting)
- Thursday, March 9, 2023 (Infrastructure Meeting)
- Thursday, May 11, 2023* (Joint Meeting)
 *Blueprint Intergovernmental Agency Budget Workshop, 1:00 to 3:00 PM
- Thursday, June 15, 2023 (OEV Meeting)
- Thursday, September 21, 2023* (Joint Meeting)
 *Budget Public Hearing 5:00 PM
- Tuesday, November 7, 2023 (Infrastructure Meeting)

Blueprint Technical Coordinating Committee

(Blueprint Conference Room, 1:00 to 3:00 PM)

- Monday, February 20, 2023
- Monday, April 24, 2023
- Monday, August 28, 2023
- Monday, October 23, 2023

Blueprint Citizens Advisory Committee

(Blueprint Conference Room, 4:30 to 6:30 PM)

- Thursday, February 23, 2023
- Thursday, April 27, 2023
- Thursday, August 31, 2023*
 *Budget Public Hearing 5:00 PM
- Thursday, October 26, 2023

Economic Vitality Leadership Council

(Blueprint Conference Room, 11:30 to 1:30 PM)

- Thursday, January 26, 2023
- Wednesday, April 26, 2023
- Wednesday, May 31, 2023
- Wednesday, August 30, 2023

MWSBE Citizens Advisory Committee

(Blueprint Conference Room, 3:00 to 5:00 PM)

- Thursday, January 26, 2023
- Wednesday, April 26, 2023
- Wednesday, May 31, 2023
- Wednesday, August 30, 2023

Action by the CAC: This item was presented to the MWSBE CAC at their January 26, 2023 meeting. The CAC recommended Option 1, approval of the proposed revised 2023 Blueprint Intergovernmental Agency Meeting Schedule.

OPTIONS:

- Option 1: Approve the revised 2023 Blueprint Intergovernmental Agency Meeting Schedule.
- Option 2: IA Board Direction.

RECOMMENDED ACTION:

- Option 1: Approve the revised 2023 Blueprint Intergovernmental Agency Meeting Schedule.

THIS PAGE INTENTIONALLY LEFT BLANK

Blueprint Intergovernmental Agency Board of Directors Item #4

February 9, 2023

Title: Presentation of the 2022 Updated Disparity Study

Category: General Business

Intergovernmental Management Committee: Vincent S. Long, Leon County Administrator
Reese Goad, City of Tallahassee Manager

Lead Staff / Project Team: Benjamin H. Pingree, Director, Department of PLACE
Keith Bowers, Director, Office of Economic Vitality
Darryl Jones, Deputy Director, Office of Economic Vitality

STATEMENT OF ISSUE:

This item presents the 2022 Updated Disparity Study, performed by MGT of America, Inc. (MGT) for the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency (Attachment #1) to the Blueprint Intergovernmental Agency Board of Directors (IA Board). This Disparity Study Update analyzes the utilization of MWSBEs in the City/County/Blueprint procurements, respectively for FY 2018, FY 2019, FY 2020, and FY 2021 expenditure data. MGT of America, Inc. (MGT) will present the Updated Disparity Study at the February 9, 2023, meeting, along with a set of recommendations, further detailed in this agenda item. The 2022 Updated Disparity Study builds on the MWSBE utilization data captured in MGT's 2019 Disparity Study (FY2013 – FY2017) for the City of Tallahassee, Leon County Government, and Blueprint.

STRATEGIC PLAN:

The completion of an Updated Disparity Study for the City of Tallahassee, Leon County, and Blueprint directly supports Goal #3 of the Economic Development Strategic Plan:

Better identify, understand, and align all available assets, organizations, and resources toward shared economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.

FISCAL IMPACT:

This item does not have a fiscal impact.

LEGAL NECESSITY

To maintain a legally defensible race- or gender-based program, a government must first conduct a disparity study to determine whether factual predicate evidence of disparity exists in the relevant market. A disparity study must compare the government's utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to the availability of MBE and WBE firms in the relevant market during a limited period. If this comparison reveals that the government has not sufficiently utilized MBE and WBE firms to their market availability, a significant disparity exists to justify a race- or gender-based program in the future. Supplier diversity industry standards recommend a new disparity study every five years. In the IA Board-approved OEV 20-year budget plan, the next Disparity Study is budgeted for 2027. For more information on the legal necessity and precedent for race- and gender-conscious government programs, see Chapter 2 of the 2019 Disparity Study Agenda Item, Attachment #2, page 8).

RECOMMENDED ACTION:

Option 1: Accept the 2022 Disparity Study Update by MGT of America.

Option 2: Direct staff to work with City Procurement and County Purchasing to further evaluate the 2022 Disparity Study Update recommendations for a future update to the Consolidated MWSBE Policy. These consolidated policy updates shall be submitted to the respective governing bodies for further consideration.

DISPARITY STUDY UPDATE

The IA Board authorized the 2022 Disparity Study Update on December 10, 2020. OEV staff was also directed to amend its already existing Disparity Study contract with MGT of America to complete the Updated Disparity Study for \$110,000 and included five deliverables. The deliverables included an updated Disparity Study report including an analysis of FY 2018, FY 2019, and FY 2020 data (later modified to include FY 2021); analysis of purchasing card expenditures for all three jurisdictions; benchmark Tallahassee against other comparable communities; analyze available data and information to determine the feasibility of the creation of specific aspirational goals for black-owned businesses; and conduct a staffing analysis on the MWSBE Division.

Each of the MGT deliverables is addressed in the attached report, with the recommendations presented below in the materials.

The MGT report also addresses input from the two minority Chambers of Commerce, as previously directed by the IA Board. On October 15, 2020, the Big Bend Minority and

Capital City Chambers of Commerce presented the Ten Point Plan to the IMC and the City and County Commission members for consideration. This plan, addressed on page 11 of the MGT Report (Attachment #1) sought consideration of several issues identified by the Big Bend Minority and Capital City Chambers of Commerce. The plan outlined recommendations that include but are not limited to changing MWSBE aspirational goals, providing access to capital for micro-lending activities, enhancing training for minority-owned businesses, and optimizing utilization for black-owned businesses. At the December 3, 2020, IA Board Meeting, OEV staff was directed to include an analysis of the Ten Point Plan in its negotiations with MGT of America for this Updated Disparity Study. This analysis has been performed, as detailed in the MGT Report (Attachment #1). MGT's attached Updated Disparity Study includes a full analysis of these issues and others raised by the Chambers. Any recommendations MGT provides reflect their assessment of these topics and are incorporated in this agenda item as directed by the IA Board at the December 3, 2020.

As noted in the Executive Summary of the 2022 Updated Disparity Study--"The underlying premise in commissioning this study is improving access to contracting and procurement opportunities to increase minority and women-owned businesses' share in the community's economic growth and prosperity. In other words, contracting and procurement can significantly impact communities and serve multiple purposes. This impact includes advancing equity and economic prosperity in a community; therefore, it is vital to ensure minority and women-owned businesses have equitable access to such contracting and procurement opportunities."

Since the acceptance of the 2019 Disparity Study and the implementation of the Consolidated MWSBE Policy, an increase in MWBE utilization has occurred in all three jurisdictions, as described in the analysis below.

ASPIRATIONAL GOALS

Aspirational goals are defined as the legally defensible utilization goals assigned to procurements as determined by a disparity study that analyzes the availability and utilization of minority and women-owned businesses in the market area. OEV's MWSBE Division assigns these narrowly tailored aspirational goals to eligible projects based on the project's specifications and the availability of firms.

The 2022 Disparity Study analyzed the feasibility of establishing new aspirational goals. MGT analyzed the current aspirational goals from the 2019 Disparity Study results, covering five (5) fiscal years of data and the newly analyzed four (4) years (FY 18-21) of utilization results. These goals shall apply to all or any minority group in all procurement categories and will remain as follows:

Current Joint City/County/Blueprint Aspirational Goals		
Procurement Category	Aspirational MBE Goal	Aspirational WBE Goal
Construction Prime Contractors	5.00%	4.00%
Construction Subcontractors	14.00%	9.00%
Architecture & Engineering	8.00%	6.00%
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

MGT also concluded that creating an aspirational goal for African American-owned firms alone, was **not recommended**. Based on the availability tables from the Disparity Study Update, setting specific goals for African American-owned businesses could inadvertently decrease African American-owned firms' utilization. Setting race-specific goals for African American firms would set a utilization ceiling for African American firms that would be lower than overall MBE goals. MGT does not recommend an African American race-specific goal because to do so would likely diminish the potential utilization of African American firms in City, County, or Blueprint procurement awards if segregated from the minority aggregate. It is recommended that the current aspirational goals for all minority firms remain at the higher levels, as included in the 2019 Disparity Study, which has since been adopted by all three jurisdictions and is in use today. As such, MGT does not recommend this.

LEGAL ANALYSIS

Creating specific aspirational goals for contracting for minority and women-owned businesses requires consideration of constitutional requirements that have emerged from legal cases over the past 30 years involving participation goals and contracting. Currently, the aspirational goals utilized by Leon County, the City of Tallahassee, and Blueprint are applied to any minority group, not any particular minority group alone.

To maintain a legally defensible race- or gender-based program, governments conduct disparity studies to determine whether factual predicate evidence of disparity exists in the relevant market. The *City of Richmond v. J.A. Croson Co.*, 488 US 469, 501–02 (1989). In determining whether MBE goals and subcontracting programs are constitutional, courts consider "(1) the necessity for the relief and the efficacy of alternative remedies; (2) the flexibility and duration of the 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." *Eng'g Contractors Ass'n of S. Fla. Inc. v. Metro. Dade Cty.*, 122 F.3d 895, 927 (11th Cir. 1997) (citing *Ensley Branch, NAACP v. Seibels*, 31 F.3d 1548, 1569 (11th Cir. 1994)) (emphasis added).

Accordingly, a disparity study must compare the government's utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to the availability of MBE and WBE firms in the relevant market during a period close in time to the resulting government program. Suppose the comparison reveals that the government has not sufficiently utilized MBE and WBE firms to their market availability. In that case, a significant disparity exists to justify a race- or gender-based program from now on.

The 2019 Disparity Study identified significant disparity for all minority groups sufficient to support the MWSBE Program for the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency. The proposed update to the 2019 Disparity Study presented in this agenda item would add FY 2018-2021 data to the existing report, analyzing the most recent and accurate spending data. This update, along with corresponding updates to the MWSBE Policy, would provide for the most up-to-date aspirational goals and strengthen the legal defensibility of the MWSBE Program. Additionally, as detailed in the analysis in this agenda item, this agenda reviews the potential for a race-specific program, with findings and recommendations. The 2019 Disparity Study and the 2022 Updated Disparity Study include an analysis of MWSBE utilization from October 1, 2012, through September 30, 2021.

Any MWSBE race and gender-based supplier diversity program must include legally defensible aspirational goals, which require a supporting disparity study. Under the law, aspirational goals may not exceed the availability of MBE and WBE firms in the local market area. They may not be applied without a statistically significant disparity between utilization and availability. Unlike larger markets such as Atlanta and Miami, the local market, encompassing Leon, Gadsden, Jefferson, and Wakulla Counties, does not have such large MBE and WBE firm availability. Accordingly, the 2022 Updated Disparity Study did not produce legally defensible aspirational goals at the same level as those in the larger markets, which is consistent with prior studies. Therefore, the aspirational goals for this market, Tallahassee-Leon County, are ideal based on availability and utilization. Any comparisons do not apply to larger markets where their data is different.

MGT does not recommend an African American race-specific goal because to do so would diminish the potential utilization of African American firms if segregated from the minority aggregate. Establishing specific race-based goals for minority contracting by the MWSBE Program for the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency can be constitutional. Still, it **must be supported by adequate data** showing that the specific minority group is available and significantly underutilized in the local market. In addition, if the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency established specific aspirational goals for black-owned businesses, **the goals must be narrowly tailored** to meet the

local government's interest in remedying past and present discrimination. Furthermore, the goals must adequately **explore alternate ethnic-neutral measures**. Finally, the **goals must be reviewed and adjusted** every five years so as not to be continued indefinitely.

As detailed in their study update, and as they shall present to the IA Board at their meeting, MGT has affirmed that the City of Tallahassee, Leon County and Blueprint meets this legal requirement.

WORKGROUP AND PUBLIC ENGAGEMENT

OEV staff convened an internal work group comprised of staff from the City of Tallahassee, Leon County Government, and Blueprint to review the Disparity Study throughout the process as follows:

- Susan Dawson, Blueprint Attorney
- Jamilyn Pettitway, Deputy Blueprint Attorney
- LaTanya Raffington, OEV
- Shanea Wilks, OEV
- Darryl Jones, OEV
- Daniel Sheer, Blueprint
- Autumn Calder, Blueprint
- Shelonda Meeks, Blueprint
- Cassandra Jackson, City Attorney
- Lashawn Riggans, Deputy County Attorney
- Veronica McCrackin, City Procurement
- Shelley Kelly, County Purchasing (Melanie Hooley currently)
- Scott Ross, OMB
- Robert Wigen, Finance

OEV and the procurement/purchasing, legal, and financial management departments for all three jurisdictions were represented and guided MGT throughout the disparity study process with several conference call meetings. The 2022 Updated Disparity Study has been reviewed and vetted by all appropriate internal stakeholders from all three jurisdictions—the City of Tallahassee, Leon County Government, and Blueprint.

Furthermore, MGT also presented the draft of the 2022 Updated Disparity Study findings and recommendations, detailed below, to the leadership of the minority Chambers of Commerce on November 4, 2022 – the Big Bend Minority and Capital City Chambers of Commerce. The disparity study consultant provided an overview of the findings. The Chambers of Commerce leadership agreed with the conclusion of the 2022 Updated Disparity Study and the new MGT recommendations presented herein.

Finally, MGT also presented an overview of the Disparity Study Update to the MWSBE Citizen Advisory Committee members. The MWSBE CAC agreed with the findings and

recommended acceptance of the 2022 Updated Disparity Study to the IA Board of Directors for their formal action.

ANALYSIS OF UTILIZATION

As stated in Chapter 2 of the Disparity Study (see Attachment #1, page 13)

"Overall, comparing 2019 Disparity Study utilization to 2022 Disparity Study utilization, the percentage utilization of MWBE firms has increased for all three jurisdictions. For the City, it increased to 5.84 percent; for Blueprint, it nearly tripled to 2.37 percent; for the County, it more than doubled to 27.17 percent. African American firms received 8.73 percent, Hispanic American firms received 5.33 percent, and non-minority women firms received 0.63 percent. The biggest shift occurred in Construction, where all three jurisdictions increased their percentage spend on MWBEs, especially for non-minority women firms."

MGT will further discuss its analysis and findings at the meeting. However, and has been reported to the respective governing bodies in recent annual expenditure updates related to the MWSBE program, utilization of minority and women-owned businesses has been high and sustained in recent years.

2022 UPDATED DISPARITY STUDY FINDINGS/RECOMMENDATIONS

As detailed in their attached report, the 2022 Updated Disparity Study performed by MGT includes six recommendations. The MGT team shall present the following six recommendations at the IA Board meeting along with their findings that support them.

MGT Recommendation A: Mandatory Pre-Bid Meetings

MGT recommends making pre-bid meetings mandatory (in person, virtual, or both) for potential prime respondents for projects with MWSBE aspirational targets assigned. The purpose of a pre-bid meeting is to ensure a full understanding of all aspects and advantages associated with the supplier diversity options managed by OEV and project details, the scope of work, and the solicitation documents. Making these meetings mandatory is expected to enhance the utilization of MWSBE subcontractors. Additionally, these meetings will help prime contractors connect with subcontractors, which reduces the need for Good Faith Efforts (GFE).

Staff Response: OEV Staff and the internal workgroup support the recommendation. Pre-bid meetings occur on all projects with MWSBE, or DBE goals ascribed. Sub-contractors will also be invited according to the specifications of each project.

MGT Recommendation B: Subcontractor Inclusion in Pre-bid Meetings

MGT recommends that OEV encourage subcontractors to attend pre-bid meetings to help facilitate opportunities to network and build relationships with prime contractors and subcontractors.

Staff Response: OEV Staff and the internal workgroup support this recommendation. Pre-bid meetings occur on all projects with MWSBE, or DBE goals ascribed. Sub-contractors will also be invited according to the specifications of each project.

MGT Recommendation C: Advertisement Assistance

MGT recommends that OEV should provide additional assistance to bidders to better facilitate MWSBE opportunities. OEV has networks and points of contact for bidders to access and connect with potential subcontractors. The objective of this MGT recommendation is to provide uniform communication by prime bid responders to available certified MWSBE subcontractors with two key goals; either a) the prime contractor connects with the prospective subcontractor or b) the prime contractor has achieved GFE.

Staff Response: OEV staff and the internal workgroup support this recommendation.

MGT Recommendation D: Written Notices and Follow-Ups to MWSBEs

As discussed above, GFE policies require documentation between bidders and MWSBE firms. To provide consistency within the program, MGT recommends that efforts be made to ensure clear guidance regarding detailed information included in notices to subcontractors. Presently, the methods for primes to communicate with subcontractors are arbitrary and are determined by the respondent prime contractor. With a new required template, provided under a recommended policy update by OEV in the future, the reporting of Good Faith Effort would be consistent for all respondents.

Staff Response: OEV staff and internal workgroup support this recommendation.

MGT Recommendation E: Implement Rotation System

MGT recommends that OEV and the three jurisdictions consider utilizing a vendor rotation system for smaller prime contracts to increase the opportunity for MWBE and SBE firms to do business as primes. Implementing a vendor rotation model on smaller contracts will maintain a diverse pool of available vendors instead of "locking in" one vendor for a multi-year contract. Presently, no purchasing/procurement policy ensures that all pre-qualified bidders are utilized without a policy for rotation. Subsequent procurement policy amendments to address and implement this are recommended for consideration and future inclusion in the Consolidated MWSBE Policy.

Staff Response: OEV staff and the internal workgroup support this recommendation.

MGT Recommendation F: Right to Audit Language in Contracts

The OEV and the three jurisdictions should consider incorporating language in all contracts that prime contractors must maintain subcontract/supplier documentation for all subcontractor firms for a certain period; the time will match the State's record retention policy. This requirement can be an essential tool for monitoring and compliance. The retention of this information by bidders can be made available to OEV when protests are filed or subcontractors or OEV staff question the integrity of good faith effort documentation. Currently, there is no policy guidance that requires prime respondents to maintain sub-contractor documentation. This recommendation will be an additional tool for compliance monitoring.

Staff Response: The staff and internal workgroup support this recommendation.

CONCLUSION:

The cumulative result of MGT's study and analysis are the findings and recommendations documented in analysis section above and listed below:

- Maintain the Current Aspirational Goals Utilized for all MWBEs
- Do Not Act to Establish a Black-Owned Aspirational Goal
- Implement Mandatory Pre-Bid Meetings for projects with aspirational goals
- Subcontractor Inclusion in Pre-bid Meetings
- Create Advertisement Assistance
- Mandate Written Notices and Follow-Ups to M/W/SBEs
- Implement Rotation System
- Include Right to Audit Language in Contracts
- No Staff Increases Needed

The 2022 Disparity Study Update provides factual evidence for continuing remedial efforts to include MWBEs in City/County/Blueprint's procurement. One of the study's objectives was to analyze the ability of OEV and the three jurisdictions to apply aspirational goals on specific race/ethnicity/gender categories, specifically African Americans. MGT's analysis concluded that creating aspirational goals for African American-owned businesses **is not recommended**, as detailed in earlier analysis sections. Also, note in the Updated Disparity Study that the staffing analysis and peer review section has been satisfied with hiring additional staff as authorized by the IA Board in the FY 2022 budget. For clarity, since the MGT updated review began, the IA Board has acted to add two new positions to the MWSBE Division of OEV to expand and improve service provision. MGT affirms this satisfies the present need.

The Office of Economic Vitality is committed to economic inclusion and optimizing the utilization of minority and women-owned firms in the supplier diversity activity of all three jurisdictions and their respective projects and procurements. The recommendations described in this Updated Disparity Study and the subsequent policies they will create will equip MWBEs and prime respondents with essential tools to increase MWBE utilization. Furthermore, the recommendations will also increase the visibility of the supplier diversity efforts of all three jurisdictions through increased marketing and public engagement with prime respondents and MWBE subcontractors. Ultimately, these recommended strategies will increase the utilization of OEV and Florida Office of Supplier Diversity MWBE-certified firms and position them to create more jobs in our local economy.

NEXT STEPS:

If the 2022 Updated Disparity Study is approved as recommended below, OEV will begin to work on incorporating the recommendations into the Consolidated MWSBE Policy. This action will include ongoing collaboration with selected members of the internal workgroup. The updated Consolidated MWSBE Policy will be presented to all three jurisdictions for respective policy analysis and future consideration for approval. Also, OEV will continue to support the full integration of the B2GNow as the contract compliance software for all three jurisdictions.

OPTIONS:

- Option 1: Accept the 2022 Disparity Study Update by MGT of America.
- Option 2: Direct staff to work with City Procurement and County Purchasing to further evaluate the 2022 Disparity Study Update recommendations for a future update to the Consolidated MWSBE Policy. These consolidated policy updates shall be submitted to the respective governing bodies for further consideration.
- Option 3: IA Board Direction.

RECOMMENDED ACTION:

- Option 1: Accept the 2022 Disparity Study Update by MGT of America.
- Option 2: Direct staff to work with City Procurement and County Purchasing to implement the 2022 Disparity Study Update recommendations as an update to the Consolidated MWSBE Policy. These consolidated policy updates shall be submitted to the respective governing bodies for approval.

Attachments:

#1 2022 Updated Disparity Study

#2 Presentation and Discussion of the 2019 Disparity of the City of Tallahassee, Leon County Government and Blueprint Intergovernmental Agency Agenda Item – June 27, 2019

THIS PAGE INTENTIONALLY LEFT BLANK

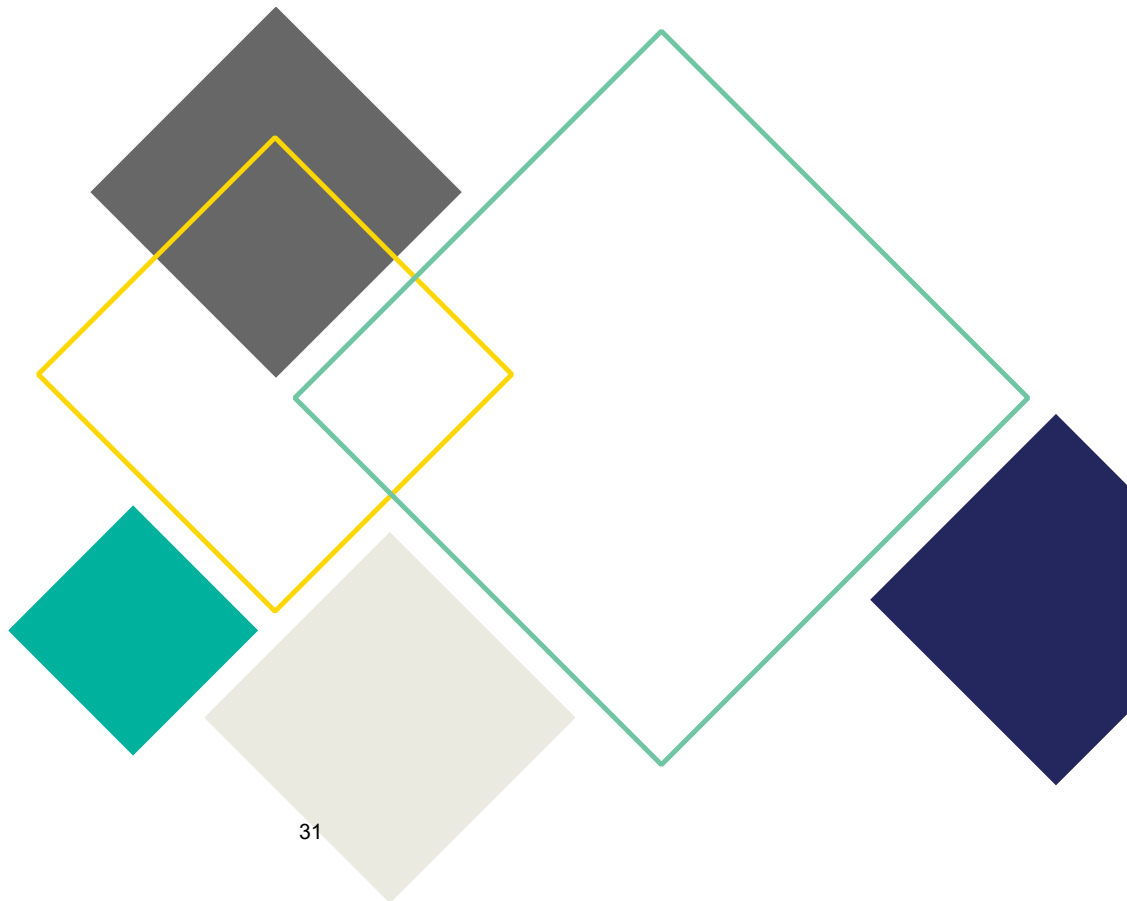
FINAL REPORT

NOVEMBER 29, 2022



2022 Disparity Study Update

**CITY OF TALLAHASSEE, LEON COUNTY,
AND BLUEPRINT**



City of Tallahassee, Leon County, and Blueprint

2022 Disparity Study Update

NOVEMBER 29, 2022

Table of Contents

TABLE OF CONTENTS.....	I
EXECUTIVE SUMMARY	1
BACKGROUND	1
PROGRAM ENHANCEMENTS SINCE 2019 DISPARITY STUDY	2
ASPIRATIONAL GOALS	10
STAFFING ANALYSIS.....	12
ADDITIONAL KEY FINDINGS	13
STUDY RECOMMENDATIONS	14
CONCLUSION	15
1 INTRODUCTION.....	17
1.1 INTRODUCTION	17
1.2 STUDY TEAM	17
1.3 OVERVIEW OF STUDY APPROACH	18
1.4 REPORT ORGANIZATION	19
1.5 GLOSSARY OF TERMS	20
2 MARKET AREA AND UTILIZATION ANALYSES	22
2.1 INTRODUCTION	22
2.2 DATA COLLECTION AND MANAGEMENT- UTILIZATION DATA	22
2.3 CITY OF TALLAHASSEE ANALYSIS	24
2.4 BLUEPRINT ANALYSIS	31
2.5 LEON COUNTY ANALYSIS.....	35
2.6 P-CARD ANALYSIS.....	41
3 PEER AGENCY REVIEW	47
3.1 INTRODUCTION	47
3.2 CITY OF ATLANTA, GA.....	48
3.3 CITY OF COLUMBIA, SC.....	50
3.4 CITY OF NEW ORLEANS, LA	53
3.5 CITY OF PENSACOLA, FL.....	56
3.6 CITY OF PHILADELPHIA, PA.....	58
3.7 CITY OF SAVANNAH, GA	60
3.8 CITY OF WINSTON-SALEM, NC	62
3.9 HILLSBOROUGH COUNTY, FL	64
3.10 ORANGE COUNTY, FL	66

3.11CITY OF CHARLOTTE, NC	67
3.12INFORMATIONAL BEST PRACTICES	68
3.13SUMMARY.....	76
4 GOOD FAITH EFFORT REVIEW	78
4.1 INTRODUCTION.....	78
4.2 GFE POLICIES AND PROCEDURES.....	78
4.3 BEST PRACTICES/RECOMMENDATIONS	79
5 FINDINGS	82
5.1 INTRODUCTION.....	82
5.2 FINDINGS	82
APPENDIX A.....	96
A. DETAILED MARKET AREA ANALYSES	96
APPENDIX B	125
B. DETAILED UTILIZATION BY YEAR	125

TOC CONTINUED

TABLES

Table E-1. Prime Utilization Overall Comparison By Year	5
Table E-2. Prime Utilization Construction Comparison By Year.....	6
Table E-3. Prime Utilization Architecture & Engineering Comparison By Year	6
Table E-4. Prime Utilization Professional Services Comparison By Year.....	6
Table E-5. Prime Utilization Other Services Comparison By Year.....	7
Table E-6. Prime Utilization Materials & Supplies Comparison By Year.....	7
Table E-7. P-Card Analysis By Business Ownership Classification and By Procurement Categories – City of Tallahassee	8
Table E-8. P-Card Analysis By Business Ownership Classification and By Procurement Categories – Blueprint	8
Table E-9. P-Card Analysis By Business Ownership Classification and By Procurement Categories – Leon County	8
Table E-10. 2022 US Census population demographics.....	9
Table E-11. 2019 Consolidated Goals	11
Table E-12. 2019 Availability Results By Procurement Categories City of Tallahassee	11
Table E-13. 2019 Availability Results By Procurement Categories Blueprint	11
Table E-14. 2019 Availability Results By Procurement Categories Leon County	12
Table 2-1. Market Area Analysis, Distribution of Dollars By Business Category, Inside & Outside the Tallahassee MSA, City of Tallahassee Market Area.....	26
Table 2-2. Prime Utilization Analysis By Business Ownership Classification and By Procurement Categories City of Tallahassee	29
Table 2-3. Subcontractor Construction Utilization Analysis By Business Ownership Classification City of Tallahassee	30
Table 2-4. Market Area Analysis, Distribution of Dollars By Business Category, Inside & Outside the Tallahassee MSA, City of Tallahassee - Blueprint Division Market Area	32
Table 2-5. Prime Utilization Analysis By Business Ownership Classification and By Procurement Categories – Blueprint Division	34
Table 2-6. Subcontractor Construction Utilization Analysis By Business Ownership Classification – Blueprint Division.....	35
Table 2-7. Market Area Analysis, Distribution of Dollars By Business Category, Leon County Market Area.....	38
Table 2-8. Prime Only Utilization Analysis By Business Ownership Classification and By Procurement Categories Leon County	40
Table 2-9. Subcontractor Construction Utilization Analysis By Business Ownership Classification Leon County	41

Table 2-10. P-Card Analysis By Business Ownership Classification and By Procurement Categories – City of Tallahassee	44
Table 2-11. P-Card Analysis By Business Ownership Classification and By Procurement Categories – Blueprint	44
Table 2-12. P-Card Analysis By Business Ownership Classification and By Procurement Categories – Leon County	45
Table 3-1. 2022 US Census population demographics	47
Table 5-1. Historical Summary of Prime Utilization By Business Category City 2019 Disparity Study	83
Table 5-2. Historical Summary of Prime Utilization By Business Category Blueprint 2019 Disparity Study	83
Table 5-3. Historical Summary of Prime Utilization By Business Category Leon County 2019 Disparity Study	84
Table 5-4. Prime Utilization Analysis By Business Ownership Classification and By Procurement Categories City of Tallahassee 2022 Study	85
Table 5-5. Subcontractor Construction Estimated Utilization Analysis By Business Ownership Classification City of Tallahassee 2022 Study	86
Table 5-6. Prime Utilization Analysis By Business Ownership Classification and By Procurement Categories Blueprint Division 2021 Study	87
Table 5-7. Subcontractor Construction Estimated Utilization Analysis By Business Ownership Classification Blueprint Division 2021 Study	88
Table 5-8. Prime Utilization Analysis By Business Ownership Classification and By Procurement Categories Leon County	89
Table 5-9. Subcontractor Construction Utilization Analysis By Business Ownership Classification Leon County	90
Table 5-10. Prime Utilization Overall Comparison By YEAR	91
Table 5-11. Prime Utilization Construction Comparison By YEAR	91
Table 5-12. Prime Utilization Architecture & Engineering Comparison By YEAR	91
Table 5-13. Prime Utilization Professional Services Comparison By YEAR	92
Table 5-14. Prime Utilization Other Services Comparison By YEAR	92
Table 5-15. Prime Utilization Materials & Supplies Comparison By YEAR	92
Table 5-16. P-Card Analysis By Business Ownership Classification and By Procurement Categories – City of Tallahassee	93
Table 5-17. P-Card Analysis By Business Ownership Classification And By Procurement Categories – Blueprint	93
Table 5-18. P-Card Analysis By Business Ownership Classification And By Procurement Categories – Leon County	94
Table A-1. TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA All Firms	96
Table A-2. TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA Construction Firms	104

Table A-3. TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA Architecture & Engineering Firms	106
Table A-4. TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA Professional Services Firms	107
Table A-5. TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA other services Firms	110
Table A-6. TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA materials & supplies Firms	115
Table A-7. Tallahassee MSA, City of Tallahassee - Blueprint Division Market Area All Firms	119
Table A-8. Tallahassee MSA, City of Tallahassee - Blueprint Division Market Area Construction Firms.....	120
Table A-9. Tallahassee MSA, City of Tallahassee - Blueprint Division Market Area Architecture & Engineering Firms	120
Table A-10. Tallahassee MSA, City of Tallahassee - Blueprint Division Market Area Professional Services Firms	120
Table A-11. Tallahassee MSA, City of Tallahassee - Blueprint Division Market Area other services Firms	121
Table A-12. Tallahassee MSA, City of Tallahassee - Blueprint Division Market Area materials & supplies Firms	121
Table A-13. Leon County Market Area All Firms.....	122
Table A-14. Leon County Market Area Construction Firms	122
Table A-15. Leon County Market Area Architecture & Engineering Firms	123
Table A-16. Leon County Market Area Professional Services Firms	123
Table A-17. Leon County Market Area other services Firms.....	123
Table A-18. Leon County Market Area materials & supplies Firms	124
Table B-1. TALLAHASSEE MSA, CITY OF TALLAHASSEE UTILIZATION BY YEAR All Firms	125
Table B-2. TALLAHASSEE MSA, CITY OF TALLAHASSEE UTILIZATION BY YEAR Construction Firms.....	126
Table B-3. TALLAHASSEE MSA, CITY OF TALLAHASSEE UTILIZATION BY YEAR Architecture & Engineering Firms	127
Table B-4. TALLAHASSEE MSA, CITY OF TALLAHASSEE UTILIZATION BY YEAR Professional Services Firms	128
Table B-5. TALLAHASSEE MSA, CITY OF TALLAHASSEE UTILIZATION BY YEAR other services Firms	129
Table B-6. TALLAHASSEE MSA, CITY OF TALLAHASSEE UTILIZATION BY YEAR materials & supplies Firms	130
Table B-7. Tallahassee MSA, City of Tallahassee - Blueprint Division UTILIZATION BY YEAR All Firms.....	131

Table B-8. Tallahassee MSA, City of Tallahassee - Blueprint Division UTILIZATION BY YEAR Construction Firms	132
Table B-9. Tallahassee MSA, City of Tallahassee - Blueprint Division UTILIZATION BY YEAR Architecture & Engineering Firms	133
Table B-10. Tallahassee MSA, City of Tallahassee - Blueprint Division UTILIZATION BY YEAR Professional Services Firms	134
Table B-11. Tallahassee MSA, City of Tallahassee - Blueprint Division UTILIZATION BY YEAR other services Firms.....	135
Table B-12. Tallahassee MSA, City of Tallahassee - Blueprint Division UTILIZATION BY YEAR materials & supplies Firms	136
Table B-13. Leon County UTILIZATION BY YEAR All Firms	137
Table B-14. Leon County UTILIZATION BY YEAR Construction Firms	138
Table B-15. Leon County UTILIZATION BY YEAR Architecture & Engineering Firms	139
Table B-16. Leon County UTILIZATION BY YEAR Professional Services Firms	140
Table B-17. Leon County UTILIZATION BY YEAR other services Firms	141
Table B-18. Leon County UTILIZATION BY YEAR materials & supplies Firms	142

FIGURES

Figure 2-1. Summary of Dollars, Prime Level Dollars (Payments) By Business Category, Overall Market Area, City of Tallahassee.....	25
Figure 2-2. Summary of Dollars, Prime Level Dollars (Payments) By Business Category, Overall Market Area City of Tallahassee – Blueprint Division.....	31
Figure 2-3. Summary of Dollars, Prime Level Dollars (Payments) By Business Category, Overall Market Area, Leon County	37

Executive Summary

Background

MGT completed a Disparity Study that included the City of Tallahassee, Leon County, and the Blueprint Intergovernmental Agency in 2019. The 2019 Disparity Study analyzed procurements between October 1, 2012, through September 30, 2017, for the categories of Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies. From this study, a consolidated M/W/SBE policy was created. Pursuant to the direction provided by the Intergovernmental Agency (IA) Board at its December 10, 2020, meeting, the Office of Economic Vitality (OEV) entered into discussions and negotiations with MGT regarding an update to the 2019 Disparity Study. The agreement to conduct an update to the 2019 Disparity Study was executed on February 22, 2021.

The study objectives included updating the 2019 Disparity Study conducted by MGT. Specifically, the OEV wanted MGT to analyze M/W/SBE utilization for FY 2018, 2019, 2020, and 2021. In addition, MGT was charged with the following:

- Analyzing P-Card spending for all three jurisdictions,
- Benchmarking Tallahassee against other comparable communities,
- Analyzing available data and information to determine the feasibility of the creation of specific aspirational goals for black-owned businesses,
- Reviewing good faith effort policies and procedures,
- Conducting a staffing analysis of the M/W/SBE Division.

The underlying premise in commissioning this study is improving access to contracting and procurement opportunities to increase minority and women-owned businesses' share in the community's economic growth and prosperity. In other words, contracting and procurement can have a significant community impact and serve multiple purposes, including advancing equity and economic prosperity in a community; therefore, it is important to ensure minority and women owned businesses has equitable access to such contracting and procurement opportunities. In administering the MWSBE Program based upon the 2019 Disparity Study, OEV has initiated the following:

- ◆ Consolidation of the City of Tallahassee (COT) and Leon County M/W/SBE programs and their respective policies. MWSBE operations are now fully consolidated in a physical location and programmatically under a single MWSBE Policy.
- ◆ Incorporation of the aspirational goals recommended in the 2019 Disparity Study into the MWSBE Policy.
- ◆ Certification of minority- and women-owned firms for procurement opportunities beyond just City of Tallahassee and Leon County projects, e.g., Florida A&M University, and Leon County Sheriff's Office.
- ◆ Programs to help build capacity for existing M/W/SBE businesses, e.g., Capital Loop campaign and the 4Es strategy (engage, educate, equip, empower).

- ♦ Working in partnership with B2Gnow to complete the contract compliance and monitoring system to manage procurement data for subcontractor utilization and P-card data.
- ♦ Increased staffing to strengthen contract compliance monitoring and engagement to better support MWBE capacity building.
- ♦ Good Faith Effort (GFE) enhanced procedures.

MGT analyzed the utilization of M/W/SBEs in the City/County/Blueprint geographic and product markets between October 1, 2017, through September 30, 2021; and P-Card utilization for the City/Blueprint between October 1, 2017, through September 30, 2021, and the County between October 1, 2016, through September 30, 2021. The M/W/SBE Disparity Study analyzed contracting opportunities in the following business categories as defined in **Chapter 2**, Market Area and Utilization Analysis, to update the 2019 Disparity Study:

- ♦ Construction;
- ♦ Architecture and Engineering;
- ♦ Professional Services;
- ♦ Other Services;
- ♦ Material and Supplies.

Additionally, the Disparity Study update provides recommendations based on peer agencies including a staffing analysis. The results of this study and conclusions drawn are presented in detail in **Chapters 2 through 4** of this report.

Program Enhancements Since 2019 Disparity Study

Based on the 2019 Disparity Study recommendations, the City of Tallahassee (City), Leon County Government (County), and Blueprint Intergovernmental Agency (Blueprint) consolidated their MWSBE policies into one policy on April 1, 2020, to be administered by the Minority, Women, and Small Business Enterprise (MWSBE) Division of the Office of Economic Vitality (OEV). The consolidated policy is intended to operate an MWBE Program and an SBE Program that provides for:

1. Representative utilization of MWSBE firms in all aspects of City, County, and Blueprint procurement activity.
2. Elimination of any institutional and procedural barriers which would prohibit active participation in City, County, and Blueprint procurement opportunities.
3. Training, education, and technical assistance to enhance opportunities for MWSBE firms' participation in the City, County, and Blueprint purchasing and contracting activities.
4. Public information on the opportunities available for doing business with the City, County, and Blueprint.

Since the 2019 Study and the consolidation of the MWSBE program under OEV, significant progress has been made by OEV related to the above objectives. Specifically:

- ◆ Addressed recommendations in the February 24, 2021, 10 Point Plan presented by Big Bend Minority Chamber of Commerce and Capital City Chamber of Commerce. The 10 Point Plan recommendations included:
 - Develop training for primes and black-owned businesses to promote joint ventures.
 - OEV offers an MWSBE Academy in cooperation with our business development partners to provide capacity-building instruction to our certified firms. OEV is responsible for creating capacity-building activities to strengthen MWSBE in our local economy and works in cooperation with trade associations and the local chambers to increase joint ventures.
 - Reserve Projects for Qualified Certified Firms.
 - The new MWSBE Policy includes Reserved Projects as part of its Small Business Enterprise (SBE) Program to reserve projects when feasible for competition only among certified SBE firms.
 - Require a report on MWBE spending at every City and County meeting.
 - The MWSBE Division reports on the City and County annual MWBE expenditures during an IA Board meeting. In addition, each procurement contract has an analysis of the MWSBE expenditures.
 - On a semi-annual basis, the MWSBE Division reports on engagement activity for all three jurisdictions as well as any OEV Status Update presented to the IA Board.
 - Change the goals to 25% MBE utilization on all MBE Goals by Race for African American firms.
 - A constitutional race-conscious government program must have a basis in availability and utilization statistics and be narrowly tailored to address the discrimination. Not recommended as discussed below.
 - In partnership with the BBMC, CCCC, and Florida A&M University Credit Union, use Blueprint or CARES Act funds to develop microgrants and loan programs to lower the access to capital disparities that black-owned businesses face.
 - OEV conducted a thorough analysis of already existing financing options available to black-owned businesses in the marketplace. Then, utilizing Leon County CARES funds, OEV has worked in concert with FAMU FCU to develop a microloan program launched in February 2021.
 - Amend the purchasing card policy to require an annual minimum of 30% of the total dollars spent to be on local black-owned businesses.
 - Under the new MWSBE Policy, P-Card users are encouraged to utilize MBE and WBE firms, but P-Card spending is not subject to project-specific goals used in the procurement process.

- Update the Disparity Study to include 2018-2019 spending availability and P-Card Purchases to substantiate the increase in minority spending goal.
 - Addressed through this disparity study.
- Update the Disparity Study to add years 2018 and 2019 to substantiate Higher Aspirational Goals for MBE participation and to benchmark Leon County-Tallahassee to relatable markets.
 - Addressed through this disparity study.
- Hire additional employees within the Office of Economic Vitality (OEV) to assist in Diversity Monitoring and Integrity Monitoring for all applicable city/county contracts, to ensure that all contractors are working with diverse vendors to meet or exceed aspirational goals.
 - Addressed through this disparity study.
- Hire a consultant to serve as a Construction Integrity Monitor for all construction contracts. The monitor will work closely with OEV from the pre-bid stage throughout the life of the project to ensure that every effort to utilize MBE firms is met. The consultant will report directly to the commission.
 - MWSBE staff attends the post award project meeting, or preconstruction kickoff meeting. MWSBE staff have the authority under the Policy to perform random on-site monitoring. This on-site monitoring verifies the work performed by those contracted MWBE firms.
- ♦ OEV is integrated into the solicitation process on the very front end which enables OEV to provide guidance and assistance to facilitate participation and utilization of MWSBEs from the beginning of the solicitation process to the end of the process.
- ♦ Based on MGT's policy recommendation regarding mandatory pre-bid meetings, vast improvements in the process have been implemented including strengthening good faith efforts.
- ♦ Solicitation Development meetings are being held for all solicitations with project managers across all three jurisdictions. This has created greater transparency as all vendors flow through OEV.
- ♦ Solicitation development meetings are being used to engage in conversations about specifications and availability to align aspirational goals with the reality of availability in the marketplace.
- ♦ Increased staffing to strengthen contract compliance monitoring and engagement to better support MWBE capacity building.
- The Solicitation Development meetings are also being used to segregate points to optimize utilization. For example, you may get an extra 5 points for a joint venture.
 - ♦ Implementation of B2GNOW. Once fully implemented and functional it will allow the OEV to track vendor utilization and participation from all three jurisdictions.

- ♦ MGT also noted that the assistance and support provided by OEV helped to sustain both minority and small businesses adversely impacted by COVID-19. Like businesses across the country minority and small businesses were adversely impacted by the pandemic. The adverse impacts on minority and small businesses in Tallahassee align with conclusions reached in SBA's Office of Advocacy Issue Brief, "The Effects of the COVID-19 Pandemic on Small Businesses", which found there were larger declines for Black business owners. While there is no definitive data on minority and small business closings during the pandemic, it can be concluded that the assistance and support provided by OEV enabled minority and small businesses to survive the pandemic.

Taken on the whole, OEV has used the 2019 study and the 10 Point Plan to make significant policy and programmatic changes that will ultimately pay huge dividends. Overall, the updated Disparity Study and efforts being undertaken are significant and important indicators of the City's, Blueprint's, and the County's commitment to increasing access and opportunities for diverse businesses.

Analysis of Utilization (Chapter 2)

Overall, comparing 2019 Disparity Study utilization to 2022 Disparity Study utilization, the percentage utilization of M/WBE firms has increased for all three jurisdictions. For the City, it increased to 5.84 percent; for Blueprint, it nearly tripled to 2.37 percent; and for the County, it more than doubled to 18.54 percent. MGT calculated that overall construction subcontract dollars to have been \$4.168 million or 28 percent of the \$14.838 million in County construction prime contracts in the market area. African American firms received 8.73 percent, Hispanic American firms received 5.33 percent, and Nonminority women firms received 0.63 percent. The biggest shift occurred in Construction, where all three jurisdictions increased their percentage spend on M/WBEs, especially for Nonminority women firms.

TABLE E-1.
PRIME UTILIZATION OVERALL COMPARISON
BY YEAR

Disparity Study Year	City of Tallahassee		Blueprint		Leon County	
	2019	2022	2019	2022	2019	2022
African Americans	1.05%	1.09%	0.01%	1.77%	4.70%	5.74%
Asian Americans	0.02%	0.00%	0.00%	0.00%	0.04%	0.02%
Hispanic Americans	1.81%	0.15%	0.00%	0.00%	1.51%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	2.88%	1.23%	0.01%	1.77%	6.25%	5.76%
Nonminority Woman Firms	1.88%	4.60%	0.90%	0.61%	5.95%	12.77%
TOTAL M/WBE FIRMS	4.76%	5.84%	0.91%	2.37%	12.20%	18.54%
TOTAL NON-M/WBE FIRMS	95.24%	94.16%	99.09%	97.63%	87.80%	81.46%

TABLE E-2.
PRIME UTILIZATION CONSTRUCTION COMPARISON
BY YEAR

Disparity Study Year	City of Tallahassee		Blueprint		Leon County	
	2019	2022	2019	2022	2019	2022
African Americans	0.08%	0.08%	0.00%	0.00%	3.95%	5.88%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
Hispanic Americans	2.90%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	2.98%	0.08%	0.00%	0.00%	3.95%	5.90%
Nonminority Woman Firms	1.12%	5.63%	0.11%	0.45%	4.43%	15.17%
TOTAL M/WBE FIRMS	4.10%	5.72%	0.11%	0.45%	8.38%	21.06%
TOTAL NON-M/WBE FIRMS	95.90%	94.28%	99.89%	99.55%	91.62%	78.94%

TABLE E-3.
PRIME UTILIZATION ARCHITECTURE & ENGINEERING COMPARISON
BY YEAR

Disparity Study Year	City of Tallahassee		Blueprint		Leon County	
	2019	2022	2019	2022	2019	2022
African Americans	0.86%	3.02%	0.00%	22.41%	10.07%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.29%	0.00%	0.00%	0.00%	0.14%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	1.15%	3.02%	0.00%	22.41%	10.20%	0.00%
Nonminority Woman Firms	2.84%	0.89%	2.16%	0.00%	7.49%	0.00%
TOTAL M/WBE FIRMS	4.00%	3.91%	2.16%	22.41%	17.69%	0.00%
TOTAL NON-M/WBE FIRMS	96.00%	96.09%	97.84%	77.59%	82.31%	100.00%

TABLE E-4.
PRIME UTILIZATION PROFESSIONAL SERVICES COMPARISON
BY YEAR

Disparity Study Year	City of Tallahassee		Blueprint		Leon County	
	2019	2022	2019	2022	2019	2022
African Americans	1.66%	2.01%	0.00%	0.00%	0.70%	0.00%
Asian Americans	0.02%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.42%	0.00%	0.00%	0.00%	0.07%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	2.11%	2.01%	0.00%	0.00%	0.77%	0.00%
Nonminority Woman Firms	5.29%	2.30%	0.48%	0.00%	0.79%	1.04%
TOTAL M/WBE FIRMS	7.40%	4.31%	0.48%	0.00%	1.57%	1.04%
TOTAL NON-M/WBE FIRMS	92.60%	97.99%	99.52%	100.00%	98.43%	98.96%

TABLE E-5.
PRIME UTILIZATION OTHER SERVICES COMPARISON
BY YEAR

Disparity Study Year	City of Tallahassee		Blueprint		Leon County	
	2019	2022	2019	2022	2019	2022
African Americans	3.65%	2.06%	0.94%	0.00%	11.68%	12.54%
Asian Americans	0.05%	0.00%	0.06%	0.00%	0.28%	0.00%
Hispanic Americans	1.26%	0.49%	0.00%	0.00%	10.02%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	4.96%	2.54%	1.00%	0.00%	21.98%	12.54%
Nonminority Woman Firms	2.99%	0.74%	9.09%	25.59%	7.23%	0.51%
TOTAL M/WBE FIRMS	7.95%	3.29%	10.09%	25.59%	29.21%	13.05%
TOTAL NON-M/WBE FIRMS	92.05%	96.82%	89.91%	74.41%	70.79%	86.95%

TABLE E-6.
PRIME UTILIZATION MATERIALS & SUPPLIES COMPARISON
BY YEAR

Disparity Study Year	City of Tallahassee		Blueprint		Leon County	
	2019	2022	2019	2022	2019	2022
African Americans	0.08%	0.91%	0.00%	0.00%	0.09%	0.00%
Asian Americans	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.09%	0.91%	0.00%	0.00%	0.10%	0.00%
Nonminority Woman Firms	0.66%	23.76%	3.56%	0.00%	10.84%	0.00%
TOTAL M/WBE FIRMS	0.75%	24.66%	3.56%	0.00%	10.94%	0.00%
TOTAL NON-M/WBE FIRMS	99.25%	75.34%	96.44%	100.00%	89.06%	100.00%

Analysis of Purchasing Card (P-Card) Expenditures For All Three Jurisdictions (Chapter 2)

The P-Card analysis shows that non-M/WBE firms are utilized at higher rates than their M/WBE counterparts for all three jurisdictions, with 97.55 percent for the City, 94.66 percent for Blueprint, and 98.85 percent for the County. The highest utilization rates among M/WBE classifications included Nonminority women firms across all three jurisdictions, accounting for 5.34 percent for Blueprint, 1.49 percent for the City, and 1.15 percent for the County.

Data is analyzed by the same overall utilization procurement categories of Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies. The analysis encompasses P-Card expenditures for the City/Blueprint between October 1, 2017, through September 30, 2021, and the County between October 1, 2016, through September 30, 2021.

The following charts present a summary of P-Card expenditures to firms within the relevant market area to include M/WBE utilization. For the City of Tallahassee and Blueprint, small purchases that can be procured through a P-Card are defined as those purchases between \$0 and \$25,000. For Leon County, small purchases that can be procured through a P-Card are defined as those purchases between \$0 and \$5,000.

It should be noted that as the new B2GNow software is fully implementing, P-Card data will be incorporated into the software. This will allow for a closer monitoring of M/WBE spend and will allow for specific P-Card policies to be incorporated that provide equitable opportunities for all vendors.

TABLE E-7.
P-CARD ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES –
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.95%	1.66%	0.20%	0.18%	0.04%	0.84%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.96%	1.66%	0.20%	0.18%	0.05%	0.84%
Nonminority Woman Firms	1.49%	0.03%	0.00%	0.00%	5.49%	1.25%
TOTAL M/WBE FIRMS	2.45%	1.69%	0.20%	0.18%	5.54%	2.09%
TOTAL NON-M/WBE FIRMS	97.55%	98.31%	99.80%	99.82%	94.46%	97.91%

TABLE E-8.
P-CARD ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES –
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Nonminority Woman Firms	5.34%	0.00%	0.00%	0.00%	21.50%	0.00%
TOTAL M/WBE FIRMS	5.34%	0.00%	0.00%	0.00%	21.50%	0.00%
TOTAL NON-M/WBE FIRMS	94.66%	100.00%	0.00%	100.00%	78.50%	100.00%

TABLE E-9.
P-CARD ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES –
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.01%	0.00%	0.00%	0.00%	0.00%	0.02%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.23%	0.00%	0.00%	0.00%	0.76%	0.05%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.25%	0.00%	0.00%	0.00%	0.77%	0.06%
Nonminority Woman Firms	0.91%	0.02%	0.00%	0.32%	1.05%	0.92%
TOTAL M/WBE FIRMS	1.15%	0.02%	0.00%	0.32%	1.82%	0.98%
TOTAL NON-M/WBE FIRMS	98.85%	99.98%	100.00%	99.68%	98.18%	99.02%

Benchmark Against Other Comparable Communities & Staffing Analysis (Chapter 3)

To conduct the benchmarking review MGT targeted the following communities based on comparable demographics or programmatic similarities to OEV and the three jurisdictions. US Census 2022 demographic information for these areas is also provided (MGT chose these jurisdiction based on similarities to the city of Tallahassee and Leon County market area and jurisdictions with well established programs that best practices can be derived from):

1. City of Atlanta, GA
2. City of Columbia, SC
3. City of Philadelphia, PA
4. City of Savannah, GA
5. City of Pensacola, FL
6. City of New Orleans, LA
7. City of Winston-Salem, NC
8. Orange County, FL
9. City of Charlotte, NC

TABLE E-10.
2022 US CENSUS POPULATION DEMOGRAPHICS

Location	White	African American	Asian American	Two or More Races	Other Races	Native American	Native Hawaiian/Pacific Islander
Population %							
Tallahassee, FL	54.67%	35.95%	4.37%	3.50%	1.31%	0.14%	0.05%
Atlanta, GA	49.79%	40.42%	4.80%	3.18%	1.40%	0.38%	0.04%
Columbia, SC	52.58%	39.60%	3.41%	2.84%	1.22%	0.21%	0.14%
Philadelphia, PA	39.33%	41.36%	7.42%	4.26%	7.27%	0.33%	0.04%
Savannah, GA	38.05%	54.39%	2.71%	2.89%	1.66%	0.19%	0.11%
Pensacola, FL	65.50%	26.03%	1.76%	5.63%	0.77%	0.19%	0.12%
New Orleans, LA	33.40%	59.22%	2.89%	2.55%	1.75%	0.18%	0.01%
Winston-Salem, NC	54.92%	34.17%	2.49%	4.98%	3.09%	0.26%	0.08%
Orange County, FL	59.87%	20.99%	5.28%	7.46%	6.13%	0.20%	0.07%
Charlotte, NC	46.67%	35.47%	6.63%	4.14%	6.66%	0.40%	0.04%
Population Ns							
Tallahassee, FL	105,453	69,348	8,423	6,760	2,527	276	98
Atlanta, GA	247,758	201,163	23,866	15,820	6,945	1,888	202
Columbia, SC	70,491	53,082	4,566	3,813	1,635	282	188
Philadelphia, PA	622,027	654,092	117,274	67,307	114,988	5,255	588
Savannah, GA	55,365	79,133	3,938	4,209	2,418	271	158
Pensacola, FL	34,659	13,773	933	2,980	406	101	66
New Orleans, LA	130,678	231,679	11,305	9,981	6,852	723	31
Winston-Salem, NC	134,993	83,987	6,116	12,251	7,598	648	194
Orange County, FL	822,463	288,370	72,469	102,506	84,227	2,780	969
Charlotte, NC	407,684	309,837	57,889	36,179	58,164	3,468	349

Program components reviewed by MGT have been tailored to fit program goals based on the findings of the 2019 Disparity Study findings, where applicable. Eight of the programs included in the review had

conducted a disparity study in the last seven years. Staffing in the programs that were reviewed ranged from two staff to 10. While the staffing was comparable to Tallahassee's in certain programs, staffing was significantly higher in other programs. In programs with higher staffing, staff performed a variety of roles including site visits, certification, contract compliance, goal setting, and reporting. Regarding policies/procedures to increase utilization common features include project specific goal setting, good faith effort documentation, and program implementation in all business categories. All peer agency programs, including OEV, conduct outreach and provide technical assistance but the type of outreach in terms of frequency, content and format is largely dependent on resources and staffing. Much the same can be said about technical assistance. It was noted that COVID has impacted program operations which have required adjustments and adaptations. Many cities had an abundance of online resources to aid M/WBE businesses as well as assist non-M/WBE primes in contracting with M/WBE subcontractors.

Aspirational Goals

Determining the feasibility of creating aspirational goals for African American-owned businesses was an important component of the updated 2022 Disparity Study. To determine feasibility, MGT analyzed the current aspirational goals, 2019 study utilization results, and 2022 study utilization results and concluded that creating an aspirational goal for African American-owned businesses was not recommended. As shown in the availability tables below from the 2019 study, setting specific goals for African American-owned businesses may reduce utilization as overall availability would be lower than that of the consolidated goals. Additionally, to minimize the impact that COVID-19¹ may have had on availability of M/WBE firms it is recommended that aspirational goals remain as they are. This considers that although overall spend has declined during 2020 and 2021. The overall proportional utilization of M/WBEs has risen, with the increase of WBEs.

Currently, there are many agencies and departments within the purview of the OEV that are making great strides to ensure that aspirational goals are met. For example, several departments have incorporated a process to ensure that every effort is being made to meet the aspirational goals. The process is for their Procurement to send the MWSBE office the project package, MWSBE then assigns the project specific goal, and that goal is entered into the contract for the services rendered. This has allowed them to exceed their specific aspirational goals and come closer to meeting the overall aspirational goals outlined.

The disparity study completed by MGT in 2019 provided proposed M/WBE aspirational goals by procurement category. Although there have been strides in the utilization of M/WBE vendors, as outlined below, these aspirational goals should remain. The 2019 Disparity Study proposed aspirational goals were:

¹ See Fairlie R. *The impact of COVID-19 on small business owners: Evidence from the first three months after widespread social-distancing restrictions*. J Econ Manag Strategy. 2020 Winter;29(4):727-740. doi: 10.1111/jems.12400. Epub 2020 Aug 27. PMID: 32904856; PMCID: PMC7461311.

TABLE E-11.
2019 CONSOLIDATED GOALS

BUSINESS CATEGORY	CONSOLIDATED GOALS	
	MBE	WBE
Construction	5.00%	4.00%
Construction Subcontractor	14.00%	9.00%
A & E	8.00%	6.00%
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

As prescribed in the recommendations by MGT, aspirational goals are a guide; and should allow for flexibility as needed and as availability of vendors warrants. As a basis for the goals, availability numbers were the starting point for setting aspirational goals. The availability from the 2019 study were:

TABLE E-12.
2019 AVAILABILITY RESULTS
BY PROCUREMENT CATEGORIES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	CONSTRUCTION SUBCONTRACTORS	A&E	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
AFRICAN AMERICAN FIRMS	2.46%	1.06%	22.22%	3.45%	2.11%	5.28%	2.07%
ASIAN AMERICAN FIRMS	0.80%	0.00%	0.00%	0.86%	0.09%	1.93%	2.58%
HISPANIC AMERICAN FIRMS	0.76%	0.22%	6.48%	2.59%	1.83%	1.09%	0.00%
NATIVE AMERICAN FIRMS	0.11%	0.00%	3.70%	0.86%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	4.14%	1.29%	32.41%	7.76%	4.04%	8.29%	4.65%
NON-MINORITY WOMEN FIRMS	7.73%	7.54%	8.33%	6.03%	18.25%	7.14%	8.14%
TOTAL MWBE FIRMS	11.87%	8.82%	40.74%	13.79%	22.29%	15.43%	12.79%
NON-MWBE FIRMS	88.13%	91.18%	59.26%	86.21%	77.71%	84.57%	87.21%
TOTAL	100.00%	100.00%	22.22%	100.00%	100.00%	100.00%	100.00%

TABLE E-13.
2019 AVAILABILITY RESULTS
BY PROCUREMENT CATEGORIES
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	CONSTRUCTION SUBCONTRACTORS	A&E	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
AFRICAN AMERICAN FIRMS	1.93%	0.87%	19.00%	3.54%	2.58%	5.42%	4.53%
ASIAN AMERICAN FIRMS	0.32%	0.00%	0.50%	0.88%	0.06%	2.11%	0.01%
HISPANIC AMERICAN FIRMS	1.22%	0.26%	4.50%	2.65%	2.45%	1.13%	0.00%
NATIVE AMERICAN FIRMS	0.29%	0.00%	1.50%	0.88%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	3.77%	1.13%	25.50%	7.96%	5.09%	8.66%	4.54%
NONMINORITY WOMEN FIRMS	10.36%	11.78%	21.50%	6.19%	18.52%	6.55%	9.31%

TOTAL M/WBE FIRMS	14.12%	12.91%	47.00%	14.16%	23.61%	15.21%	13.85%
NON-M/WBE FIRMS	85.88%	87.09%	53.00%	85.84%	76.39%	84.79%	86.15%
TOTAL	100.00%	100.00%	19.00%	100.00%	100.00%	100.00%	100.00%

TABLE E-14.
2019 AVAILABILITY RESULTS
BY PROCUREMENT CATEGORIES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	CONSTRUCTION SUBCONTRACTORS	A&E	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
AFRICAN AMERICAN FIRMS	5.89%	6.33%	28.62%	3.31%	2.58%	14.29%	0.86%
ASIAN AMERICAN FIRMS	1.13%	0.00%	0.00%	0.83%	0.15%	6.12%	0.69%
HISPANIC AMERICAN FIRMS	1.30%	0.46%	2.43%	2.48%	2.14%	4.08%	0.17%
NATIVE AMERICAN FIRMS	0.08%	0.00%	0.00%	0.83%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	8.40%	6.79%	31.05%	7.44%	4.87%	24.49%	1.73%
NONMINORITY WOMEN FIRMS	11.23%	7.76%	6.32%	19.48%	16.68%	18.37%	7.27%
TOTAL MWBE FIRMS	19.64%	14.55%	37.37%	26.92%	21.55%	42.86%	8.99%
NON-MWBE FIRMS	80.36%	85.45%	62.63%	73.08%	78.45%	57.14%	91.01%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Staffing Analysis

Taking into consideration the size of the City and County and the number of contracts awarded year over year, MGT recommends the following program structure and administration for effective and engaging business inclusion program:

- ◆ Centralize certification by accepting reciprocal certification from trusted and vetted agencies. The MWSBE Coordinators will continue coordinating new certifications and verifying reciprocal certifications.
- ◆ The existing M/W/SBE Coordinators' responsibilities should continue to include working with internal departments to identify opportunities and goal setting,
- ◆ Incorporate an SBE target market program where SBEs only will be permitted to bid on identified contracts and purchases.

The Office of Economic Vitality currently has one deputy director, one marketing and business outreach coordinator, and two M/W/SBE coordinators. The table below compares the number of staff for OEV's positions in comparison to peer agencies.

OEV Position	Peer Agencies with Equivalent Responsibilities	# Of staff
Deputy Director	City of Charlotte	1 Manager 1 Deputy Manager
	Orange County	1 Manager 1 Administrative Assistant
Marketing & Business Outreach Coordinator	City of Atlanta	7 managers
	City of Philadelphia	1 outreach specialist
	City of Savannah	2 coordinators
	City of Winston-Salem	1 outreach specialist
	Hillsborough County	1 outreach specialist
Special Projects Coordinator	City of Columbia	1 specialist
	City of Philadelphia	1 data and policy
	Hillsborough County	1 data and reporting
	Orange county	1 certification specialist 1 recertification specialist
	City of Savannah	1 certification specialist
	City of Charlotte	1 certification specialist 1 recertification specialist
MWSBE Coordinator	City of Philadelphia	3 MBE compliance specialist
	City of Savannah	1 compliance specialist
	City of Winston-Salem	1 compliance specialist
	Hillsborough County	1 compliance specialist
	Orange County	1 construction coordinator 2 professional services coordinators 1 goods and services coordinator
	City of Charlotte	2 construction coordinators 2 professional services coordinators 1 goods and services coordinator

Additional Key Findings

Prior to April 1, 2021, Good Faith Effort (GFE) policies, and procedures were governed by separate policies for the City, County, and Blueprint IA. The City and Blueprint IA were governed by City of Tallahassee M/W/SBE Policies 16.5, adopted January 22, 2014, and the County was governed by Purchasing Policy No. 96-1 Part B, adopted June 20, 2017. On April 1, 2020, all three agencies consolidated their M/W/SBE policies under the purview of the Minority, Women, and Small Business Enterprise (M/W/SBE) Division of the Office of Economic Vitality (OEV).

Under this consolidated policy M/W/SBE project specific goals were established based on the 2019 Disparity Study. These goals were calculated utilizing current availability of M/WBE firms in the Market Area and the aspirational goals identified in the 2019 Disparity Study that would assist in remedying past disparate treatment of M/W/SBE firms.

Since April 1, 2020, the OEV consolidated M/W/SBE Good Faith Effort policy has become more concise and has provided clearer guidance to what is required from bidders. It has further helped to accomplish

the objectives of the M/W/SBE program by providing opportunities for all available firms. The current documentation and policy are in line with many of the nationwide best practices, but more can be done to assist bidders throughout this process. This includes providing more concrete guidance as to what is expected and providing examples of how to communicate with potential M/W/SBEs. By incorporating several best practices, the GFE policies and procedures will further meet the overall objectives of the program and ensure that equitable opportunities are accessible to all firms

Study Recommendations

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

Recommendation A: Mandatory Pre-Bid Meetings

Make pre-bid meetings mandatory. The purpose of a pre-bid meeting is to clear up any confusion regarding project details, scope of work, and solicitation of documents. By making these meetings mandatory they could alleviate the overuse of GFEs, as any confusion that leads to GFE could be resolved during the meetings. Additionally, these meetings could help prime contractors connect with subcontractors, which reduces the need for GFEs.

Recommendation B: Subcontractor Inclusion in Pre-bid Meetings

Encourage subcontractors to attend pre-bid meetings to help facilitate opportunities to network and build relationships with prime contractors and subcontractors.

Recommendation C: Advertisement Assistance

OEV should provide advertisement guidance to bidders to better facilitate M/W/SBE opportunities. This can be in the form of maintaining a list of publications that are readily accessible to M/W/SBE firms and providing examples of advertisements that bidders can use.

Additionally, OEV should provide concise requirements and guidelines for proper advice, such as:

- ◆ Requiring proper information to be included in the publication.
 - Project name
 - Proposer/bidder firm's name
 - Specific work to be subcontracted
 - Contact person's name, address, telephone and fax number, and email address
 - Detailed information on availability of scope of work, plans and specifications
 - Bid/proposal due date
- ◆ Require bidders to provide proper written proof of advertisement publication. Including the location and number of publications utilized.

Recommendation D: Written Notices and Follow-Ups to M/W/SBEs

OEV GFE Policies require documentation between bidders and M/W/SBE firms. In order to provide consistency within the program, efforts should be made to ensure that clear guidance is provided in regard to what should be included in these notices. Examples include:

- ♦ Bidders should be required to provide written notice and be sent by mail or email to available M/W/SBEs for the work subcontracted no less than 10 to 15 days prior to bid or proposal due date.
- ♦ Written notices of potential opportunities should be sent to those appropriate M/W/SBEs that meet the subcontracted work requirements. This can be made easier for bidders by ensuring they have access to a list of available M/W/SBEs.
- ♦ Samples of written notices and follow-ups should be provided to bidders to use which at minimum include:
 - Project name.
 - Bid or proposal due date/time.
 - Specific work to be subcontracted and other requirements. With detailed information about the work.
 - Proposer/bidder firm's name.
 - Contact person's name, address, telephone, and email address.

Recommendation E: Implement Rotation System

The OEV and the three jurisdictions should consider utilizing a vendor rotation system for smaller prime contracts to increase the opportunity for M/WBE, and SBE firms to do business as a prime. Implementing a vendor rotation model on smaller contracts will maintain a diverse pool of available vendors instead of "locking-in" one vendor for a multi-year contract.

Recommendation F: Right to Audit Language in Contracts

The OEV and the three jurisdictions should consider incorporating language in all contracts that primes must maintain subcontract/supplier documentation for all subcontractor firms for a certain period; usually the time will match the State's record retention policy.

Conclusion

This study provides factual predicate evidence for continuing remedial efforts to include MWBEs in City/County/Blueprint's procurement. One of the objectives of the study was to analyze the ability of OEV and the three jurisdictions to apply aspirational goal on specific race/ethnicity/gender categories, specifically African Americans. MGT's analysis concluded that creating aspirational goals for African American-owned businesses was not recommended. Setting specific goals for African American-owned businesses may in fact reduce utilization as overall availability would be lower than that of the

consolidated goals. Additionally, to minimize the impact that COVID-19 may have had on availability of M/WBE firms it is recommended that aspirational goals remain as they are. This considers that although overall spend has declined during 2020 and 2021. The overall proportional utilization of M/WBEs has risen, with the increase of WBEs.

Additionally, the peer review and staffing analyses suggest that to have an effective and highly successful program, there are other policies and staffing that can be implemented.

The commitment to business diversity and inclusion is embodied in the establishment of OEV and the recognition that procurement can be a powerful mechanism for promoting economic empowerment. MGT's experience conducting over 250 disparity studies has shown that effective implementation and execution of disparity study recommendations can result in significant social and economic outcomes. In recent years, this community has experienced relative growth and is poised to experience even more growth with the help of OEV and the consolidated efforts of all three agencies.

1 Introduction

1.1 Introduction

MGT Consulting Group, LLC (MGT) is pleased to submit the **Updated Minority, Women, and Small Business Enterprise (M/W/SBE) Disparity Study (Study)** to the City of Tallahassee, Leon County, and Blueprint Intergovernmental Agency Disparity Study. A disparity study determines if there are any disparities between the utilization of minority, women, or small business enterprises (M/W/SBEs) compared to the availability of M/W/SBEs in the marketplace who are ready, willing, and able to perform work. This study is an update to the 2019 Disparity Study that examined the utilization statistical data using the following business categories:

- ♦ Construction Services;
- ♦ Architecture and Engineering;
- ♦ Professional Services;
- ♦ Other Services; and
- ♦ Material and Supplies.

In particular, the Study analyzes whether disparity exists in the utilization of prime contractors and subcontractors utilized for City/County/Blueprint. In addition, MGT conducted a peer review of similar supplier diversity programs, and researched best practices to assist to with enhancing the current program and analyzed the use of good faith efforts.

1.2 Study Team

The MGT team who conducted the City/County/Blueprint M/W/SBE Disparity Study is the most experienced and skilled team in the disparity study business. MGT staff have extensive social science research experience, particularly as it relates to disparity. 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.

MGT Project Team

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 include:

Dr. Fred Seamon, Executive Vice President/Project Director

Dr. Seamon was responsible for ensuring the team had the necessary staff and resources to address the deliverables set forth in the scope of work. Dr. Seamon has over 30 years of consulting, research, and teaching experience. He has been conducting research related to access and equity since he was a graduate student. Dr. Seamon has been involved in over 100 of MGT's disparity and disparity-related

Chapter Sections	
♦ ♦ ♦	
1.1	Introduction
1.2	Study Team
1.3	Background Study Context
1.4	Overview of Study Approach

research studies. His disparity study areas of expertise include qualitative research methods, community engagement, and outreach and policy analysis. He has extensive experience analyzing the structure, operations, and processes of public sector organizations and nonprofit agencies, and conducting research studies related to access, equity, and disparities in education, business, and human services.

Ms. Vernetta Mitchell, Director/Peer and Staffing Research Manager

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

Mr. Andres Bernal, Director/Quantitative Data Manager

Mr. Bernal was responsible for collecting and analyzing City/County/Blueprint's contracting and procurement data and serves as the data manager for MGT's disparity studies. He has extensive experience in the collection and analysis of large complex data and applying various statistical and mathematical computations to reach reliable and valid conclusions that are used to shape disparity study findings and recommendations. Mr. Bernal has a law degree and an impressive background in economic theories, including Microeconomic Theory, Macroeconomic Theory, Econometrics, Urban Economics, Experimental Economics, Human and Labor Resource Economics, and Regression Analysis.

Ms. Lara Opheim, Manager/Data Collection Manager

Ms. Opheim led the data collection. Ms. Opheim has over 11 years of experience working with data systems and analytical methods and techniques and is a key member of the DEI/disparity data collection and analysis team. Since joining MGT she has worked on a dozen disparity studies. Her experience translating data analysis results to inform decision making about disparity findings and conclusions is critical throughout this project.

1.3 Overview of Study Approach

MGT followed a carefully designed work plan that allowed study team members to fully analyze the utilization of M/W/SBEs in the City/County/Blueprint geographic and product markets between October 1, 2017, through September 30, 2021; and P-Card utilization for the City/Blueprint and County between October 1, 2017, through September 30, 2021, and October 1, 2016, through September 30, 2021, respectively. The M/W/SBE Disparity Study business categories, defined in Chapter 2, Market Area and Utilization Analysis, are:

- ◆ Construction;
- ◆ Architecture and Engineering;
- ◆ Professional Services;

- ◆ Other Services;
- ◆ Material and Supplies.

The updated M/W/SBE Disparity Study analyzed contracting opportunities in these procurement categories in order to update the 2019 Disparity Study. Additionally, the Updated Study provide recommendations based on a review of peer agencies and a staffing analysis.

The work plan consisted of the following tasks:

- ◆ Establish data parameters and finalize the work plan.
- ◆ Review and conduct an analysis of peer agencies.
- ◆ Conduct staffing analysis.
- ◆ Determine the City/County/Blueprint geographic and product markets.
- ◆ Conduct market area and utilization analyses.
- ◆ Analyze the utilization of primes or subcontractors in the City/County/Blueprint
- ◆ Prepare and present draft and final reports for the study.

1.4 Report Organization

In addition to this introductory chapter, the City/County/Blueprint 2022 M/W/SBE Disparity Study report consists of:

CHAPTER 2	MARKET AREA AND UTILIZATION ANALYSIS Chapter 2 presents the methodology used to determine the City/County/Blueprint relevant market area, and the analyses of vendor utilization by the City/County/Blueprint for the procurement of Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies contracts.
CHAPTER 3	PEER AGENCY REVIEW Chapter 3 presents the methodology used to determine the agencies utilized for the peer review, and the analysis of the peer agencies comparing like programs to the current OEV M/WBE program. This chapter additionally includes the staffing analysis.
CHAPTER 4	GOOD FAITH EFFORTS REVIEW Chapter 4 presents the methodology used to analyze the Good Faith Effort reports gathered, and the analysis of the Good Faith Effort policies.
CHAPTER 5	FINDINGS Chapter 5 provides a summary of the findings based upon the analyses presented in this study.
APPENDICES	The appendices contain additional analyses and supporting documentation and data.

MGT recommends reading the updated 2021 M/W/SBE Disparity Study in its entirety to understand the basis for the findings and conclusions presented in **Chapter 5, Findings and Recommendations**.

1.5 Glossary of Terms

This glossary contains definitions of common terms and acronyms used throughout the City/County/Blueprint 2021 M/W/SBE Disparity Study. Additional and more detailed definitions can be found in various chapters of the report.

Awards	Awards reflect anticipated dollar amounts a prime contractor or vendor is scheduled to receive upon completion of a contract.
Contract	All types of City/County/Blueprint agreements, to include direct payments and purchase orders, for the procurement of Construction, Architecture and Engineering, Professional Services, Other Services, and Materials & Supplies.
Direct Payment	Payment made to prime contractors or vendors without the development of a contract.
Disparity Study	A study that reviews and analyzes the utilization and availability of disadvantaged-owned, minority-owned, and women-owned businesses in a particular market area to determine if disparity exists in the awarding of contracts to minority, women, and small business enterprises by a public entity.
Expenditure	Expenditure is payments made by the City/County/Blueprint to primes, and payments made by primes to subcontractors.
Good Faith Efforts	Documented evidence of the prime's efforts to meet established project goals to contract with M/W/SBE firms.
M/WBE	A minority- or woman-owned business enterprise. An M/WBE 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 Non-minority women.
MBE	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.
MSA	Metropolitan Statistical Area. Metropolitan Statistical Areas 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.
Non-M/WBE	A firm not identified as minority or women owned.
Prime	The contractor or vendor to whom a purchase order or contract is issued by the City/County/Blueprint.

Procurement Category	The type of service or goods provided under a contract awarded. The categories analyzed in this Study are Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies.
Project Goals	Goals placed on an individual project or contract, as opposed to aspirational goals placed on overall agency spending. The goal is communicated as a percentage of the procurement that should be contracted with an M/WBE firm.
Public Sector	The non-profit part of the economy controlled by the government.
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.
Relevant Market	The relevant market in a disparity study identifies the geographical location and product/service category of firms that have been awarded or paid the majority of the City/County/Blueprint contract dollars.
SBE	A small business enterprise. An SBE is a for-profit business pursuant to Section 3 of the Small Business Act whose annual average gross receipts are not in excess of the standards established by the Small Business Administration's regulation under 13 C.F.R. 121 for a consecutive three-year period.
Sole Source	Contracting or purchasing goods or general services procured without a competitive process based on a justification that only one known source exists or that only one single supplier can fulfill the requirement.
Subcontractor	A vendor or contractor providing goods or services to a prime contractor or vendor under contract with the City/County/Blueprint.
Utilization	Examines the expenditures and awards made to primes and subcontractors in the City/County/Blueprint's geographic market area for each procurement category (Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies). 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	A woman-owned business enterprise. A WBE is a business that is at least 51% owned and operated by a Non-minority woman.

2 Market Area and Utilization Analyses

2.1 Introduction

This chapter presents the results of MGT’s market area, product market, and utilization analyses of firms used by the City/County/Blueprint for procurements between October 1, 2017 through September 30, 2021 (FY 2018 to FY 2021); and P-Card utilization for the City/Blueprint and County between October 1, 2017 through September 30, 2021 and October 1, 2016 through September 30, 2021, respectively. The specific procurement categories analyzed were Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies.

Chapter Sections

- 2.1 Introduction
- 2.2 Data Collection and Management
- 2.3 City of Tallahassee Analysis
- 2.4 Blueprint Analysis
- 2.5 Leon County Analysis

Utilization data is central to defining the market area. Thus, this chapter begins by explaining how the City/County/Blueprint geographic and product markets were determined. Next, MGT analyzes the dollar spend within these marketplaces by procurement category and race, ethnicity, and gender. As discussed in the Introduction chapter the utilization presented below is an update to the 2019 Disparity Study. Based on the analysis of utilization data the same geographic market area was designated for all three jurisdictions.

Additionally, determining whether or not creating aspirational goals for the individual race, ethnicity, and gender categories is warranted, especially for African American-owned businesses, was a vital component of the 2022 disparity updated study. The utilization presented in this chapter coupled with the availability and utilization results from the 2019 study and presented in the Executive Summary were the basis for determining the feasibility of such aspirational goal breaks. Based on these results and those presented in this chapter, MGT concluded that creating aspirational goals for African American-owned businesses was not recommended. Creating specific, African American aspirational goal may in fact reduce participation in the current market structure.

2.2 Data Collection and Management-Utilization Data

To identify appropriate data for the market area analysis, MGT conducted data assessment interviews with City/County/Blueprint staff knowledgeable about the prime contract and vendor data to identify the most appropriate data sources to use for this updated study. Based on the data assessment interviews and follow-up discussions with City/County/Blueprint staff, it was agreed that the same sources of data used for the 2019 study would be used for this updated study. As in the previous study, the City’s PeopleSoft system and the County’s Banner and B2GNow systems maintained the most comprehensive set of expenditure data during the study period. Upon receipt of the updated data from PeopleSoft, Banner, and B2GNow, MGT compiled and reconciled the data to develop a two-utilization database files. One file included all of the utilization data for the City and Blueprint, and the second file included all of the utilization data for the County. Two files were necessary as the data was delivered from two different offices that maintained the data separately. Additionally, as described below MGT conducted subcontractor estimates for the City and Blueprint data, and the B2Gnow subcontractor data was used directly for the County’s analysis. MGT employed a “cleaning and parsing” data process which included

updating missing elements or data gaps to conduct the study's analyses and indicating data which should be excluded from the analyses. Data gaps included, but were not limited to reassigning, and updating firms' locations, business ownership classification (race, ethnicity, and gender), and industry classification or business category. The same process was utilized for the 2019 study. The analysis for this chapter is based on the Master Prime file.

It should be noted that adjustments for COVID-19 were not made to the utilization. This was done because after reviewing the data it was determined that although spend was reduced during FY 2020 and FY 2021 the proportional spend on M/WBEs increased.

Study Period

MGT analyzed expenditure transactions that occurred between October 1, 2017, through September 30, 2021 (FY 2018 to FY 2021).

Procurement Categories and Exclusions

MGT analyzed the following procurement categories: Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies.

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: Architects, professional engineers, firms owned by parties with such designations.
- ◆ Professional Services: Financial services, legal services, medical services, educational services, information technology services, other professional services.
- ◆ Other Services: Janitorial and maintenance services, uniformed guard services, computer services, certain job shop services, graphics, photographic services, landscaping.
- ◆ Materials & Supplies: Purchases of physical items, office goods, miscellaneous building materials, books, equipment, vehicles, computer equipment.

The following types of transactions were excluded from the analysis due to not being considered competitive in nature:

- ◆ Transactions that fell outside of the study period.
- ◆ Transactions associated with firms located outside the U.S.
- ◆ Transactions associated with non-procurement activities.
- ◆ 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.

2.3 City of Tallahassee Analysis

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.

Methodology

Based on *Croson* guidelines, the relevant market area for the city was determined to be the geographic areas from which the majority of its purchases are procured which included those counties located within the City's Metropolitan Statistical Area (MSA), i.e., Leon, Wakulla, Gadsden, and Jefferson counties. This is the same market area used in the 2019 Disparity Study.

The choice of counties as the unit of measurement is based on the following:

- ◆ The courts have accepted counties as a standard geographical unit of analysis in conducting equal employment and disparity analyses.
- ◆ 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.
- ◆ Census data and other federal and county data are routinely collected and reported using county boundaries.

Overall Market Area. To determine the full extent of the market area in which the City utilized firms, MGT determined geographic locations of utilized vendors by their county jurisdictions. The overall market area presents the total dollars spent for each procurement category included within the scope of the study.

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 four counties of Leon, Gadsden, Jefferson, and Wakulla, within the City MSA. This recommendation is also consistent with the current City of Tallahassee vendor certification area and market area established by the previous City of Tallahassee 2019 Disparity Study.

The dollars expended 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, Materials & Supplies.

City of Tallahassee, FL Relevant Market Area

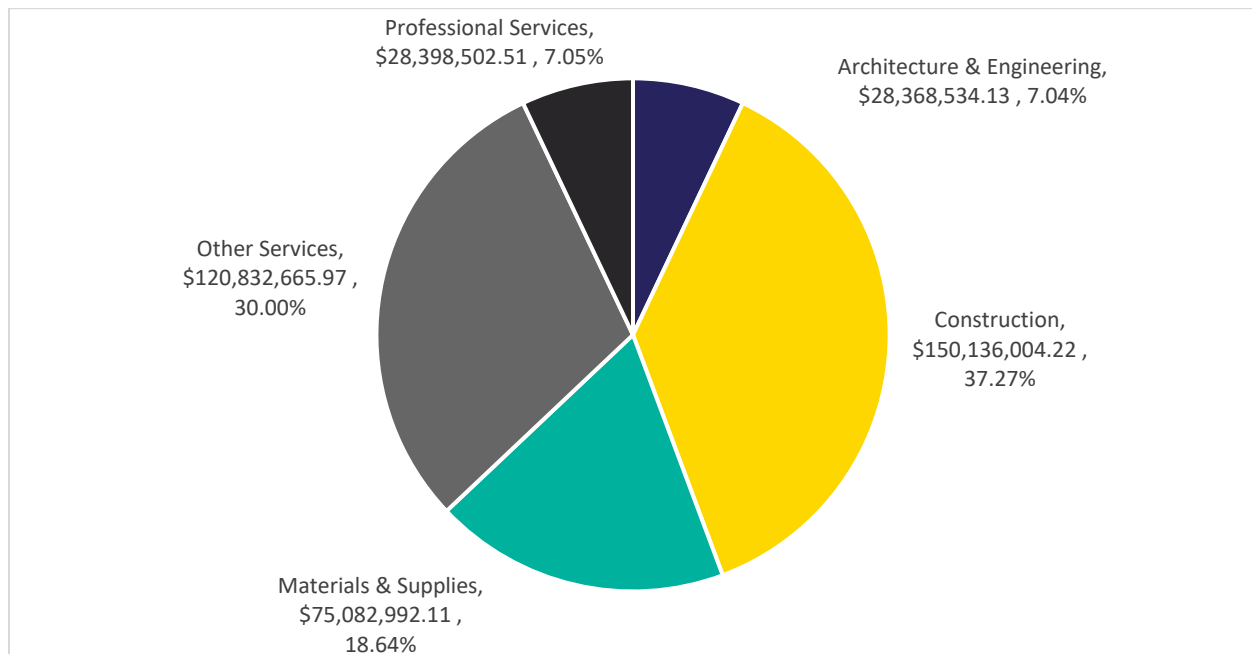
Leon County, FL
Gadsden County, FL
Jefferson County, FL
Wakulla County, FL

Analysis and Identification of Relevant Market Area

As described in the preceding section, an overall market area was first established to account for all the City's 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 is presented in **Appendix A** to this report.

Figure 2-1 illustrates the overall market area where the total spend for the City, \$262,826 million, was awarded to firms disaggregated by industry between October 1, 2017, and September 30, 2021.

FIGURE 2-1.
SUMMARY OF DOLLARS, PRIME LEVEL DOLLARS (PAYMENTS) BY BUSINESS CATEGORY,
OVERALL MARKET AREA, CITY OF TALLAHASSEE



Source: MGT developed a Master Utilization File based on City of Tallahassee payments between October 1, 2017, and September 30, 2021. Does not include P-Card data.

When we narrow the geographic scope based upon the majority of the spend, **Table 2-1** shows that firms located within the relevant market area accounted for 65.25 percent of spend across all procurement categories. The relevant market area spend is further broken down by procurement categories of firms located within the four-county relevant market area and accounted for most of the City's spend in their respective categories:

- ◆ 87.06 percent of the dollars awarded in Construction;
- ◆ 79.79 percent of the dollars awarded in Architecture & Engineering;
- ◆ 50.61 percent of the dollars awarded in Professional Services;
- ◆ 66.12 percent of the dollars awarded in Other Services;

- ♦ 20.26 percent of the dollars awarded in Materials and Supplies.²

TABLE 2-1.

MARKET AREA ANALYSIS, DISTRIBUTION OF DOLLARS BY BUSINESS CATEGORY, INSIDE & OUTSIDE THE
TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA

CONSTRUCTION	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$130,707,419.90	87.06%
Outside Tallahassee 4-County Market Area	\$19,428,584.32	12.94%
CONSTRUCTION, TOTAL	\$150,136,004.22	100.00%
ARCHITECTURE & ENGINEERING	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$22,634,419.20	79.79%
<i>Outside Tallahassee 4-County Market Area</i>	\$5,734,114.93	20.21%
ARCHITECTURE & ENGINEERING, TOTAL	\$28,368,534.13	100.00%
PROFESSIONAL SERVICES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$14,372,127.76	50.61%
Outside Tallahassee 4-County Market Area	\$14,026,374.75	49.39%
PROFESSIONAL SERVICES, TOTAL	\$28,398,502.51	100.00%
OTHER SERVICES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$79,897,734.78	66.12%
Outside Tallahassee 4-County Market Area	\$40,934,931.19	33.88%
OTHER SERVICES, TOTAL	\$120,832,665.97	100.00%
MATERIALS & SUPPLIES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$15,214,396.25	20.26%
Outside Tallahassee 4-County Market Area	\$59,868,595.86	79.74%
MATERIALS & SUPPLIES, TOTAL	\$75,082,992.11	100.00%
ALL BUSINESS CATEGORIES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$262,826,097.89	65.25%
Outside Tallahassee 4-County Market Area	\$139,992,601.05	34.75%
ALL BUSINESS CATEGORIES, TOTAL	\$402,818,698.94	100.00%

Source: MGT developed a Master Utilization File based on City of Tallahassee payments between October 1, 2017, and September 30, 2021. Does not include P-Card data.

Market Area Conclusions

Based on the market area analysis of the City's procurement activity, it was determined that the region encompassing Leon, Gadsden, Jefferson, and Wakulla counties should be used as the market area for the City and for any other utilization analyses. This is consistent with the current City vendor certification area and market area established by the 2019 disparity study. The following section describes the results of this utilization analysis for the City within the relevant market area.

² Although there is not a majority of spend in the market area for Materials and Supplies, courts agree that as long as there is a majority of spend in totality in the market area then a particular market area can be established.

Utilization Analysis

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 include dollars paid to primes located within the market area.

Methodology

Data are analyzed by the procurement categories of Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies between October 1, 2017, and September 30, 2021.

MGT collected vendor registration, membership, and certification lists from various agencies containing minority and women business enterprise (M/WBE) designations. MGT then created a comprehensive list which was used to flag M/WBEs in the utilization analysis. This list was created by cross referencing governmental websites containing data on the M/WBE status of firms against the transaction data of the City. If the firms were not located in any of these lists, they were assumed to be non-M/WBE.

The following utilization analyses present a summary of payments to firms within the relevant market area to include M/WBE utilization in the City's contracting and procurement activities. The City's total payments include Blueprint payments.

Classification of Firms

Firms included in the utilization analysis have been assigned business owner classifications according to the definitions provided below.³

- ♦ **M/WBE Firms.** In this study, businesses classified as minority- and women-owned firms (M/WBE) are those which are at least 51 percent owned and controlled by members of one of five groups: African Americans, Asian Americans, Hispanic Americans, Native Americans, or Non-minority 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 East Asia, 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.
 - **Non-minority Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white women. Minority women were included in their respective minority category.

³ Business ownership classification was based on the race, ethnicity, and gender classification of the owner during the study period. These definitions are aligned with the US Census definitions for these categories, and industry disparity study standards.

- ◆ **Total Minority Firms.** All minority-owned firms, regardless of gender.
- ◆ **Non-M/WBE Firms.** Firms that were identified as non-minority 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.

Total City of Tallahassee Utilization

Table 2-2 details the prime M/WBE utilization, which amounted to 5.84% of \$262,826 million spent with firms in the relevant market area. The spend by the M/WBE classifications were 4.60% for Non-minority Women firms, 1.09 percent for African American firms, and 0.15 percent for Hispanic American firms. Detailed analyses showing the utilization of firms by business ownership classification and year are presented in **Appendix B. Utilization** for specific procurement classifications was:

- ◆ Construction utilization of prime M/WBE firms was 5.72 percent. Non-minority Women firms accounted for 5.63 percent, and African American firms accounted for 0.08 percent.
- ◆ Architecture & Engineering utilization of prime M/WBE firms was 3.91 percent. African American firms accounted for 3.02 percent, and Non-minority Women firms accounted for 0.89 percent.
- ◆ Professional Services utilization of prime M/WBE firms was 4.31 percent. African American firms accounted for 2.01 percent, and Non-minority Women firms accounted for 2.30 percent.
- ◆ Other Services show the utilization of prime M/WBE firms was 3.18 percent. African American firms accounted for 2.06 percent, Non-minority Women firms accounted for 0.74 percent, and Hispanic American firms accounted for 0.37 percent.
- ◆ Materials & Supplies shows the utilization of prime M/WBE firms was 24.66 percent. Non-minority Women firms account for 23.76 percent, and African American firms accounted for 0.91 percent.

TABLE 2-2.
PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT
CATEGORIES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	1.09%	0.08%	3.02%	1.96%	2.06%	0.91%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.15%	0.00%	0.00%	0.00%	0.49%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	1.23%	0.08%	3.02%	1.96%	2.54%	0.91%
Non-minority Woman Firms	4.60%	5.63%	0.89%	2.25%	0.74%	23.76%
TOTAL M/WBE FIRMS	5.84%	5.72%	3.91%	4.21%	3.28%	24.66%
TOTAL NON-M/WBE FIRMS	94.16%	94.28%	96.09%	95.79%	96.72%	75.34%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$2,857,674.98	\$110,841.00	\$682,973.08	\$282,238.30	\$1,643,364.35	\$138,258.25
Asian Americans	\$-	\$-	\$-	\$-	\$-	\$-
Hispanic Americans	\$387,484.19	\$-	\$-	\$-	\$387,484.19	\$-
Native Americans	\$-	\$-	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$3,245,159.17	\$110,841.00	\$682,973.08	\$282,238.30	\$2,030,848.54	\$138,258.25
Non-minority Woman Firms	\$12,091,930.82	\$7,360,310.06	\$202,216.28	\$322,729.70	\$592,415.36	\$3,614,259.42
TOTAL M/WBE FIRMS	\$15,337,089.99	\$7,471,151.06	\$885,189.36	\$604,968.00	\$2,623,263.90	\$3,752,517.67
TOTAL NON-M/WBE FIRMS	\$247,489,007.90	\$123,236,268.84	\$21,749,229.84	\$13,767,159.76	\$77,274,470.88	\$11,461,878.58
TOTAL FIRMS	\$262,826,097.89	\$130,707,419.90	\$22,634,419.20	\$14,372,127.76	\$79,897,734.78	\$15,214,396.25

Source: MGT developed a Master Utilization File based on City of Tallahassee payments between October 1, 2017, and September 30, 2021. Does not include P-Card data.

City of Tallahassee Subcontractor Construction Utilization

It was agreed upon by the City that for the 2021 disparity study update the same methodology and data estimates utilized in the 2019 study would be utilized for this subcontractor data set. Because MGT was only able to project/estimate subcontracting for the construction industry based on the Census survey, only construction contracts were sampled. The 2019 Construction Spend Census data coincides with MGT's experience that generally subcontracting represents 20 to 30 percent of the prime construction contract amounts. The Census data more specifically shows that the cost of construction work subcontracted out in the state of Florida was 28 percent. Assuming that the City's construction spending pattern is similar to the overall patterns in the state of Florida, MGT concluded that subcontractors received about 28 percent of prime level dollars. Using the City of Tallahassee prime dollars for the study period minus those of Blueprint (for the reason noted above) MGT calculated that out of the \$130.707 million dollars that went to construction primes in the City's market area, 28 percent went to construction subcontractors or about \$36.717 million. **Table 2-3** details the results of MGT's sampled data and the overall projection based on the assumption that 28 percent of prime construction dollars in Florida go to

construction subcontractors. The table shows that overall, about 21 percent of construction subcontracting dollars go to M/WBEs. Specifically, about 14.64 percent goes to African Americans, while 6.22 percent goes to Non-minority Women Firms.

TABLE 2-3.

SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	PROJECTED CONSTRUCTION
African Americans	14.64%	14.64%
Asian Americans	0.00%	0.00%
Hispanic Americans	0.00%	0.00%
Native Americans	0.00%	0.00%
TOTAL MINORITY FIRMS	14.64%	14.64%
Non-minority Woman Firms	6.22%	6.22%
TOTAL MWDBE FIRMS	20.86%	20.86%
TOTAL NON-MWDBE FIRMS	79.14%	79.14%
BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	PROJECTED CONSTRUCTION
African Americans	\$ 1,436,382.15	\$5,376,431.79
Asian Americans	\$ -	\$0.00
Hispanic Americans	\$ -	\$0.00
Native Americans	\$ -	\$0.00
TOTAL MINORITY FIRMS	\$ 1,436,382.15	\$5,376,431.79
Non-minority Woman Firms	\$ 610,016.29	\$2,283,313.65
TOTAL MWDBE FIRMS	\$ 2,046,398.44	\$7,659,745.44
TOTAL NON-MWDBE FIRMS	\$ 7,763,092.58	\$29,057,544.13
TOTAL FIRMS	\$ 9,809,491.02	\$36,717,289.57

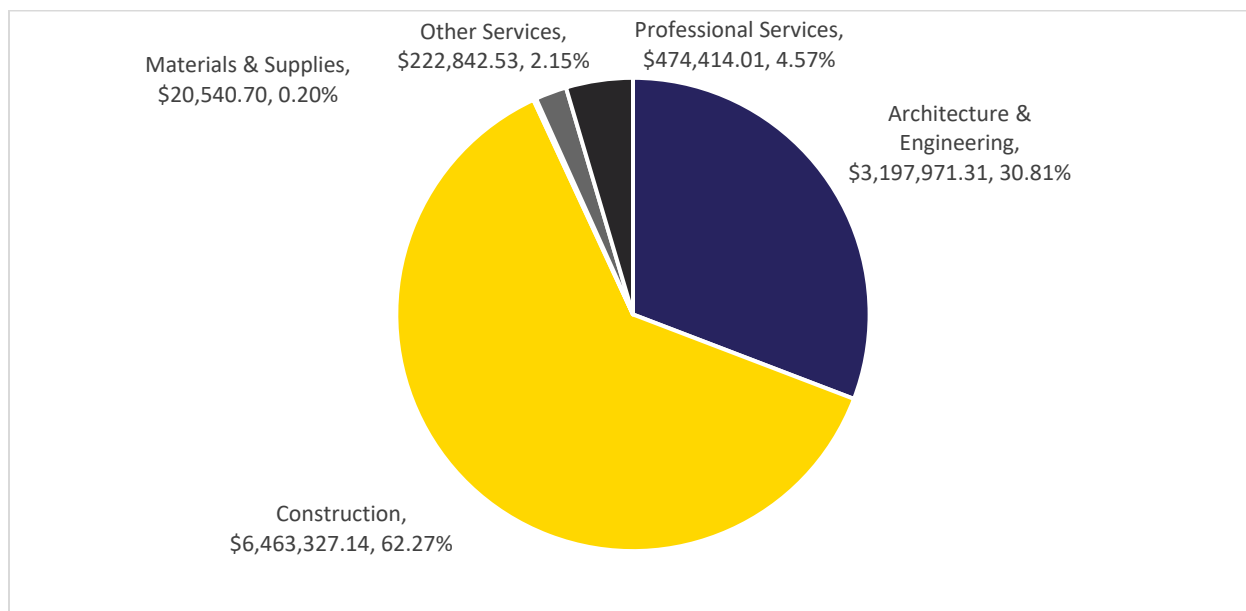
Source: MGT developed a Master Utilization File based on City of Tallahassee payments between October 1, 2017, and September 30, 2021, U.S. Census Construction Estimates, and 2019 Disparity Study subcontractor data. Does not include P-Card data.

2.4 Blueprint Analysis

Market Area

Figure 2-2 shows that for the Blueprint Intergovernmental Agency \$10.379 million were awarded to firms located within the overall market area between October 1, 2017, and September 30, 2021.

FIGURE 2-2.
SUMMARY OF DOLLARS, PRIME LEVEL DOLLARS (PAYMENTS) BY BUSINESS CATEGORY,
OVERALL MARKET AREA CITY OF TALLAHASSEE – BLUEPRINT DIVISION



Source: MGT developed a Master Utilization File based on Blueprint payments between October 1, 2017, and September 30, 2021.

Blueprint's relevant market area accounted for 92.57 percent of spending across all procurement categories as shown in **Table 2-4** below. Firms located within the 4-county relevant market area, by procurement category:

- ♦ 100.00 percent of the dollars awarded in Construction;
- ♦ 90.39 percent of the dollars awarded in Architecture & Engineering;
- ♦ 37.30 percent of the dollars awarded in Professional Services;
- ♦ 31.16 percent of the dollars awarded in Other Services;
- ♦ 35.48 percent of the dollars awarded in Materials and Supplies.

TABLE 2-4.
MARKET AREA ANALYSIS, DISTRIBUTION OF DOLLARS BY BUSINESS CATEGORY, INSIDE & OUTSIDE THE
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION MARKET AREA

CONSTRUCTION	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 6,463,327.14	100.00%
Outside Tallahassee 4-County Market Area	\$ -	0.00%
CONSTRUCTION, TOTAL	\$ 6,463,327.14	100.00%
ARCHITECTURE & ENGINEERING	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 2,890,519.97	90.39%
<i>Outside Tallahassee 4-County Market Area</i>	\$ 307,451.34	9.61%
ARCHITECTURE & ENGINEERING, TOTAL	\$ 3,197,971.31	100.00%
PROFESSIONAL SERVICES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 176,938.82	37.30%
Outside Tallahassee 4-County Market Area	\$ 297,475.19	62.70%
PROFESSIONAL SERVICES, TOTAL	\$ 474,414.01	100.00%
OTHER SERVICES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 69,436.84	31.16%
Outside Tallahassee 4-County Market Area	\$ 153,405.69	68.84%
OTHER SERVICES, TOTAL	\$ 222,842.53	100.00%
MATERIALS & SUPPLIES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 7,287.90	35.48%
Outside Tallahassee 4-County Market Area	\$ 13,252.80	64.52%
MATERIALS & SUPPLIES, TOTAL	\$ 20,540.70	100.00%
ALL BUSINESS CATEGORIES	Amount	Percent
<i>Inside Tallahassee 4-County Market Area</i>	\$ 9,607,510.67	92.57%
Outside Tallahassee 4-County Market Area	\$ 771,585.02	7.43%
ALL BUSINESS CATEGORIES, TOTAL	\$ 10,379,095.69	100.00%

Source: MGT developed a Master Utilization File based on Blueprint payments between October 1, 2012, and September 30, 2017.

Market Area Conclusions

Based on the market area analysis of Blueprint's procurement activity, it was determined that the region encompassing Leon, Gadsden, Jefferson, and Wakulla counties should be used as the market area for Blueprint; and for any other utilization analyses. When analyzing the total relevant market area, over 92 percent of the expenditures were in the Tallahassee, FL MSA. The following section describes the results of this utilization analysis for Blueprint within the relevant market area.

Utilization Analysis

The utilization analysis is based on the defined relevant market area, as described in the preceding sections of this chapter. The payments data within this analysis include dollars paid to primes located within the market area.

Methodology

Data is analyzed by the procurement categories of Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies, encompasses payments/receipts between October 1, 2017, and September 30, 2021.

MGT collected vendor registration, membership, and certification lists from various agencies containing minority and women business enterprise (M/WBE) designations. MGT then created a comprehensive list which was used to flag M/WBEs in the utilization analysis. This list was created by cross referencing governmental websites containing data on the M/WBE status of firms against the transaction data of Blueprint. If the firms were not located in any of these lists, they were assumed to be non-M/WBE.

The following utilization analyses present a summary of payments to firms within the relevant market area.

Classification of Firms

Firms included in the utilization analysis have been assigned business owner classifications according to the definitions provided below.⁴

- ♦ **M/WBE Firms.** In this study, businesses classified as minority- and women-owned firms (M/WBE) are those which 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 East Asia, 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 Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white women. Minority women were included in their respective minority category.
- ♦ **Total Minority Firms.** All minority-owned firms, regardless of gender.

⁴ 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.

Blueprint Prime Utilization

Table 2-5 shows the prime utilization with M/WBEs amounted to 7.23 percent of the \$9,608 million spent with firms within the relevant market area. Spending was captured for two M/WBE classifications: 6.74 percent for African American firms and 0.49 percent for Non-minority Women firms. Detailed analyses showing the utilization of firms by business ownership classification and year are presented in **Appendix B**. Utilization for specific procurement classifications was:

- ◆ Construction shows the utilization of prime M/WBE firms was 0.45 percent with all the payments going to Nonminority Women firms.
- ◆ Architecture & Engineering shows the utilization of prime M/WBE firms was 22.41 percent with all the payments going to African American firms.
- ◆ Other Services shows the utilization of prime M/WBE firms was 25.59 percent with all the payments going to Nonminority Women firms.
- ◆ Professional Services and Materials & Supplies shows that there was no utilization of M/WBE firms.

TABLE 2-5.
PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT
CATEGORIES – BLUEPRINT DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	6.74%	0.00%	22.41%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	6.74%	0.00%	22.41%	0.00%	0.00%	0.00%
Nonminority Woman Firms	0.49%	0.45%	0.00%	0.00%	25.59%	0.00%
TOTAL M/WBE FIRMS	7.23%	0.45%	22.41%	0.00%	25.59%	0.00%
TOTAL NON-M/WBE FIRMS	92.77%	99.55%	77.59%	100.00%	74.41%	100.00%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 647,631.91	\$ -	\$ 647,631.91	\$ -	\$ -	\$ -
Asian Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 647,631.91	\$ -	\$ 647,631.91	\$ -	\$ -	\$ -
Nonminority Woman Firms	\$ 47,122.00	\$ 29,352.00	\$ -	\$ -	\$ 17,770.00	\$ -
TOTAL M/WBE FIRMS	\$ 694,753.91	\$ 29,352.00	\$ 647,631.91	\$ -	\$ 17,770.00	\$ -
TOTAL NON-M/WBE FIRMS	\$ 8,912,756.76	\$ 6,433,975.14	\$ 2,242,888.06	\$ 176,938.82	\$ 51,666.84	\$ 7,287.90
TOTAL FIRMS	\$ 9,607,510.67	\$ 6,463,327.14	\$ 2,890,519.97	\$ 176,938.82	\$ 69,436.84	\$ 7,287.90

Source: MGT developed a Master Utilization File based on Blueprint payments between October 1, 2017, and September 30, 2021. Does not include P-Card data.

Blueprint Subcontractor Utilization

It was agreed upon by the City that for the 2021 update the same methodology and data estimates utilized in the 2019 study would be utilized for this subcontractor data analysis. MGT's experience has shown that subcontracting generally represents 20 to 30 percent of the prime construction contract amounts. The 2019 Construction Spend Census data supports this general finding, and it more specifically shows that the cost of construction work subcontracted out in the state of Florida was 28 percent. Assuming that the City's construction spending pattern is similar to the overall patterns in the state of Florida, MGT concluded that subcontractors received about 28 percent of prime level dollars. Using the Blueprint prime dollars for the study period minus those of Blueprint (for the reason noted above) MGT calculated that out of the \$6.463 million dollars that went to construction primes in the City's market area, 28 percent went construction subcontractors or about \$1.816 million. **Table 2-6** details the results of MGT's sampled data and the overall projection based on the assumption that 28 percent of prime construction dollars in Florida go to construction subcontractors. The table shows that overall, about 45.11% of construction subcontracting dollars go to M/WBEs. Specifically, about 32.88 percent goes to Non-minority Women firms and 12.23 percent goes to African American firms.

TABLE 2-6.

SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION – BLUEPRINT DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	PROJECTED CONSTRUCTION
African Americans	12.23%	12.23%
Asian Americans	0.00%	0.00%
Hispanic Americans	0.00%	0.00%
Native Americans	0.00%	0.00%
TOTAL MINORITY FIRMS	12.23%	12.23%
Non-minority Woman Firms	32.88%	32.88%
TOTAL M/WBE FIRMS	45.11%	45.11%
TOTAL NON-M/WBE FIRMS	54.89%	54.89%
BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	PROJECTED CONSTRUCTION
African Americans	\$ 2,416,804.71	\$ 222,051.12
Asian Americans	\$ -	\$ -
Hispanic Americans	\$ -	\$ -
Native Americans	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 2,416,804.71	\$ 222,051.12
Non-minority Woman Firms	\$ 6,498,195.24	\$ 596,977.99
TOTAL M/WBE FIRMS	\$ 8,914,999.95	\$ 819,029.11
TOTAL NON-M/WBE FIRMS	\$ 10,849,183.59	\$ 996,597.38
TOTAL FIRMS	\$ 19,764,183.54	\$ 1,815,626.49

Source: MGT developed a Master Utilization File based on Blueprint payments between October 1, 2017, and September 30, 2021, U.S. Census Construction Estimates, and 2019 Disparity Study subcontractor data. Does not include P-Card data.

2.5 Leon County Analysis

Market Area Analysis

As prescribed by *Crosen* 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 agency, 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 agency, and thus may also skew the prospective analyses of disparity.

Methodology

Based on *Croscon* guidelines, the relevant market area for the County was determined to be the geographic areas from which the majority of its purchases are procured based on the location of the firms. Specifically, the relevant market area is those counties located within the City of Tallahassee Metropolitan Statistical Area (MSA) 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:

- The courts have accepted counties as a standard geographical unit of analysis in conducting equal employment and disparity analyses.
- 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.
- Census data and other federal and county data are routinely collected and reported using county boundaries.

Overall Market Area. To determine the full extent of the market area in which the County utilized firms, MGT determined geographic locations of utilized vendors by their county jurisdictions. The overall market area presents the total dollars spent for each procurement category included within the scope of the study.

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 four counties of Leon, Gadsden, Jefferson, and Wakulla, within the City of Tallahassee MSA. This recommendation is also consistent with the current Leon County vendor certification area and market area established by the County's 2009 and 2019 Disparity Study.

Leon County
Relevant Market
Area

Leon County, FL
Gadsden County, FL
Jefferson County, FL
Wakulla County, FL

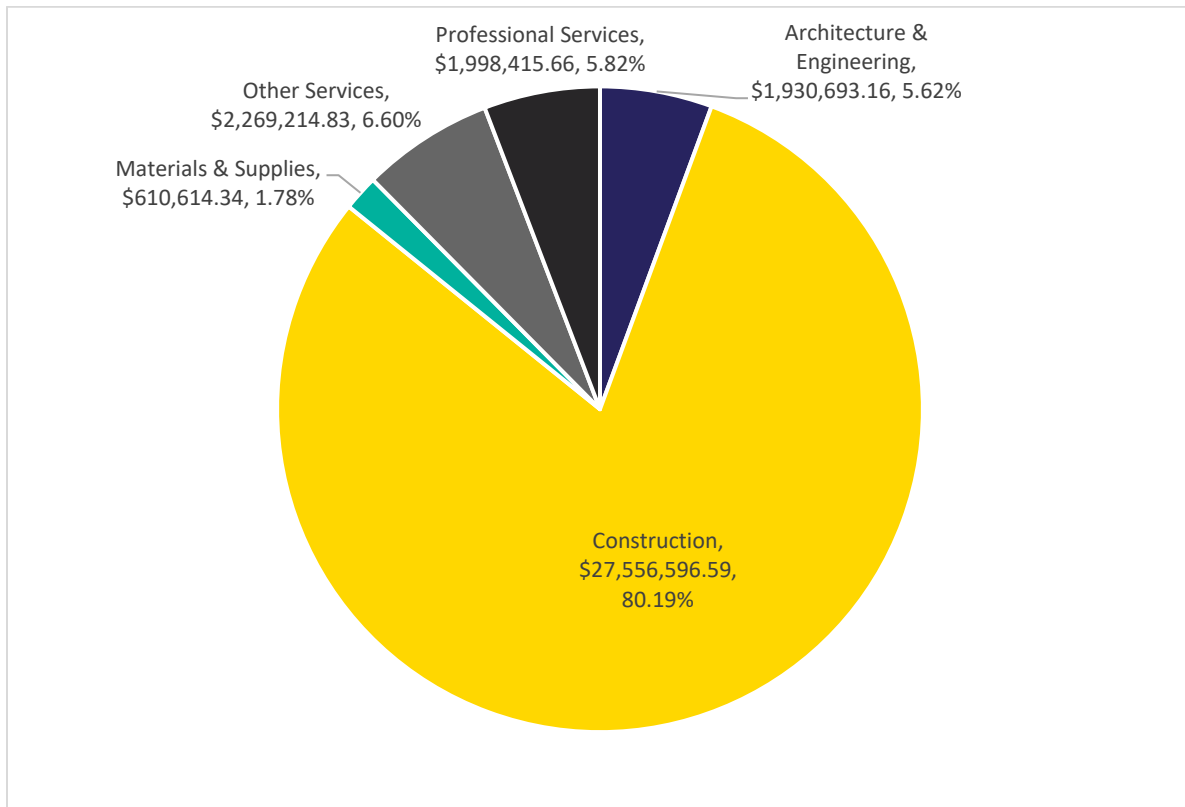
The dollars expended were summarized by county according to the location of each firm and by the services they provided to the County: Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies.

Analysis and Identification of Relevant Market Area

As described in the preceding section, an overall market area was first established to account for all the County's 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.

Figure 2-3 shows that \$34.366 million were paid to firms located within the overall market area⁵ between October 1, 2017, and September 30, 2021.

FIGURE 2-3.
SUMMARY OF DOLLARS, PRIME LEVEL DOLLARS (PAYMENTS) BY BUSINESS CATEGORY,
OVERALL MARKET AREA, LEON COUNTY



Source: MGT developed a Master Utilization File based on Leon County's B2Gnow system between October 1, 2017, and September 30, 2021.

Narrowing the geographic scope, **Table 2-7** shows that firms located within the relevant market area accounted for 82.80 percent of spend across all procurement categories. When broken down by procurement categories, firms located within the 4-county relevant market area also accounted for a majority of the County's spend in their respective categories:

- ◆ 86.26 percent of the dollars awarded in Construction;
- ◆ 13.29 percent of the dollars awarded in Architecture & Engineering;
- ◆ 96.27 percent of the dollars awarded in Professional Services;
- ◆ 83.50 percent of the dollars awarded in Other Services;
- ◆ 100.00 percent of the dollars awarded in Materials and Supplies.

⁵ The overall market area represents the total area within which Leon County expended dollars or utilized firms, thus the overall market shows the spend with all firms (located inside and outside the relevant market area).

TABLE 2-7.
MARKET AREA ANALYSIS, DISTRIBUTION OF DOLLARS BY BUSINESS CATEGORY,
LEON COUNTY MARKET AREA

CONSTRUCTION	Amount	Percent
<i>Inside Leon County 4-County Market Area</i>	\$ 23,769,305.69	86.26%
Outside Leon County 4-County Market Area	\$ 3,787,290.90	13.74%
CONSTRUCTION, TOTAL	\$ 27,556,596.59	100.00%
ARCHITECTURE & ENGINEERING	Amount	Percent
<i>Inside Leon County 4-County Market Area</i>	\$ 256,541.00	13.29%
Outside Leon County 4-County Market Area	\$ 1,674,152.16	86.71%
A&E, TOTAL	\$ 1,930,693.16	100.00%
PROFESSIONAL SERVICES	Amount	Percent
<i>Inside Leon County 4-County Market Area</i>	\$ 1,923,946.12	96.27%
Outside Leon County 4-County Market Area	\$ 74,469.54	3.73%
PROFESSIONAL SERVICES, TOTAL	\$ 1,998,415.66	100.00%
OTHER SERVICES	Amount	Percent
<i>Inside Leon County 4-County Market Area</i>	\$ 1,894,811.44	83.50%
Outside Leon County 4-County Market Area	\$ 374,403.39	16.50%
OTHER SERVICES, TOTAL	\$ 2,269,214.83	100.00%
MATERIALS & SUPPLIES	Amount	Percent
<i>Inside Leon County 4-County Market Area</i>	\$ 610,614.34	100.00%
Outside Leon County 4-County Market Area	\$ -	0.00%
MATERIALS & SUPPLIES, TOTAL	\$ 610,614.34	100.00%
ALL BUSINESS CATEGORIES	Amount	Percent
<i>Inside Leon County 4-County Market Area</i>	\$ 28,455,218.59	82.80%
Outside Leon County 4-County Market Area	\$ 5,910,315.99	17.20%
ALL BUSINESS CATEGORIES, TOTAL	\$ 34,365,534.58	100.00%

Source: MGT developed a Master Utilization File based on Leon County's B2Gnow system between October 1, 2017, through September 30, 2021. Does not include P-Card Data.

Market Area Conclusions

Based on the market area analysis of the County's procurement activity, it was determined that the region encompassing Leon, Gadsden, Jefferson, and Wakulla counties should be used as the market area.

This is unchanged from the County's 2019 Disparity Study and is identical with the current Tallahassee-Leon County Minority and Women Business Enterprise (M/WBE) certification area. When analyzing the relevant geographic market area, over 82 percent of the expenditures were in the Tallahassee, FL MSA. 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 County within the relevant market area.

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 County'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.

Analysis of these data is broken down by the procurement categories of Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies, and encompasses payments between October 1, 2017, and September 30, 2021.

MGT collected vendor registration, membership, and certification lists from various agencies containing M/WBE designations. MGT then created a comprehensive list which was used to flag M/WBEs in the utilization analysis. This list was created by cross referencing multiple governmental websites containing data on the M/WBE status of firms against the transaction data of Leon County. If the firms were not located in any of these lists, they were assumed to be Non-M/WBE.

Classification of Firms

Firms included in the utilization analysis have been assigned business owner classifications according to the definitions provided below.⁶

- ♦ **M/WBE Firms.** In this study, businesses classified as minority and women-owned firms (M/WBE) are those which 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 East Asia, 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 Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white women. Minority women were included in their respective minority category.
- ♦ **Total Minority Firms.** All minority-owned firms, regardless of gender.
- ♦ **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.

Prime Utilization

Table 2-8 shows the prime M/WBE utilization amounted to 18.54 percent of total payments within the relevant market area; 12.77 percent for Nonminority Women firms, 5.74 percent for African American firms, and 0.02 percent for Asian American firms. Detailed analyses showing the utilization of firms by

⁶ Business ownership classification was based on the race, ethnicity, and gender classification of the owner during the study period.

business ownership classification and year are presented in **Appendix B**. Utilization for specific procurement classifications was:

- ◆ Construction shows the utilization of prime M/WBE firms was 21.06 percent. Nonminority Women firms accounted for 15.17 percent, African American accounted for 5.88 firms, and Asian American firms accounted for 0.02 percent. There was no utilization of Hispanic American, or Native American prime firms.
- ◆ Architecture & Engineering shows no utilization of M/WBE firms.
- ◆ Professional Services shows the utilization of prime M/WBE firms was 1.04 percent coming from Nonminority Women firms alone. There was no utilization for any other M/WBE category.
- ◆ Other Services shows the utilization of prime M/WBE firms was 13.05 percent. African American firms accounted for 12.54 percent and Nonminority Women firms accounted for 0.51 firms. There was no utilization of Asian American, Hispanic American, or Native American prime firms.
- ◆ Materials & Supplies shows no utilization of M/WBE firms.

TABLE 2-8.

PRIME ONLY UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT
CATEGORIES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	5.74%	5.88%	0.00%	0.00%	12.54%	0.00%
Asian Americans	0.02%	0.02%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	5.76%	5.90%	0.00%	0.00%	12.54%	0.00%
Nonminority Woman Firms	12.77%	15.17%	0.00%	1.04%	0.51%	0.00%
TOTAL M/WBE FIRMS	18.54%	21.06%	0.00%	1.04%	13.05%	0.00%
TOTAL NON-M/WBE FIRMS	81.46%	78.94%	100.00%	98.96%	86.95%	100.00%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 1,634,656.79	\$ 1,397,077.33	\$ -	\$ -	\$ 237,579.46	\$ -
Asian Americans	\$ 4,920.00	\$ 4,920.00	\$ -	\$ -	\$ -	\$ -
Hispanic Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 1,639,576.79	\$ 1,401,997.33	\$ -	\$ -	\$ 237,579.46	\$ -
Nonminority Woman Firms	\$ 3,634,692.71	\$ 3,604,942.71	\$ -	\$ 20,000.00	\$ 9,750.00	\$ -
TOTAL M/WBE FIRMS	\$ 5,274,269.50	\$ 5,006,940.04	\$ -	\$ 20,000.00	\$ 247,329.46	\$ -
TOTAL NON-M/WBE FIRMS	\$ 23,180,949.09	\$ 18,762,365.65	\$ 256,541.00	\$ 1,903,946.12	\$ 1,647,481.98	\$ 610,614.34
TOTAL FIRMS	\$ 28,455,218.59	\$ 23,769,305.69	\$ 256,541.00	\$ 1,923,946.12	\$ 1,894,811.44	\$ 610,614.34

Source: MGT developed a Master Utilization File based on Leon County's B2GNow system between October 1, 2017, through September 30, 2021. Does not include P-Card Data.

Leon County Subcontractor Utilization

MGT was able to collect all available County construction subcontractor data from the B2GNow system. It should be noted that the analysis would have been heavily weighted towards M/WBEs because MWBE data was most readily available. Because the data was so heavily weighted towards M/WBE firms, MGT provided in **Table 2-9** an analysis of subcontracting utilization based on an estimated subcontracting level.

While the distribution of the number of M/WBE subcontracts by race and gender was known we needed to know construction subcontracts awarded to non-M/WBEs in order to establish a reasonable basis to determine the relative proportion of construction subcontract dollars to overall construction contracts.

MGT's experience has shown that subcontracting generally represents 20 to 30 percent of the prime construction contract amounts. Census data support the applicability of this rule of thumb for this analysis. The 2019 Census of Construction shows that the cost of construction work subcontracted out in the state of Florida was 28 percent. Assuming that the County's construction spending pattern is similar to the overall patterns in the state of Florida, MGT concluded that subcontractors received about 28 percent of prime level dollars.

Using the County construction prime dollars for the study period, MGT calculated that overall construction subcontract dollars to have been \$6.677 million or 28 percent of the \$23.769 million in County construction prime contracts in the market area. Based on the analysis, non-M/WBE firms received \$5.715 million (85.60%) of construction subcontracts. African American firms received 8.00 percent, Hispanic American firms received 5.33 percent, Nonminority Women firms received 1.81 percent, and Native American firms received 1.27 percent.

TABLE 2-9.
SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION
African Americans	8.00%
Asian Americans	0.00%
Hispanic Americans	3.33%
Native Americans	1.27%
TOTAL MINORITY FIRMS	12.59%
Nonminority Woman Firms	1.81%
TOTAL M/WBE FIRMS	14.40%
TOTAL NON-M/WBE FIRMS	85.60%
BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION
African Americans	\$ 534,294.88
Asian Americans	\$ -
Hispanic Americans	\$ 222,020.00
Native Americans	\$ 84,478.50
TOTAL MINORITY FIRMS	\$ 840,793.38
Nonminority Woman Firms	\$ 120,587.40
TOTAL M/WBE FIRMS	\$ 961,380.78
TOTAL NON-M/WBE FIRMS	\$ 5,715,703.66
TOTAL FIRMS	\$ 6,677,084.44

Source: MGT's Blueprint Subcontractor estimates between October 1, 2017, and September 30, 2021.

2.6 P-Card Analysis

Data Collection & Methodology

Data is analyzed by the same procurement categories of Construction, Architecture & Engineering, Professional Services, Other Services, and Materials & Supplies, encompasses P-Card expenditures for the City/Blueprint and County between October 1, 2017, through September 30, 2021, and October 1, 2016,

through September 30, 2021. These categories were chosen to align with the other categories analyzed and represent most of the P-Card spend.

MGT conducted data assessment interviews with City/County/Blueprint staff knowledgeable about the P-Card data to identify the most appropriate data sources to use for this updated study. Based on the data assessment interviews and follow-up discussions with City/County/Blueprint staff. The City's PeopleSoft system and the County's Banner systems maintained the most comprehensive set of expenditure data during the study period. Upon receipt of the updated data from PeopleSoft and Banner, MGT compiled and reconciled the data to develop a Master P-Card file. MGT employed a "cleaning and parsing" data process which included updating missing elements or data gaps to conduct the study's analyses and indicating data which should be excluded from the analyses. Data gaps included, but were not limited to reassigning, and updating firms' locations, business ownership classification (race, ethnicity, and gender), and industry classification or business category.

MGT collected vendor registration, membership, and certification lists from various agencies containing minority and women business enterprise (M/WBE) designations. MGT then created a comprehensive list which was used to flag M/WBEs in the utilization analysis. This list was created by cross referencing governmental websites containing data on the M/WBE status of firms against the P-Card transactions. If the firms were not located in any of these lists, they were assumed to be non-M/WBE.

The following utilization analyses present a summary of P-Card expenditures to firms within the relevant market area to include M/WBE utilization. For the City of Tallahassee and Blueprint, small purchases that can be procured through a P-Card are defined as those purchases between \$0 and \$25,000. For Leon County, small purchases that can be procured through a P-Card are defined as those purchases between \$0 and \$5,000.

Classification of Firms

Firms included in the utilization analysis have been assigned business owner classifications according to the definitions provided below.⁷

- ◆ **M/WBE Firms.** In this study, businesses classified as minority- and women-owned firms (M/WBE) are those which 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 East Asia, Southeast Asia, the Indian subcontinent, or the Pacific Islands.

⁷ Business ownership classification was based on the race, ethnicity, and gender classification of the owner during the study period.

- **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 Women:** U.S. citizens or lawfully admitted permanent residents who are non-Hispanic white women. Minority women were included in their respective minority category.
 - ♦ **Total Minority Firms.** All minority-owned firms, regardless of gender.
 - ♦ **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.

City of Tallahassee P-Cards

Table 2-10 shows the prime utilization with M/WBEs amounted to 2.47 percent of the \$31,253 million spent with firms within the relevant market area. Spending overall was captured for two M/WBE classifications: 1.49 percent for Non-minority women firms and 0.95 percent for African American firms. Detailed analyses showing the utilization of firms by business ownership classification and year are presented in **Appendix B**. Utilization for specific procurement classifications was:

- ♦ Construction shows the utilization of M/WBE firms was 1.69 percent with payments going to both African American and Nonminority Women firms, 1.66 percent and 0.03 percent.
- ♦ Architecture & Engineering utilization of M/WBE firms was 0.20 percent, all for African American firms.
- ♦ Professional Services utilization of M/WBE firms was 0.18 percent, all for African American firms.
- ♦ Other Services utilization of MWBE firms was 5.54 percent. Nonminority Women firms accounted for 5.49 percent, African American firms accounted for 0.04 percent, and Asian American firms accounted for 0.02 percent.
- ♦ Materials & Supplies utilization of M/WBE firms was 2.09 percent. Nonminority Women firms accounted for 1.25 percent, and African American firms accounted for 0.84 percent.

TABLE 2-10.
P-CARD ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES –
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.95%	1.66%	0.20%	0.18%	0.04%	0.84%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.96%	1.66%	0.20%	0.18%	0.05%	0.84%
Nonminority Woman Firms	1.49%	0.03%	0.00%	0.00%	5.49%	1.25%
TOTAL M/WBE FIRMS	2.45%	1.69%	0.20%	0.18%	5.54%	2.09%
TOTAL NON-M/WBE FIRMS	97.55%	98.31%	99.80%	99.82%	94.46%	97.91%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 298,331.08	\$ 178,365.09	\$ 625.00	\$ 2,000.00	\$ 1,875.00	\$ 115,465.99
Asian Americans	\$ 808.02	\$ -	\$ -	\$ -	\$ 808.02	\$ -
Hispanic Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 299,139.10	\$ 178,365.09	\$ 625.00	\$ 2,000.00	\$ 2,683.02	\$ 115,465.99
Nonminority Woman Firms	\$ 467,158.65	\$ 3,014.43	\$ -	\$ -	\$ 293,149.84	\$ 170,994.38
TOTAL M/WBE FIRMS	\$ 766,297.75	\$ 181,379.52	\$ 625.00	\$ 2,000.00	\$ 295,832.86	\$ 286,460.37
TOTAL NON-M/WBE FIRMS	\$ 30,487,122.30	\$ 10,570,929.65	\$ 311,828.77	\$ 1,121,772.29	\$ 5,040,719.12	\$ 13,441,872.47
TOTAL FIRMS	\$ 31,253,420.05	\$ 10,752,309.17	\$ 312,453.77	\$ 1,123,772.29	\$ 5,336,551.98	\$ 13,728,332.84

Source: MGT developed a Master P-Card file between October 1, 2017, and September 30, 2021.

Blueprint P-Cards

Table 2-11 shows the prime utilization with M/WBEs amounted to 5.34 percent of the \$104 thousand spent with firms within the relevant market area. Spending was captured for one M/WBE classification, Non-minority Women firms. Detailed analyses showing the utilization of firms by business ownership classification and year are presented in **Appendix B**.

TABLE 2-11.
P-CARD ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES –
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Nonminority Woman Firms	5.34%	0.00%	0.00%	0.00%	21.50%	0.00%
TOTAL M/WBE FIRMS	5.34%	0.00%	0.00%	0.00%	21.50%	0.00%
TOTAL NON-M/WBE FIRMS	94.66%	100.00%	0.00%	100.00%	78.50%	100.00%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Asian Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
Hispanic Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nonminority Woman Firms	\$ 5,529.04	\$ -	\$ -	\$ -	\$ 5,529.04	\$ -
TOTAL M/WBE FIRMS	\$ 5,529.04	\$ -	\$ -	\$ -	\$ 5,529.04	\$ -
TOTAL NON-M/WBE FIRMS	\$ 97,997.30	\$ 20,704.98	\$ -	\$ 13,741.89	\$ 20,183.51	\$ 43,366.92
TOTAL FIRMS	\$ 103,526.34	\$ 20,704.98	\$ -	\$ 13,741.89	\$ 25,712.55	\$ 43,366.92

Source: MGT developed a Master P-Card file between October 1, 2017, and September 30, 2021.

Leon County P-Cards

Table 2-12 shows the prime utilization for M/WBEs was 1.15 percent of the \$12,124 million spent with firms within the relevant market area. Spending was captured for three M/WBE classifications: 0.91 percent for Nonminority Women firms, 0.23 percent for Hispanic American firms, and 0.01 percent for African American firms. Detailed analyses showing the utilization of firms by business ownership classification and year are presented in **Appendix B**. Utilization for specific procurement classifications was:

- Construction shows the utilization of prime M/WBE firms was 0.02 percent with all the payments going to Nonminority Women firms.
- Other Services shows the utilization of prime M/WBE firms was 1.82 percent with 1.05 percent going to Nonminority Women firms and 0.76 percent going to Hispanic American firms.
- Materials & Supplies shows the utilization of prime M/WBE firms was 0.98 percent with 0.92 percent going to Nonminority Women firms, 0.05 percent going to Hispanic American firms, and 0.02 percent going to African American firms.
- Professional Services shows the utilization of prime M/WBE firms was 0.32 percent with all the payments going to Nonminority Women firms.
- Architecture & Engineering shows that there was no utilization of M/WBE firms.

TABLE 2-12.

P-CARD ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES – LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.01%	0.00%	0.00%	0.00%	0.00%	0.02%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.23%	0.00%	0.00%	0.00%	0.76%	0.05%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.25%	0.00%	0.00%	0.00%	0.77%	0.06%
Nonminority Woman Firms	0.91%	0.02%	0.00%	0.32%	1.05%	0.92%
TOTAL M/WBE FIRMS	1.15%	0.02%	0.00%	0.32%	1.82%	0.98%
TOTAL NON-M/WBE FIRMS	98.85%	99.98%	100.00%	99.68%	98.18%	99.02%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 1,411.70	\$ -	\$ -	\$ -	\$ -	\$ 1,411.70

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
Asian Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic Americans	\$ 28,213.39	\$ -	\$ -	\$ -	\$ 24,492.66	\$ 3,720.73
Native Americans	\$ 160.00	\$ -	\$ -	\$ -	\$ 160.00	\$ -
TOTAL MINORITY FIRMS	\$ 29,785.09	\$ -	\$ -	\$ -	\$ 24,652.66	\$ 5,132.43
Nonminority Woman Firms	\$ 109,771.38	\$ 90.00	\$ -	\$ 480.00	\$ 33,750.14	\$ 75,451.24
TOTAL M/WBE FIRMS	\$ 139,556.47	\$ 90.00	\$ -	\$ 480.00	\$ 58,402.80	\$ 80,583.67
TOTAL NON-M/WBE FIRMS	\$ 11,984,033.59	\$ 534,631.12	\$ 3,522.00	\$ 149,407.75	\$ 3,158,690.70	\$ 8,137,782.02
TOTAL FIRMS	\$ 12,123,590.06	\$ 534,721.12	\$ 3,522.00	\$ 149,887.75	\$ 3,217,093.50	\$ 8,218,365.69

Source: MGT developed a Master P-Card file between October 1, 2016, and September 30, 2021.

It should be noted that as the new B2GNow software is fully implementing, P-Card data will be incorporated into the software. This will allow for a closer monitoring of M/WBE spend and will allow for specific P-Card policies to be incorporated that provide equitable opportunities for all vendors.

3 Peer Agency Review

3.1 Introduction

MGT conducted a peer review of selected minority, women, disadvantaged, and small business programs in Florida, Georgia, Louisiana, North Carolina, and Pennsylvania. The peer review does not evaluate the effectiveness of the programs. Instead, the purpose of the peer review was to gain insight into program components and operations compared to the City of Tallahassee, and viable options that the City may consider for adoption and implementation. Therefore, the review included identifying selected practices, processes, and regulations of Minority, Women and Small Business Enterprise Programs

To conduct the review MGT targeted the following based on comparable demographics or programmatic similarities to OEI and the three jurisdictions. US Census 2022 demographic information for these areas is also provided (MGT chose these jurisdiction based on similarities to the city of Tallahassee and Leon County market area and jurisdictions with well established programs that best practices can be derived from):

1. City of Atlanta, GA
2. City of Columbia, SC
3. City of Philadelphia, PA
4. City of Savannah, GA
5. City of Pensacola, FL
6. City of New Orleans, LA
7. City of Winston-Salem, NC
8. Orange County, FL
9. City of Charlotte, NC

Chapter Sections

- 3.1 Introduction
- 3.2 City of Atlanta, GA
- 3.3 City of Columbia, SC
- 3.4 City of New Orleans, LA
- 3.5 City of Pensacola, FL
- 3.6 City of Philadelphia, PA
- 3.7 City of Savannah, GA
- 3.8 City of Winston-Salem, NC
- 3.9 Hillsborough County, FL
- 3.10 Orange County, FL
- 3.11 City of Charlotte, NC
- 3.12 Informational Best Practices
- 3.13 Summary

TABLE 3-1.
2022 US CENSUS POPULATION DEMOGRAPHICS

Location	White	African American	Asian American	Two or More Races	Other Races	Native American	Native Hawaiian/Pacific Islander
Population %							
Tallahassee, FL	54.67%	35.95%	4.37%	3.50%	1.31%	0.14%	0.05%
Atlanta, GA	49.79%	40.42%	4.80%	3.18%	1.40%	0.38%	0.04%
Columbia, SC	52.58%	39.60%	3.41%	2.84%	1.22%	0.21%	0.14%
Philadelphia, PA	39.33%	41.36%	7.42%	4.26%	7.27%	0.33%	0.04%
Savannah, GA	38.05%	54.39%	2.71%	2.89%	1.66%	0.19%	0.11%
Pensacola, FL	65.50%	26.03%	1.76%	5.63%	0.77%	0.19%	0.12%
New Orleans, LA	33.40%	59.22%	2.89%	2.55%	1.75%	0.18%	0.01%
Winston-Salem, NC	54.92%	34.17%	2.49%	4.98%	3.09%	0.26%	0.08%
Orange County, FL	59.87%	20.99%	5.28%	7.46%	6.13%	0.20%	0.07%

Charlotte, NC	46.67%	35.47%	6.63%	4.14%	6.66%	0.40%	0.04%
Population Ns							
Tallahassee, FL	105,453	69,348	8,423	6,760	2,527	276	98
Atlanta, GA	247,758	201,163	23,866	15,820	6,945	1,888	202
Columbia, SC	70,491	53,082	4,566	3,813	1,635	282	188
Philadelphia, PA	622,027	654,092	117,274	67,307	114,988	5,255	588
Savannah, GA	55,365	79,133	3,938	4,209	2,418	271	158
Pensacola, FL	34,659	13,773	933	2,980	406	101	66
New Orleans, LA	130,678	231,679	11,305	9,981	6,852	723	31
Winston-Salem, NC	134,993	83,987	6,116	12,251	7,598	648	194
Orange County, FL	822,463	288,370	72,469	102,506	84,227	2,780	969
Charlotte, NC	407,684	309,837	57,889	36,179	58,164	3,468	349

MGT contacted programs in Atlanta, GA, Columbia, SC, New Orleans, LA, Hillsborough County, FL, Pensacola, FL, Philadelphia, PA, Charlotte, NC, Winston-Salem, NC, Savannah, GA, and Orange County FL. MGT was successful in speaking with program staff in Charlotte, NC, Winston-Salem, NC, Savannah, GA, and Orange County, FL to learn more detailed information about their programs and structure that could not be ascertained from their websites. MGT attempted to contact all the peer agencies multiple times. For the agencies MGT was not able to reach, MGT conducted extensive online research for policy documents, reports, and program information.

The peer review focused on the following:

1. Certification criteria and requirements;
2. Project specific or annual M/WBE goals;
3. Program changes due to disparity studies;
4. Policies or procedures to increase M/WBE prime and subcontractor utilization;
5. Outreach, technical assistance, and other program components; and
6. M/WBE program staffing.

3.2 City of Atlanta, GA

The Mayor's Office of Contract Compliance (OCC) in the City of Atlanta administers an Equal Business Opportunity Ordinance (EBO) and Small Business Opportunity (SBO) program. Modifications to the current programs were incorporated to align with the 2015 Disparity Study findings and recommendations. The Department of Procurement administers a Local Bidder Preference Program targeted for firms located in the City of Atlanta. The program's geographic market area is comprised of 20 of the 29 counties in the Atlanta-Sandy Springs-Alpharetta Metropolitan Statistical Area (MSA).

Certification Criteria

The OCC offers M/FBE certification pursuant to the following:

- ♦ The business has a valid Atlanta Supplier ID number obtained by the Department of Procurement.
- ♦ The business must meet the Small Business Administration (SBA) size standards for the firm's industry.

- SBE firms may also submit documentation that the firm qualifies as a Small Business Administration's 8(a). or HUBZone, or is certified in Georgia as a Disadvantaged Business Enterprise (DBE)
 - ♦ The business must provide a commercially useful function. A commercially useful function essentially means that a DBE is independently playing a necessary and useful role in the project, as required by 49 Code of Federal Regulation (CFR) 26.55.
 - ♦ Eligible firms must be in the Atlanta geographic region which includes the following counties: Barrow, Bartow, Carroll, Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Henry, Newton, Paulding, Pickens, Rockdale, Spalding, and Walton.

Project and/or Annual Goals

Annual goals or the process to establish project-specific contract goals could not be determined.

Program Changes Due to Disparity Studies

The City's last study was conducted in 2015. Previous versions of the EBO/SBO ordinances were not available to compare program changes. The current ordinances adopted the 2015 Disparity Study results. It should be noted that the study assessed the effectiveness of the EBO and SBO Ordinances enacted in 2009 in encouraging participation of minority- and women-owned firms in City-funded contracts during the July 2009 through December 2012 study period. Without the EBO and SBO Ordinances, the evidence suggests there would have been disparities in the overall utilization of minority- and women-owned firms in these contracts. Even with the EBO and SBO Ordinances, there were substantial disparities in the utilization of certain MBE/WBE groups for City-funded contracts.⁸

Policies and Procedures to Increase M/WBE Utilization

City Code authorizes the use of a Local Bidder Preference Program for City Invitation to Bid purchases and does not apply to Requests for Proposal (RFP) or federally funded projects.

The OCC evaluates all RFPs as to the offeror's compliance with the EEO requirements, where applicable, and EBO program using a weighting criterion established by the Chief Procurement Officer not to exceed 15 percent of the total evaluation.

Bidder responsibility in the City's bid solicitations has a determination factor of whether the bidder complies with the Equal Employment Opportunity (EEO) and Minority and Female Business Enterprise (M/FBE) Programs.

⁸ Keen Independent Research – 2015 City of Atlanta Disparity Study; Section 5, Summary of Study Results.

Outreach, Technical Assistance, and Other Program Components

The Office of Contract Compliance disseminates information to M/WBE and SBE firms about upcoming opportunities, community events, and other business functions in print and electronic media. The City may assist businesses in submitting bids by providing individualized counseling and /or conducting seminars on how to do business with the City. Businesses are actively encouraged to attend pre-bid conferences and are provided with one-on-one meeting opportunities with City divisions and departments involved with contracting and procurement. The OCC provides information and advice to the procurement department regarding the effectiveness of bidding procedures and maintain a resource directory that is available for interested businesses that include information regarding bonding, financing, accounting, construction management, etc. In addition, the City maintain records on all subcontracting participation and may perform investigations regarding actual subcontractor utilization.

Prompt payment is required by all prime contractors who must certify in writing that all subcontractors and suppliers have been paid promptly within three (3) business days of receipt of payment from the City.

Program Staffing

The Office of Contract Compliance has seven managers that oversee outreach and contract compliance for the following:

- ◆ Watershed Management/Parks & Recreation/ Planning/DEAM/Title VI/ Finance/Law
- ◆ Renew Atlanta/ATL-DOT/Public Works/Fire & Police/ Corrections/AIM/Grants Management
- ◆ Aviation Construction
- ◆ Airport Concessions
- ◆ Certification

3.3 City of Columbia, SC

The City of Columbia's Office of Business Opportunity administers four business opportunity programs: Columbia Disadvantaged Business Enterprise (CDBE), Local Business Enterprise (LBE), Mentor Protégé Program (MPP), and Sub-Contract Outreach Program (SOP).

Certification Criteria

To be recognized as a CDBE firm, the City requires interested firms to meet the following criteria:

- ◆ Companies must be located within the Columbia-Orangeburg-Newberry Combined Statistical Area (CSA) for a minimum of one year. The CSA counties include Calhoun, Fairfield, Kershaw, Lexington, Newberry, Orangeburg, Richland, and Saluda
- ◆ Be in good standing with the South Carolina Secretary of State.
- ◆ Must be a socially and/or economically disadvantaged enterprise.
- ◆ Have at least one of the following certifications:

Certification	Acronym	Certifying Agency
Disadvantaged Business Enterprise	DBE	Department of Transportation (DOT)
Historically Underutilized Business Zone	HUBZone	Small Business Administration (SBA)
Minority Business Enterprise	MBE	SC Office of Small and Minority Business Contracting and Certification (SMBCC)
Minority Business Enterprise	MBE	National Minority Supplier Diversity Council (NMSDC)
Service-Disabled Veteran-Owned Small Business	SDVOSB	Small Business Administration (SBA)
Women's Business Enterprise National Council	WBENC	Women's Business Enterprise National Council (WBENC)
Women Owned Small Businesses	WOSBs	Small Business Administration (SBA)
Economically Disadvantaged Women-Owned Small Business	EDWOSB	Small Business Administration (SBA)
8(a) Business Development Program	8(a)	Small Business Administration (SBA)

Project and/or Annual Goals

The City's aspirational goal for subcontracting is 20 percent. The City Manager has the authority to determine contract goals on prime contracts estimated at \$200,000 or more. Subcontract goals are established on a contract-by-contract basis.

Program Changes Due to Disparity Studies

The City of Columbia commissioned a disparity study in 2006 which found that M/WBEs were substantially underutilized in both prime and subcontracting in most procurement categories. In response to the recommendations provided by the disparity study, the City implemented a Mentor Protégé Program and enhanced its Subcontracting Outreach programs as race- and gender-neutral methods to increase M/WBE utilization. In addition, the City implemented other recommendations such as setting aspirational goals, changing insurance requirements so that smaller firms can be more competitive, requiring prime contractors to demonstrate good faith efforts, and providing technical assistance to M/WBE firms.

Policies and Procedures to Increase M/WBE Utilization

To ensure equitable opportunities for CDBE firms to city contracts, the City performs the following activities:

- ♦ Arrange bid solicitations and times for the submission of bids/bid specifications to ensure equitable participation.
- ♦ Break down larger contracts into smaller contracts to include the participation of smaller businesses to the extent economically and legally feasible.

- ♦ Provide specifications in a timely manner to CDBEs, majority contractors and business associations.
- ♦ Aid such businesses in the Columbia-Orangeburg-Newberry CSA that meet the definitions of DBE to ensure that they are afforded the full opportunity to participate in procurement through established goals and procedures provided that the integrity of the bidding procedures and process of awarding contracts to the lowest acceptable offeror is maintained.
- ♦ Provide available resources, including directories and/or lists, to facilitate in the identification of CDBEs with capabilities needed in the performance of City contracts on the Office of Business Opportunities website.

Prime contractors must identify and select specific work items to be performed by subcontractors in a CDBE project. Primes are expected to subdivide total contract work requirements into smaller, economically feasible portions or quantities, to permit maximum active utilization of CDBEs.

The CDBE policy applies when the City has placed a CDBE utilization goal on a project. The offeror must subcontract a percentage of its bid to qualified available CDBE subcontractors. The goal is established based upon the identified subcontracting areas and the relative availability of CDBEs able to assist the City of Columbia in completion of a specific project. Good faith effort is reviewed at various levels:

1. Offerors that meet or exceed the goal, good faith efforts are not required. If the goal is met or exceeded using DBE firms, the offeror must maintain CDBE outreach documentation for a minimum of three years.
2. Offerors that meet the CDBE goal at or above 50 percent must perform good faith efforts and maintain documentation for a minimum of three years.
3. Offerors that fail to meet 50% of the CDBE goal good faith documentation must be submitted upon request.

A good faith effort review is conducted to verify that the offeror made CDBE subcontracting opportunities available to a broad base of qualified CDBE subcontractors, negotiated in good faith with interested CDBE subcontractors and did not reject any bid for unlawful discriminatory reasons. The City applies a tiered approach to primes good faith efforts.

- ♦ Tier One includes the utilization of CDBEs within the Columbia-Orangeburg-Newberry CSA and must demonstrate outreach prior to seeking DBEs in Tier 2.
- ♦ Tier Two includes the utilization of certified DBEs within the Columbia-Orangeburg-Newberry CSA and must demonstrate outreach prior to seeking DBEs in Tier 3.
- ♦ Tier Three includes the utilization of certified DBEs within the State.

The City requires offerors to maintain documentation of good faith efforts for a minimum of three (3) years and reserves the right to audit GFE paperwork if the offeror fails to meet at least 50 percent of the CDBE goal. The audit is conducted by the GFE Committee.

Outreach, Technical Assistance, and Other Program Components

The City's approach to facilitating utilization include breaking down larger contracts, providing bid/proposal specifications in a timely manner, providing technical assistance, holding seminars, maintaining records of CDBE utilization, and maintaining a resource directory to identify CDBE firms.

The Subcontracting Outreach Program applies to all City-funded construction contracts \$200,000 or greater. Bidders must subcontract a minimum of 20 percent of its bid to qualify available subcontractors. Eligible subcontractors include DBE, Disabled Veterans Business Enterprise (DVBE), and Other Business Enterprises (OBE). Other Business Enterprises are firms that do not otherwise qualify as a DBE or DVBE. Bidders must list all subcontractors and, suppliers regardless of amount. Bidders that do not meet the mandatory subcontracting participation will be considered non-responsive.

The City of Columbia has a Mentor Protégé Program (MPP)⁹ designed to develop M/W/SBEs capable of participating in the construction industry. The MPP is identified in engineering bids, RFP, and RFQ notices. Mentor Protégé teams must be approved. The MPP was developed in partnership with the SC Minority Business Enterprise Center. The relationship between the mentor and the protégé is voluntary. Contractors and subcontractors complete an application for admission into the MPP. Candidates will collaboratively develop a business plan that addresses the strategic and tactical steps to assist the protégé to achieve its business objectives.

Program Staffing

The City's program staff includes the director and one program compliance specialist.

3.4 City of New Orleans, LA

The City of New Orleans concentrates efforts on improving participation of State and Local Disadvantaged Business Enterprises (SLDBE) in four key areas:

- ♦ Increase the number of available and capable certified DBE firms for the City of New Orleans.
- ♦ Increase the number and the dollar amount of procurements with City of New Orleans certified DBE firms.
- ♦ Improve compliance and monitoring of DBE participation on City of New Orleans contracts.
- ♦ Help the City of New Orleans certified DBE firms build more competitive and sustainable businesses for the benefit of the City and citizens of New Orleans.

The SLDBE Program is administered through the Office of Supplier Diversity. The program provides assistance with certification, compliance training, and outreach for local, small, and disadvantaged businesses.

⁹ <https://obo.columbiasc.gov/contractor-supplier-diversity/mentor-protege/>.

Certification Criteria

The State & Local Disadvantaged Business Enterprise (SLDBE) Program is a race and gender-neutral program that does not presume social and economic disadvantage. Each applicant carries the burden of proof regarding their eligibility in establishing their social and economic disadvantage.

For the SLDBE Program, social and economic disadvantage is defined as a set of circumstances (historic and/or current and created by forces outside the applicant's control) which have prevented the applicant's business from successfully competing for contracts as compared to other similarly situated businesses. Evidence of individual social disadvantages must include:

- ♦ At least one objective distinguishing factor such as race, ethnic origin, gender or gender identification, physical handicap, service in the military, long-term residence in an environment isolated from the mainstream of society, or other similar causes not common to individuals who are not socially disadvantaged.
- ♦ Personal experiences of substantial and chronic social disadvantage.
- ♦ Negative impact on the individual's entrance into the business world or advancement in the business world because of the stated disadvantage(s).

Economic disadvantages must also be demonstrated for an applicant to be certified in the SLDBE Program, which is determined by a limited capacity to compete in the public and private marketplace due to diminished capital and credit opportunities.

Project and/or Annual Goals

The City of New Orleans established an overall goal of 35 percent utilization of socially and economically disadvantaged businesses for all public spending or private projects that utilize public funding and/or incentives. This goal is achieved through the City's Disadvantaged Business Enterprise (DBE) program established under Policy Memorandum No. 46.¹⁰

The City's goal setting procedures permit a DBE waiver consideration requested by internal department directors when the department has specific reasons for the waiver along with supporting documentation. Examples of reasons for a waiver request include, but are not limited to, no DBE firms in the market to perform the scope of work, services or goods are specialized, technical, or unique that require the department to select a specific contractor. The Office of Supplier Diversity Administrator approves or disapproves DBE waiver requests.

Program Changes Due to Disparity Studies

In 2018, Keen Independent Research completed a Disparity Study for the City of New Orleans. This study found that while M/WBE's make-up 44 percent of businesses in New Orleans, significantly less was utilized on average for City contracts. The study found that the standard of "Social Disadvantage" for qualification as an SLDBE was too broad and is not based solely on race, ethnicity, or gender. The biggest disparities in

¹⁰ [https://nola.gov/chief-administrative-office/policies/policies/no-46-\(r\)-policies-and-procedures-for-disadvantage/](https://nola.gov/chief-administrative-office/policies/policies/no-46-(r)-policies-and-procedures-for-disadvantage/)

this study identified Asian and Latino owned firms overall, and African American owned construction firms.

Keen provided three key recommendations to remedy disparities. First, it recommended streamlining the name of the program, a measure that was adopted by the City. Second, Keen also identified through qualitative analysis that many M/WBE firms required additional services including centralization of certification, and additional services to facilitate the bidding process. Lastly, they also recommended outreach to the specific communities identified as underutilized in the Disparity Study.

Policies and Procedures to Increase M/WBE Utilization

The City Code resulted in policies to implement provisions of the Office of Supplier Diversity and procurement and contract requirements to address the following:

- ♦ Determination of DBE goals.
- ♦ Vendor reporting of DBE utilization.
- ♦ Standards and criteria for the evaluation and documentation of vendors' good faith efforts to comply with the DBE goals.
- ♦ Prompt payment of DBEs in accordance with the law.
- ♦ Subcontracting of DBEs
- ♦ Monitoring of vendor program compliance.

Outreach, Technical Assistance, and Other Program Components

Through a grant from the U.S. Department of Housing and Urban Development and partnerships with local non-profit entrepreneur development organizations, the Office of Supplier Diversity offers a variety of training resources for DBEs.

- ♦ Capacity Building - A lack of access to capital, credit, and surety bonding limits the ability of DBE firms to compete in the open marketplace. As a result, the Office of Supplier Diversity is developing programs that help DBE firms improve access to the financing they need to grow.
- ♦ Compete, Win, Perform - The Office of Supplier Diversity conducts comprehensive training seminars designed to help the City's entrepreneurs learn how to build competitively viable businesses in the City of New Orleans.
- ♦ Small Business Assistance Fund - The goal of the BuildNOLA Mobilization Fund is to assist creditworthy DBEs with securing working capital, lines of credit, contract loans or construction mobilization loans.
- ♦ Bonding Assistance - The Small Business Administration (SBA) offers surety bonding assistance to small businesses for public and private projects. SBA guarantees bid, performance and payment bonds issued by surety companies. This Federal guarantee

encourages surety companies to bond to small businesses who are having difficulty obtaining bonding on their own.

- ♦ Outreach - The Office of Supplier Diversity engages in outreach events through its partnering agencies and stakeholders. Outreach efforts seek to facilitate the flow of information regarding procurement, training and other opportunities provided through the Office of Supplier Diversity.

Program Staffing

The number of program staff was not identified.

3.5 City of Pensacola, FL

The City of Pensacola has in place Minority/Women Business Enterprise (M/WBE), Veteran Business Enterprise, and Small Business Enterprise (SBE) Programs. The M/WBE Program is intended to assist certified minority and women-owned businesses with identifying and participating in City of Pensacola procurement and construction opportunities.

Certification Criteria

An eligible M/WBE is a business concern, which is both owned and controlled by minorities or by women. Minorities or women must own at least 51 percent (51%) of the business and must control the management and daily operations of that business. Further, only businesses located within the City of Pensacola's regional area (Escambia, Santa Rosa, Okaloosa, Walton Counties, and Mobile, Alabama), and meeting other stipulated criteria, are eligible for M/WBE City Certification:

- ♦ Majority Owner(s) must be a Minority or Woman who manage and control the business. In the case of a publicly owned business, at least 51 percent of all classes of issued stock shall be owned by one or more of such persons. The ownership and control shall be real, substantial, and continuing, and shall extend beyond the initial certification process of the firm as may be reflected in ownership documents.
- ♦ Owner(s) must be a United States citizen or lawfully admitted permanent resident of the United States.
- ♦ The business must be legally structured either as a corporation, partnership, sole proprietorship, limited liability, or any other business or professional entity required by Florida Law.
- ♦ Owner(s) must have expertise normally required by the industry for the field in which Certification is requested.
- ♦ The business must be independent, not an affiliate or conduit.
- ♦ The business must be for-profit.
- ♦ The business must be currently located within Escambia, Santa Rosa, Okaloosa, or Walton Counties in Florida, or Mobile, Alabama.

- ♦ The business must have all licenses required by local, state, and federal law.
- ♦ Minimum of one (1) full year of business operations.
- ♦ The business must be registered with the Florida Department of State Division of Corporations (Sunbiz.org).

Small Business Enterprise certification is determined for Tier one or Tier two small businesses as described below:

- ♦ Tier one – an independently owned and operated business concern which employs 15 or fewer permanent full-time employees, and which has a net worth of not more than \$1,000,000.00. As applicable to sole proprietorships, the \$1,000,000.00 net worth shall include both personal and business investments.
- ♦ Tier two – an independently owned and operated business concern which employs 50 or fewer permanent full-time employees, and which has a net worth of not more than \$1,000,000.00. As applicable to sole proprietorships, the \$1,000,000.00 net worth shall include both personal and business investments.

Veteran Business Enterprise certification is accepted if the firm is certified by the State of Florida Department of Management Services and located in Escambia or Santa Rosa counties.

Project and/or Annual Goals

The disparity study completed by MGT Consulting provided proposed M/WBE aspirational goals by procurement category. In our research it is unclear if the City adopted the proposed aspirational goals for all procurement categories. The disparity study proposed aspirational goals were:

Procurement Category	MBE Goal	WBE Goal
Construction Prime Contracting	12%	1%
Professional Services	3%	4%
Other Services	5%	2%
Goods & Supplies	10%	2%
Construction Subcontracting*	14%	10%

The purchasing policy authorized City's contract coordinator to establish SBE goals on a contract-by-contract basis.

Program Changes Due to Disparity Studies

The City of Pensacola established an SBE program in 2009 and retained MGT in 2011 to conduct a disparity study which recommended improvements to the program. MGT found that the city suffered huge disparities among its M/WBE businesses, finding that about 10 percent were utilized. To remedy this, MGT made recommendations for their SBE program specifically, and recommendations to address their procurement disparities more generally. Recommendations which Pensacola has implemented are two-tier SBE certification, maintaining an African American Business Directory, M/W/SBE Program information placed on the City's website, and incorporated SBE targeted purchases.

Policies and Procedures to Increase M/WBE Utilization

It is the policy of City of Pensacola to institute and maintain an effective Minority/Women Business Enterprise (M/WBE) program. This program is intended to assist certified minority and women-owned businesses with identifying and participating in City of Pensacola procurement and construction opportunities. The City procurement includes SBE targeted procurements for commodities and services with a value up to \$25,000 or \$100,000 if contracting with a tier one city certified SBE without competitive bids.

Solicitations by competitive sealed bids and RFQs allow for Veteran Business Enterprises (VBE) bid preference on the following scale:

1. Fifteen percent on bids up to \$1,500.00.
2. Ten percent on bids from \$1,500.01 to \$19,999.99;
3. Nine percent on bids from \$20,000.00 to \$39,999.99;
4. Eight percent on bids from \$40,000.00 to \$59,999.99;
5. Seven percent on bids from \$60,000.00 to \$79,999.99;
6. Six percent on bids from \$80,000.00 to \$99,999.99;
7. Five percent on bids from \$100,000.00 to \$149,999.99;
8. Four percent on bids from \$150,000.00 to \$249,999.99;
9. Three percent on bids from \$250,000.00 to \$499,999.99;
10. Two percent on bids from \$500,000.00 to \$999,999.99; and
11. One percent on bids for \$1,000,000.00 or more.

Outreach, Technical Assistance, and Other Program Components

The City published a “Doing Business with the City” resource guide that explains the purchasing thresholds, how to receive bid solicitations, and M/W/SBE certification information. Other business resources such as Small Business Development Center, Small Business Administration are linked on the City’s website for easy access.

Program Staffing

The M/WBE Program is managed by the Assistant Purchasing Manager. Other program staff were not identified.

3.6 City of Philadelphia, PA

The City of Philadelphia administers a Minority, Women, and Disabled-owned Business Enterprise (M/W/DSBE) Program through the Department of Commerce’s Office of Economic Opportunities (OEO).

Certification Criteria

The certification process in Philadelphia is straightforward. To qualify as an M/W/DSBE the business must have at least 51 percent ownership by a minority, woman, or person with a disability. While the city requires certification as an MBE, they do not offer any means of certifying businesses and require them to go through a third party. Once certified, the businesses are eligible to enroll in the Office of Economic Opportunity's registry and can apply for contracts as an M/WBE.

Project and/or Annual Goals

The City aspires to spend 35 percent of its spend with minority, women, and disabled-owned enterprises. The City reports its M/WBE spending by city council districts on their website dashboard¹¹. The 2020 Annual Report reports 19.67 percent utilization for MBEs and 10.41 percent for WBEs.

Program Changes Due to Disparity Studies

The city conducts disparity analyses each year to provide further guidance for participation rates of M/W/BEs and participation goal setting. The most recent analysis is the 2021 Availability Analysis which determined the availability of M/WBE firms in the market, capital assets analysis, and anecdotal evidence of the impact of M/WBE businesses in city contracting. Recommendations that were advanced as a result of the findings include:

- ◆ Promote and expand the existing Mentor-Protégé program.
- ◆ Expand the Emerging Vendors program beyond Rebuild to the entire city.
- ◆ Provide feedback to businesses not selected for a city contract so they understand what they need to do to be more competitive.
- ◆ Provide various support on how to navigate the City's procurement system and search for bid opportunities, via regular forums with the City's Procurement Department and a Frequently
- ◆ Asked Questions section on the Procurement website.
- ◆ Provide information via forums and the OEO website on the benefits and requirements for different types of certifications.

Policies and Procedures to Increase M/WBE Utilization

To increase opportunities for small businesses, particularly M/W/DSBE firms, the Administration is working in close partnership with City Council to reduce barriers to entry for contracts thanks to the Local Business Purchasing Initiative (LBPI). The threshold requiring formal bids for City contracts will increase

¹¹ City of Philadelphia OEO M/WBE Reporting Dashboard https://docs.google.com/spreadsheets/d/e/2PACX-1vTCdWW3Sql_pjB5w-Y-MsxGMZkRw_vNb_BT6zHGvFMd63eYZk0N-L6oDdR6OgBMHMzhExHZGOed38Nx/pubhtml?gid=1768051442&single=true.

from \$34,000 to \$75,000—and to \$100,000 for local businesses. Philadelphia-based businesses must register as a Local Business Enterprise (LBE) to take advantage of the new local business threshold.

To ensure the use of minority, women, and disabled-owned businesses on contracts over \$100,000, the OEO created Economic Opportunity Plans (EOP) for key departments: Aviation, Procurement, Public Property, and Streets. The City also has EOPs for quasi-government agencies: Philadelphia Authority of Industrial Development, Philadelphia Industrial Development Corporation, and Philadelphia Redevelopment Authority. Lastly, there is an EOP for private nonprofits.¹²

Outreach, Technical Assistance, and Other Program Components

Philadelphia aids with M/W/DSBE certification, notification of bidding opportunities, and one on one business counseling. In 2020, the City's outreach hosted, attended, or participated in 67 outreach events to include business networking and procurement fairs, trade shows, business matchmaking and skills clinics. There were seven "Doing Business with the City" workshops and new and diverse business registration workshops were conducted that registered 3,201 M/W/DSBEs.

In partnership with The Enterprise Center Construction Consortium, the City continues to seek mentors for their Mentor Protégé Program. The protégé must be a registered M/W/DSBE firm with the City. Other technical assistance and program components include contract hubs to promote exposure and accessibility of opportunities in one location.

Rebuild is an initiative to invest hundreds of millions of dollars to revitalize neighborhood parks, recreation centers, and libraries across Philadelphia. Components of Rebuild include the creation of the Emerging Vendor Program which allows M/WBE firms not certified to count towards Rebuild projects up to \$150,000 which the M/WBE firms work to become certified. Firms in the Emerging Vendor Program have access to technical assistance to help with the certification process.

Program Staffing

According to the City's website they have nine program staff. The staff includes:

- ♦ MBE specialists – 3
- ♦ Director of Registration and Outreach – 1
- ♦ Director of Data and Policy – 1
- ♦ Clerk – 1
- ♦ EOP Manager – 1
- ♦ MBE Coordinators - 2

3.7 City of Savannah, GA

The City of Savannah implemented their Savannah Business Opportunity Program in 2018 with the objectives of removing barriers to participation in city contracts, assisting the development of M/WBE

¹² City of Philadelphia Economic Opportunity Plans <https://www.phila.gov/departments/office-of-economic-opportunity/documents-and-forms/>.

firms so that they can compete in the market successfully outside of the SBO program, and increasing the number of M/WBE firms and the volume of their business within the city.

Certification Criteria

The city of Savannah has an incredibly lengthy application including questions on ownership, control, and finances. The city accepts participation from firms with active disadvantaged, minority, or women-owned firm certification from the following agencies:

- ◆ City of Savannah M/WBE Program
- ◆ Georgia Department of Transportation (GDOT) and including other state DOTs
- ◆ Small Business Administration (SBA) 8(a) Business Development
- ◆ National Minority Supplier Development Council (NMSDC)
- ◆ Georgia Minority Supplier Development Council (GMSDC)

Project and/or Annual Goals

The City's M/WBE's and DBE's aspirational goals are established by the Mayor and Aldermen annually. The goal is for the total dollar value of eligible city projects (excluding federal and sole-source projects). The annual goal may be adjusted at the discretion of the Mayor and Aldermen.

Construction and services contracts that exceed \$100,000 and consultant services that exceed \$75,000 are subject to contract specific goals. According to the latest reports M/WBE participation is as follows:

- ◆ 2016-12%
- ◆ 2017-18%
- ◆ 2018-29% (11% over target)
- ◆ 2019-26% (6% over target)

Program Changes Due to Disparity Studies

Savannah used its 2016 Disparity Study to establish project specific goals based on project scope and availability and restricted participation to firms in the city boundaries.

Policies and Procedures to Increase M/WBE Utilization

- ◆ **M/WBE and DBE Goal** - A goal for M/WBE and DBE participation is established by the Mayor and Aldermen annually. The goal is for the total dollar value of eligible city projects (excluding federal and sole-source projects). The annual goal may be adjusted at the discretion of the Mayor and Aldermen.
- ◆ **SBE Reserves** - Contracts below \$100,000 are reserved for qualified SBEs unless two or fewer certified SBEs are registered in the City of Savannah's Supplier Portal to perform the work.

- ♦ **Compliance** - Compliance activities include pre- and post-award meetings, onsite monitoring visits, subcontractor payment tracker, notices of non-compliance, and other enforcement.
- ♦ **Other Program Activities and Support** - The City regularly updates a directory of certified firms: SBE, L/DBE, and M/WBE on the City's website. The City also provides services to support the growth of D/M/W/SBEs, including business training, mentorship, bonding assistance, access to capital, and networking events.

Outreach, Technical Assistance, and Other Program Components

At the time of this review the City of Savannah was not conducting outreach or workshops due to COVID-19. However, the City partners with the Savannah Entrepreneurial Center to provide free, online business classes. These classes include, but are not limited to, construction estimating and pricing, marketing for the entrepreneur, improving your credit score, construction management, and more.¹³

Program Staffing

The City has five employees including the program director, two business opportunity coordinators, compliance coordinator, and certification coordinator.

3.8 City of Winston-Salem, NC

The City's Business Inclusion & Advancement Department houses the M/WBE Division. The M/WBE Program is designed to encourage M/WBE participation in the City's purchasing/contracting program. It is neither a set-aside program nor a mandatory quota program. It is a program that encourages contractors and consultants to voluntarily offer M/WBE participation and to meet the established contractual goals or submit a good faith effort if the established M/WBE goals are not achieved. The goals become part of the contractor's and consultant's contractual obligation once the same has been incorporated into the executed contract.

Certification Criteria

The City of Winston-Salem accepts certifications from the Statewide Uniformed Certification (SWUC) administered by the State of North Carolina Historically Underutilized Business (HUB) Office as outlined in NC General Statute 143-128.4¹⁴.

Project and/or Annual Goals

In March of 2011, City Council adopted a resolution establishing a minimum 10 percent minority and women participation goal on formal City construction and repair projects estimated to cost \$300,000 or more. The State of North Carolina has a verifiable percentage goal of 10 percent for participation by minority businesses on city building projects of \$100,000 or more when using state funds. M/WBE

¹³ <https://www.savannahga.gov/1814/Business-Education-and-Events>.

¹⁴ https://www.ncleg.net/EnactedLegislation/Statutes/HTML/BySection/Chapter_143/GS_143-128.4.html

participation goals depend upon the project scope of work, the historical participation of M/WBE firms, and the availability and capacity of M/WBE firms, especially in the local market. If a goal is not achieved for City of Winston-Salem projects the M/WBE Advisory Committee evaluates the good faith efforts of the lowest, responsible, responsive bidder. The City of Winston-Salem has decided that M/WBE participation goals would be set on construction and repair projects estimated to cost \$100,000 or more. For building projects exceeding \$100,000 approval from the governing body is required.

Program Changes Due to Disparity Studies

The M/WBE Division assists minority- and women-owned business enterprises in providing goods and services to the city. The Division provides workshops and seminars for minority- and women-owned businesses. The city adopted the findings of the 2020 Disparity Study completed by MGT. The program changes that have been implemented include:

- ◆ Expanded data collection by requiring firms to report payments to all subcontractors.
- ◆ Defined M/WBE firms based on the State of NC's Historically Underutilized Businesses (HUB) definition.
- ◆ Expanded outreach to M/WBE firms by partnering with area trade/business organizations and email notifications to M/WBE firms of upcoming opportunities.

Policies and Procedures to Increase M/WBE Utilization

The City follows the purchasing rules established by the State outlined in NCGS 143-48, 143-128, and 143-128.1. These general statutes outline the requirements that M/WBE firms must be provided with the opportunity to compete for city contracts. The M/WBE Division reviews and assesses program requirements for submitted bids and RFPs.

Construction, professional, general, and other services solicitations meeting the threshold requirements for M/WBE goals include affidavits of documented evidence of either M/WBE planned participation or demonstrated good faith efforts to be consider responsive.

Outreach, Technical Assistance, and Other Program Components

The city of Winston-Salem works with city departments to understand the scope of work and the M/WBE Division does direct outreach to available M/WBE firms via email and weekly newsletters to inform them of upcoming opportunities.

Program Staffing

The City of Winston-Salem has three program staff which includes one program manager, one outreach specialist, and one compliance specialist. The City has one DBE administrator for federally funded projects with the city's department of transportation.

3.9 Hillsborough County, FL

Hillsborough County Economic Development Department administers two business inclusion programs: Disadvantaged Minority/Disadvantaged Women Business Enterprise (DM/DWBE) and Small Business Encouragement (SBE) Programs. These programs apply to all Invitations to Bid, and Request for Proposals advertised by the County. The County uses B2Gnow to accept certification applications and monitor payments to subcontractors. The County administers an SBE set-aside program for registered SBE firms.

Certification Criteria

Hillsborough County partners with the City of Tampa to offer a unified M/WBE and Small (Local) Business Enterprise Certification/Registration. Certified minority and women businesses must meet the following criteria.

Minority and Women Business Enterprise Certification:

- ◆ Principally domiciled in the State of Florida and registered as a vendor with Hillsborough County and/or the City of Tampa.
- ◆ M/WBE firms can submit their MBE or WBE certifications from the City of Orlando, Orange County (MBE Alliance), Hillsborough County, and the Women's Business Enterprise National Council (WBENC-Florida Chapter only).

Small Business Enterprise Certification:

- ◆ Average gross sales in professional consulting and contractual services over a three-year period cannot exceed \$2 million dollars; in commodities the average gross sales over a three-year period cannot exceed \$3 million dollars
- ◆ Business must be in Hillsborough County
- ◆ Have been established for a minimum of one year

Hillsborough County: Disadvantaged Minority/Disadvantaged Women Business Enterprise (DM/DWBE)

- ◆ Is organized to engage in commercial transactions;
- ◆ It is domiciled in Florida;
- ◆ Is at least 51 percent owned by minority person(s) and/or women whose management and daily operations are controlled by such persons;
- ◆ Fulfills a commercially useful business function;
- ◆ Employ 50 or fewer permanent full-time employees on average over a two-year period; and
- ◆ Has a net worth of not more than \$2,000,000.

Project and/or Annual Goals

The County has a 20 percent aspirational goal for construction. Project goals are established for construction on a project-by-project basis for projects valued over \$200,000. The county has a DM/DWBE employment goal for minority groups of 17.9 percent and 6.9 percent for Women on County construction projects regardless of the funding source. Firms awarded construction projects are encouraged to meet these goals when employment vacancies occur within their workforce. The annual aspirational goal for commodities and contractual services is 10 percent.

Program Changes Due to Disparity Studies

Hillsborough County has not conducted a disparity study.

Policies and Procedures to Increase M/WBE Utilization

To advance the utilization of DM/DWBE firms the County's policy requires solicitation of certified DM/DWBE firms for all purchases, advertising in minority-focused media, work with County departments to make modifications to procurement specifications to encourage competitive bidding, and in the event of tie bids DM/DWBE firms receive preference.

Hillsborough County's inclusion program includes an SBE set-aside component for commodities, contractual services, consultant's contracts, and construction. The SBE Committee identifies and designates County projects that will be exclusively bid on by registered SBE firms. The SBE Committee's composition includes directors or their designees from Economic Development, Capital Programs, Procurement Services, Water Resources, and Engineering & Operations departments.

Outreach, Technical Assistance, and Other Program Components

One of the benefits Hillsborough County advertises for DM/WBE utilization is the use of DM/DWBE Bonus Points system for professional consultant selection. The County also has periodic seminars and workshops such as Doing Business with Hillsborough County, and the Small Contractor Development Programs for certified firms.

The DM/DWBE & SBE Advisory Committee are appointed by the County Administrator to communicate concerns of businesses, identify and research program gaps or problems and present recommended solutions to the Board of County Commissioners and County Administrators.

Program Staffing

The County's staff includes three staff members. Staff responsibilities include contract monitoring, registering firms, planning, and executing workshops for DM/DWBE and SBE firms, reporting, and site visits.

3.10 Orange County, FL

Orange County's objective is to provide resources that stimulate economic growth for small businesses. This includes working to increase the utilization of minority and woman-owned businesses (M/WBE) in the County's procurement process. The County has an M/WBE Advisory Committee appointed by the Board of County Commissioners. Seven non-voting members designated by the National Association for the Advancement of Colored People, the Hispanic Chamber of Commerce, the Asian Chamber of Commerce, the Southern Christian Leadership Conference, the National Association of Women in Construction, the Associated Builders and Contractors, and the Associated General Contractors. Non-voting members are appointed by the County Mayor and confirmed by the Board of County Commissioners.

Certification Criteria

The County administers its certification application and approval process. A company may be designated as a Minority or Woman Business Enterprise after the submittal and review of an application. The County also register Service-Disabled Veterans. The M/WBE Advisory Committee hears Certification appeals from applicants determined by staff to lack the certification requirements; makes suggestions as it relates to Minority/Women Business Enterprises and evaluates the certification and M/WBE Utilization reports.

Project and/or Annual Goals

The aspirational goals are 25 percent participation for construction, 27 percent for professional services, 10 percent for goods, and 24 percent for services.

Program Changes Due to Disparity Studies

The County calculates project specific goals for all industries, e.g., construction, architecture, and engineering, etc. The Business Development Division has 21 days to approve or reject proposed project goals.

The County also verifies payment to all firms not just M/WBEs.

Policies and Procedures to Increase M/WBE Utilization

A bidder is deemed non-responsive if they do not meet the M/WBE goals. Good faith efforts are only allowed for construction projects. The County has a bid preference for Invitations to Bid (ITB) if the prime is an M/WBE, and for Request for Proposals (RFP) they institute five bonus points as part of the proposal evaluation if the prime is an M/WBE. To ensure use of M/WBE's, Orange County staff monitors M/WBE participation activities.

Outreach, Technical Assistance, and Other Program Components

Orange County has not conducted any outreach sessions since 2019 due to the COVID-19 pandemic.

Program Staffing

The County has nine staff members. The program manager, administrative assistant, one construction coordinator, two professional services coordinators, one goods and services coordinator, one to manage new certifications, and one to manage certification renewals.

3.11 City of Charlotte, NC

The Charlotte Business INclusion (CBI) Program seeks to enhance competition and participation of small, minority and women owned firms in City contracting to promote economic growth and development in the City of Charlotte.

Minority, Women, and Small Business Enterprises (M/W/SBEs) are major contributors to the state and local economies and essential to providing jobs, promoting economic growth, and diversifying the economy. The City also incorporates a small business program element of the CBI Program.

The Charlotte Mayor and City Council appoints members of the business community to a Charlotte Business Inclusion Advisory Commission to provide recommendations for policy changes, stay abreast of the needs to the M/W/SBE business community, and act as an advisory council for disparity studies commissioned by the City.

Certification Criteria

The City participates in the State of North Carolina Statewide Uniformed Certification (SWUC) through the state Office of Historically Underutilized Businesses (HUB) Program to identify M/WBE firms. Once an M/WBE firm receives their HUB certification and wants to be included in the City's CBI Program, the firm must have a presence in the 13 counties that make up the Charlotte Combined Statistical Area (CSA). The Charlotte CSA includes Anson, Cabarrus, Cleveland, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly, and Union, NC counties and Chester, Lancaster, and York, SC counties.

Project and/or Annual Goals

The City establishes annual aspirational goals which is the overall target of participation that can be achieved by any procurement method, e.g., informal bids, direct spend, etc. In addition, the City establishes contract-by-contract goals that are included in the bid/solicitation documents.

Program Changes Due to Disparity Studies

CBI Program designates department directors to ensure compliance with the CBI Program, integrate the Program into their policies and procedures, develop and implement strategies to achieve the City's annual aspirational goals, report M/W/SBE utilization as required by the CBI Program, and promote the CBI Program and M/W/SBE participation in the contracting and procurement activities of the department.

Following the 2017 Disparity Study, the City does not establish construction goals for WBE firms due to overutilization identified in the study.

Policies and Procedures to Increase M/WBE Utilization

The CBI Office collaborates with Procurement to advertise upcoming and future opportunities through the EarlyBird pipeline. EarlyBird was funded in part through a grant the City received. Purchasing opportunities are forecasted up to eight months prior to the bid/solicitation documents are released. This provides M/W/SBE firms with time to prepare for the opportunities or identify potential partners.

The City requires all offerors to meet project specific goals or demonstrate good faith efforts to do so at bid time or at the submission of the offeror's proposal. Offerors that do not are considered non-responsive and their bid may be rejected. The City can target certain contracts or purchases for SBE participation only if there is reasonable availability of SBE firms to compete for the contract or purchase.

Outreach, Technical Assistance, and Other Program Components

The City partners with multiple area trade associations, local municipalities, and state agencies to support or execute various webinars on topics of bonding, marketing, financing, and more. The CBI Office also shares upcoming opportunities of resource partners such as Mecklenburg County, Charlotte-Mecklenburg Schools, Atrium Health, etc.

The CBI Office conducts quarterly M/W/SBE Orientation webinars for newly certified firms that provide an overview of how to locate purchasing opportunities, selecting the appropriate NIGP codes, available resources in financing, insurance, and bonding. In addition, firms that are SBE certified receive a \$300 credit to take business courses through Central Piedmont Community College, and \$100 credit toward membership with local trade associations and business organizations.

Program Staffing

Charlotte's CBI Program has 9 staff members. The staff includes a manager, assistant manager, two compliance specialists for professional services, two compliance specialists for construction, one compliance specialist goods and service, one certification specialist, and one recertification specialist. As an extension to the CBI Office, there are CBI program liaisons in all city departments. The liaisons are responsible for ensuring that decentralized purchases include M/W/SBE outreach and contract compliance.

3.12 Informational Best Practices

Most state and local government agencies have some policy promoting local small business development. Such assistance may include direct subsidies to businesses, funds for management and technical assistance to small and new entrepreneurs, mentor-protégé programs, 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 a menu of policies and should be seen as informational/possible guidance for OEV. These policies can help enhance the current great work of OEV. Some policies have worked in some localities, and some have been in effective in others. Some policies have been discontinued for

budget reasons. In many instances, it is difficult to determine whether a particular policy is directly responsible for the success of a program. Where possible sections begin with policies of public utilities.

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.¹⁵

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.

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.¹⁶

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.¹⁷ During Fiscal Year 2016, the SBR Program achieved 7.70 percent participation with total payments of \$301.8 million to SBR vendors.

¹⁵ Metropolitan Sewer District of Greater Cincinnati Small Business Enterprise Program Rules and Guidelines Section 4(F).

¹⁶ N.J.A.C. 17:13.

¹⁷ (Md. Code Ann., State Fin. & Proc. Art. §14-501 – 14-505 (2011 Supp.))

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.¹⁸ 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

Atlanta, Georgia. The City of Atlanta requires establishment of joint ventures on large projects of over \$10 million.¹⁹ 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 using 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 to bid 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, have had some success with this approach.²⁰

¹⁸ City of St. Petersburg Municipal Code Section 2-239 to 2-246 of Division 4, Article 5, Chapter 2.

¹⁹ City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

²⁰ Federal Transit Administration, Lessons Learned #45 (May 2002). www.fta.dot.gov/library/program/II/man/II45.html.

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.²¹

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.

Best Practice B: Small Business Program for Subcontracts

Small Business Project Goals

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.²²

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.²³ In addition, the City sets department goals

²¹ D. Wilson, Colorado Department of Transportation Statewide Transportation Disparity Study, 2009, at 3-20.

²² Cook County Ord. No. 14-1232, 3-12-2014; Ord. No. 16-3598, 6-29-2016; Ord. No. 17-3217, 6-7-2017.

²³ A description of the Charlotte SBE program can be found at www.charmeck.org/Departments/Economic+Development/Small+Business/Home.htm.

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.²⁴

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.

Best Practice C: Inclusion in Financial and Professional Services

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.²⁵ 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.

Best Practice D: 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

²⁴ MGT, The City of Charlotte Update Disparity Study, 2011, Exhibit 7-1.

²⁵ New York Con Edison, *Diversity Annual Report*, 2012.

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 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 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.

Best Practice E: Outreach

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 to assist on Con Edison projects. 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 will host its annual Business Expo designed to provide minority-owned and small business enterprises with technical assistance as well as networking opportunities. The Business Expo features hundreds of business appointments, power-packed workshops, and industry group gathering. Programming includes the following:

1. Loan-A-Thon Financing for Business Growth: Vendors can meet 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

Best Practice F: 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.²⁶

In Miami, a Local Certified Veteran Business Enterprise 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.²⁷ The participation goal for SDVOBs is 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;²⁸

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 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

²⁶ Ord. No. 09-68, § 1, 9-1-09; Ord. No. 15-24, § 1, 4-21-15.

²⁷ CUNY Administrative Procedures & Guidance, University Office of Budget and Finance—January 2018.

²⁸ T.C.A. §12-3-1102

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 it 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.²⁹

For solicitations by competitive sealed bidding and requests for quotations the City of Orlando provides the following bid incentives for VBEs:

6. Fifteen percent (15%) on bids up to \$1,500;
7. Ten percent (10%) on bids from \$1,500.01 to \$19,999.99;
8. Nine percent (9%) on bids from \$20,000 to \$39,999.99;
9. Eight percent (8%) on bids from \$40,000 to \$59,999.99;
10. Seven percent (7%) on bids from \$60,000 to \$79,999.99;
11. Six percent (6%) on bids from \$80,000 to \$99,999.99;
12. Five percent (5%) on bids from \$100,000 to \$149,999.99;
13. Four percent (4%) on bids from \$150,000 to \$249,999.99;

²⁹ FL Stat Sec.295.187(c). Florida Veteran Business Enterprise Opportunity Act.

14. Three percent (3%) on bids from \$250,000 to \$499,999.99;
15. Two percent (2%) on bids from \$500,000 to \$999,999.99; and
16. One percent (1%) on bids for \$1,000,000 or more.³⁰

3.13 Summary

Each program reviewed has elements that were similar to the City of Tallahassee/Leon County. Program components and available resources of peer agencies have been tailored to fit program goals based on disparity study findings, where applicable. Of the cities included in the review eight had conducted a disparity study in the last seven years. Staffing in the cities that were reviewed ranged from two staff to 10. While the staffing was comparable to Tallahassee's in certain peer cities, staffing was significantly higher in other cities. In cities with higher staffing, staff performed a variety of roles including site visits, certification, contract compliance, goal setting, and reporting. Regarding policies/procedures to increase utilization, common features include project specific goal setting, stringent good faith effort documentation, and program implementation in all business categories. All peer agencies programs conduct outreach and provide technical assistance but the type of outreach in terms of frequency, content and format is largely dependent on resources and staffing. Much the same can be said about technical assistance. It was noted that COVID has impacted program operations which have required adjustments and adaptations. Many cities had an abundance of online resources to aid M/WBE businesses as well as assist non-M/WBE primes in contracting with M/WBE subcontractors.

Taking into consideration the size of the City & County and the number contracts awarded year over year, MGT recommends the following program structure and administration for effective and engaging business inclusion program:

- ◆ The existing M/W/SBE Coordinators' responsibilities should continue to work with internal departments to identify opportunities and goal setting,
- ◆ Incorporate an SBE target market program where SBEs only will be permitted to bid on identified contracts and purchases.
- ◆ Establish project specific goals for all contract types where there is M/W/SBE availability.
- ◆ Strengthen good faith efforts when project specific goals are not met.
- ◆ Require any contracts that will have to go to the Board for approval to be reviewed by OEV. OEV will provide comments of whether the bidder/proposer is following the program requirements.

Staff Analysis

The Office of Economic Vitality currently has one deputy director, one marketing and business outreach coordinator, and two M/W/SBE coordinators. The table below compares the number of staff for OEV's positions in comparison to peer agencies.

³⁰ Orlando Code, Chapter 7, Article XI, Sec. 7.1102(C).

OEV Position	Peer Agencies with Equivalent Responsibilities	# Of staff
Deputy Director	City of Charlotte	1 Manager 1 Deputy Manager
	Orange County	1 Manager 1 Administrative Assistant
Marketing & Business Outreach Coordinator	City of Atlanta	7 managers
	City of Philadelphia	1 outreach specialist
	City of Savannah	2 coordinators
	City of Winston-Salem	1 outreach specialist
	Hillsborough County	1 outreach specialist
Special Projects Coordinator	City of Columbia	1 specialist
	City of Philadelphia	1 data and policy
	Hillsborough County	1 data and reporting
	Orange county	1 certification specialist 1 recertification specialist
	City of Savannah	1 certification specialist
	City of Charlotte	1 certification specialist 1 recertification specialist
MWSBE Coordinator	City of Philadelphia	3 MBE compliance specialist
	City of Savannah	1 compliance specialist
	City of Winston-Salem	1 compliance specialist
	Hillsborough County	1 compliance specialist
	Orange County	1 construction coordinator 2 professional services coordinators 1 goods and services coordinator
	City of Charlotte	2 construction coordinators 2 professional services coordinators 1 goods and services coordinator

4 Good Faith Effort Review

4.1 Introduction

Chapter 4 provides a review of the City of Tallahassee (City), Leon County (County), and Blueprint Intergovernmental Agency (Blueprint) good faith effort (GFE) procurement policies and procedures. A thorough examination and review of GFE policies and procedures is important to understanding how prime contractors are making efforts to utilize M/W/SBEs and designing potential remedies to increase utilization.

MGT's review of GFE policies and procedures is presented in three sections. Section 2 describes the current GFE policies and procedures utilized. The remaining sections summarize best practices, and conclusions. It must be noted that based on the GFE information provided the analysis of good faith efforts MGT was able to perform was limited. For example, we were not able to determine the frequency of GFE waiver requests or analyze the number of approved GFEs or bids that were rejected for failure to comply with good faith efforts. Because of the limitations encountered much of the discussion which follows is devoted to best practices and recommendations to strengthen any future analysis of good faith efforts.

Chapter Sections	
4.1	Introduction
4.2	GFE Policies and Procedures
4.3	Best Practices/Recommendations
4.4	Conclusions

4.2 GFE Policies and Procedures

Prior to April 1, 2021, GFE policies, and procedures were governed by separate policies for the City, County, and Blueprint IA. The City and Blueprint IA were governed by City of Tallahassee M/W/SBE Policies 16.5, adopted January 22, 2014, and the County was governed by Purchasing Policy No. 96-1 Part B, adopted June 20, 2017. On April 1, 2020, all three agencies consolidated their M/W/SBE policies under the purview of the Minority, Women, and Small Business Enterprise (M/W/SBE) Division of the Office of Economic Vitality (OEV).

Under this consolidated policy M/W/SBE project specific goals were established based on the 2019 Disparity Study. These goals were calculated utilizing current availability of M/WBE firms in the Market Area and the aspirational goals identified in the 2019 Disparity Study that would assist in remedying past disparate treatment of M/W/SBE firms.

The overall objective of these goals, and the GFE Policy is to, (1) help provide minority, women, and small businesses in the Market Area equal access and opportunities to compete and be awarded contracts and purchases; (2) help remedy any disparate treatment of minority, women, and small businesses attempting to do business with the City, County, and/or Blueprint IA; and (3) help communicate procurement and contracting opportunities, business and professional development resources for minority, women, and small businesses. The GFE adheres to these objectives by holding prime bidders accountable for meeting the project specific goals established; and requires the prime bidders to prove through GFE documentation that they made a good faith effort to meet the project M/W/SBE goals. By policy it is the responsibility of these firms, regardless of their certification, at the time of bid submittal to provide all GFE documentation to OEV.

GFE Documentation Requirements

Under the consolidated policy a minimum of five of the following activities must be documented to prove good faith efforts. These activities include:

- ◆ Attendance at pre-bid or pre-proposal meeting.
- ◆ Copies of written correspondence sent to the M/W/SBE Division no later than fifteen (15) business days before the solicitation response deadline seeking help in identifying firms available to meet the project specific goals.
- ◆ Copies of advertisements placed by the respondent in the local newspaper and minority publications in the Market Area announcing the project and seeking MBE or WBE participation.
- ◆ Copies of written correspondence sent to a certified MBE or WBE firms.
- ◆ Copies of written correspondence sent to a certified MBE or WBE firms. The correspondence should include:
 - The specific work the contractor intends to subcontract;
 - That interest in participation by the MWBE firm in the contract is being solicited;
 - How to obtain information for the review and inspection of contract plans and specifications.
- ◆ Documentation that the respondent selected economically feasible portions of work to be performed by M/WBEs, including, where appropriate, breaking down contracts or combining elements of work into economically feasible units.
- ◆ Documentation that the respondent negotiated in good faith with interested M/WBE firms and did not reject any interested M/WBE firms without sound business reasons.
- ◆ Documentation that the respondent reviewed all quotations received from M/WBE firms, and for those quotations not accepted, an explanation of why the M/WBE will not be used during the contract.
- ◆ Documentation detailing respondent's effort to contact MBE and WBE firms who provide the services needed for the solicitation and indicating that the respondent provided ample time for potential M/WBE firms to respond, including a chart outlining the methods of contact and schedule or time frame in which respondent conducted its good faith effort.
- ◆ Documentation that the respondent offered to provide interested M/WBE firms with assistance in reviewing the solicitation plans and specifications at no charge to the M/WBE firms.
- ◆ Documentation of follow-up telephone calls with potential M/WBE firms encouraging their participation.

4.3 Best Practices/Recommendations

As noted, GFE documentation is imperative to ensure that specific contract goals are adhered to, and thus the overall objective of the M/W/SBE program is met. Since the consolidation of the M/W/SBE policy

within the OEV, strides have been made to provide a concrete path to documenting good faith efforts as part of the bid process. Although progress has been made to make the GFE process more concise and efficient for the bidder, there are still best practices that can be enhanced to ensure a more transparent and easier to follow process. These practices should provide flexibility to bidders as all situations may be different and should be judged on a case by case rather than strict numbers determination.

Pre-Bid or Pre-Proposal Conference

Current policy and procedures already require documentation of pre-bid or pre-proposal documentation, but clear protocol should be updated and provided, such as:

- ◆ Ensure that all participants are on time and attending the entire meeting to receive credit.
- ◆ Ensure that a record of attendance is recorded that includes providing the name and title of person(s) representing proposer's/bidder's firm.
- ◆ Confirm if proposer/bidder are certified as M/W/SBE firms.
- ◆ Require all participants to describe the type of service(s) that firm performs.
- ◆ Require participants to provide proposer/bidder firm's name.

Advertisement Assistance

OEV should provide advertisement guidance to bidders to better facilitate M/W/SBE opportunities. This can be in the form of maintaining a list of publications that are readily accessible to M/W/SBE firms and providing examples of advertisements that bidders can use.

Additionally, OEV should provide concise requirements and guidelines for proper advice, such as:

- ◆ Requiring advertisements to be published 10 to 15 days prior to proposal or bid due date.
- ◆ Requiring proper information to be included in the publication.
 - Project name
 - Proposer/bidder firm's name
 - Specific work to be subcontracted
 - Contact person's name, address, telephone and fax number, and email address
 - Detailed information on availability of scope of work, plans and specifications
 - Bid/proposal due date
- ◆ Require bidders to provide proper proof of advertisement publication. Including the location and number of publications utilized.

Written Notices and Follow-Ups to M/W/SBEs

OEV GFE Policies do require documentation between bidders and M/W/SBEs firm but in order to provide consistency within the program efforts should be made to ensure that clear guidance is provided regarding what should be included in these notices. Examples include:

- ♦ Bidders should be required to provide written notice and be sent by mail or email to available M/W/SBEs for the work subcontracted no less than 10 to 15 days prior to bid or proposal due date.
- ♦ Written notices should be sent to those appropriate M/W/SBEs that meet the subcontracted work requirements. This can be made easier for bidders by ensuring they have access to a list of available M/W/SBEs.
- ♦ Sample written notices and follow-ups should be provided for bidders to use which at minimum include:
 - Project name.
 - Bid or proposal due date/time.
 - Specific work to be subcontracted and other requirements. With detailed information about the work.
 - Proposer/bidder firm's name.
 - Contact person's name, address, telephone, and email address.

Since April 1, 2020, the OEV consolidated M/W/SBE Good Faith Effort policy has become more concise and has provided clearer guidance to what is required from bidders. It has further helped to accomplish the objectives of the M/W/SBE program by providing opportunities for all available firms. As indicated throughout this chapter, the current documentation and policy is in line with many of nationwide best practices, but more can be done to assist bidders throughout this process. This includes providing more concrete guidance as to what is expected and providing examples of how to communicate with potential M/W/SBEs. By incorporating several of the best practices outlined in this chapter the GFE policies and procedures will further meet the overall objectives of the program and ensure that equitable opportunities are accessible to all firms.

5 Findings

5.1 Introduction

In this chapter, MGT provides findings for the City/County/Blueprint on minority-, women-owned and small business enterprise (M/W/SBE) historical utilization, peer review, staffing analysis, and good faith efforts reporting. This study consisted of fact-finding to analyze City/County/Blueprint's procurement trends and practices for the study period from City/County/Blueprint for procurements between October 1, 2017, through September 30, 2021; and P-Card utilization for the City/Blueprint and County between October 1, 2017, through September 30, 2021, and October 1, 2016, through September 30, 2021, respectively. Additionally, a major component of this study was determining the feasibility of individual race, ethnicity, and gender goals. As shown in the executive summary and utilization chapter, it is not recommended to set up these individual goals based on the current market structure for M/WBEs and legal defensibility.

The results of this study and conclusions drawn are presented in detail in **Chapters 2** through **4** of this report.

5.2 Findings

Finding A: Historical M/WBE Utilization

M/WBE prime utilization for the City/County/Blueprint 2019 Disparity Study is presented in **Tables 5-1** and **5-3** below. Historically **Table 5-1** shows that across all procurement categories, prime M/WBE utilization amounted to 4.76 percent of \$526.165 million spent with firms in the relevant market area. The spend by the M/WBE classifications were 1.88 percent for non-minority women firms, 1.05 percent for African American firms, 1.81 percent for Hispanic American firms, and 0.02 percent for Asian American firms.

Chapter Sections	
5.1	Introduction
5.2	Findings

TABLE 5-1. HISTORICAL SUMMARY OF PRIME UTILIZATION
BY BUSINESS CATEGORY
CITY 2019 DISPARITY STUDY

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	1.05%	0.08%	0.86%	1.66%	3.65%	0.08%
Asian Americans	0.02%	0.00%	0.00%	0.02%	0.05%	0.01%
Hispanic Americans	1.81%	2.90%	0.29%	0.42%	1.26%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	2.88%	2.98%	1.15%	2.11%	4.96%	0.09%
Non-minority Woman Firms	1.88%	1.12%	2.84%	5.29%	2.99%	0.66%
TOTAL M/WBE FIRMS	4.76%	4.10%	4.00%	7.40%	7.95%	0.75%
TOTAL NON-M/WBE FIRMS	95.24%	95.90%	96.00%	92.60%	92.05%	99.25%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 5,536,135.95	\$ 213,387.55	\$ 581,310.08	\$ 342,691.09	\$ 4,357,418.82	\$ 41,328.41
Asian Americans	\$ 81,890.00	\$ 5,360.00	\$ -	\$ 5,020.00	\$ 65,060.00	\$ 6,450.00
Hispanic Americans	\$ 9,545,432.21	\$ 7,763,230.30	\$ 193,621.00	\$ 87,566.04	\$ 1,501,014.87	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 15,163,458.16	\$ 7,981,977.85	\$ 774,931.08	\$ 435,277.13	\$ 5,923,493.69	\$ 47,778.41
Non-minority Woman Firms	\$ 9,907,767.06	\$ 3,004,845.98	\$ 1,914,315.23	\$ 1,089,920.22	\$ 3,563,510.27	\$ 335,175.36
TOTAL M/WBE FIRMS	\$ 25,071,225.22	\$ 10,986,823.83	\$ 2,689,246.31	\$ 1,525,197.35	\$ 9,487,003.96	\$ 382,953.77
TOTAL NON-M/WBE FIRMS	\$ 501,094,251.48	\$ 256,806,543.85	\$ 64,602,717.64	\$ 19,095,113.00	\$ 109,830,296.99	\$ 50,759,580.00
TOTAL FIRMS	\$ 526,165,476.70	\$ 267,793,367.68	\$ 67,291,963.95	\$ 20,620,310.35	\$ 119,317,300.95	\$ 51,142,533.77

Source: MGT of America, City of Tallahassee Disparity Study, 2019.

Prime utilization for Blueprint in **Table 5-2** shows that historically M/WBEs amounted to 0.91 percent of the \$100.1 million spent with firms within the relevant market area. Spending was captured for three M/WBE classifications; 0.90 percent for Non-minority Women firms, 0.01 percent for African American firms, and 0.00 percent for Asian American firms.

TABLE 5-2. HISTORICAL SUMMARY OF PRIME UTILIZATION
BY BUSINESS CATEGORY
BLUEPRINT 2019 DISPARITY STUDY

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.01%	0.00%	0.00%	0.00%	0.94%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.06%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.01%	0.00%	0.00%	0.00%	1.00%	0.00%
Nonminority Woman Firms	0.90%	0.11%	2.16%	0.48%	9.09%	3.56%
TOTAL M/WBE FIRMS	0.91%	0.11%	2.16%	0.48%	10.09%	3.56%
TOTAL NON-M/WBE FIRMS	99.09%	99.89%	97.84%	99.52%	89.91%	96.44%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 11,527.20	\$ -	\$ -	\$ -	\$ 11,527.20	\$ -
Asian Americans	\$ 750.00	\$ -	\$ -	\$ -	\$ 750.00	\$ -
Hispanic Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 12,277.20	\$ -	\$ -	\$ -	\$ 12,277.20	\$ -
Nonminority Woman Firms	\$ 902,206.77	\$ 67,967.14	\$ 683,179.72	\$ 34,410.00	\$ 111,035.91	\$ 5,614.00
TOTAL M/WBE FIRMS	\$ 914,483.97	\$ 67,967.14	\$ 683,179.72	\$ 34,410.00	\$ 123,313.11	\$ 5,614.00

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
TOTAL NON-M/WBE FIRMS	\$ 99,200,631.45	\$ 59,823,498.12	\$ 31,008,976.30	\$ 7,117,715.45	\$ 1,098,328.35	\$ 152,113.23
TOTAL FIRMS	\$ 100,115,115.42	\$ 59,891,465.26	\$ 31,692,156.02	\$ 7,152,125.45	\$ 1,221,641.46	\$ 157,727.23

Source: MGT of America, City of Tallahassee Disparity Study, 2019.

Table 5-3 historical utilization for Leon County shows that prime M/WBE utilization amounted to 12.20 percent of total payments within the relevant market area; 5.95 percent for Nonminority Women firms, 4.70 percent for African American firms, 1.51 percent for Hispanic American firms, and 0.04 percent for Asian American firms.

**TABLE 5-3. HISTORICAL SUMMARY OF PRIME UTILIZATION
BY BUSINESS CATEGORY
LEON COUNTY 2019 DISPARITY STUDY**

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	4.70%	3.95%	10.07%	0.70%	11.68%	0.09%
Asian Americans	0.04%	0.00%	0.00%	0.00%	0.28%	0.00%
Hispanic Americans	1.51%	0.00%	0.14%	0.07%	10.02%	0.01%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	6.25%	3.95%	10.20%	0.77%	21.98%	0.10%
Nonminority Woman Firms	5.95%	4.43%	7.49%	0.79%	7.23%	10.84%
TOTAL M/WBE FIRMS	12.20%	8.38%	17.69%	1.57%	29.21%	10.94%
TOTAL NON-M/WBE FIRMS	87.80%	91.62%	82.31%	98.43%	70.79%	89.06%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 5,813,081.14	\$ 2,345,500.84	\$ 1,212,711.34	\$ 82,153.02	\$ 2,153,283.31	\$ 19,432.63
Asian Americans	\$ 52,122.35	\$ 0.00	\$ 0.00	\$ 0.00	\$ 51,524.35	\$ 598.00
Hispanic Americans	\$ 1,872,998.30	\$ 0.00	\$ 16,370.00	\$ 8,130.00	\$ 1,846,355.30	\$ 2,143.00
Native Americans	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
TOTAL MINORITY FIRMS	\$ 7,738,201.79	\$ 2,345,500.84	\$ 1,229,081.34	\$ 90,283.02	\$ 4,051,162.96	\$ 22,173.63
Nonminority Woman Firms	\$ 7,363,517.86	\$ 2,633,327.57	\$ 902,200.49	\$ 92,567.92	\$ 1,333,670.19	\$ 2,401,751.69
TOTAL M/WBE FIRMS	\$ 15,101,719.65	\$ 4,978,828.41	\$ 2,131,281.83	\$ 182,850.94	\$ 5,384,833.15	\$ 2,423,925.32
TOTAL NON-M/WBE FIRMS	\$ 108,634,994.17	\$ 54,467,176.47	\$ 9,914,765.04	\$ 11,477,288.77	\$ 13,048,962.60	\$ 19,726,801.29
TOTAL FIRMS	\$ 123,736,713.82	\$ 59,446,004.88	\$ 12,046,046.87	\$ 11,660,139.71	\$ 18,433,795.75	\$ 22,150,726.61

Source: MGT of America, City of Tallahassee Disparity Study, 2019.

Finding B: M/WBE Utilization by Agency by Procurement Category (Chapter 2)

B-1 City of Tallahassee Utilization

The expenditure utilization analysis shows that non-M/WBE firms are utilized at higher rates than their M/WBE counterparts. Across all procurement categories, prime M/WBE utilization amounted to 5.84 percent of \$262.826 million spent with firms in the relevant market area. The spend by the M/WBE classifications were 4.60 percent for Non-minority Women firms, 1.09 percent for African American firms, and 0.15 percent for Hispanic American firms.

TABLE 5-4. PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
AND BY PROCUREMENT CATEGORIES
CITY OF TALLAHASSEE 2022 STUDY

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	1.09%	0.08%	3.02%	1.96%	2.06%	0.91%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.15%	0.00%	0.00%	0.00%	0.49%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	1.23%	0.08%	3.02%	1.96%	2.54%	0.91%
Non-minority Woman Firms	4.60%	5.63%	0.89%	2.25%	0.74%	23.76%
TOTAL M/WBE FIRMS	5.84%	5.72%	3.91%	4.21%	3.28%	24.66%
TOTAL NON-M/WBE FIRMS	94.16%	94.28%	96.09%	95.79%	96.72%	75.34%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$2,857,674.98	\$110,841.00	\$682,973.08	\$282,238.30	\$1,643,364.35	\$138,258.25
Asian Americans	\$-	\$-	\$-	\$-	\$-	\$-
Hispanic Americans	\$387,484.19	\$-	\$-	\$-	\$387,484.19	\$-
Native Americans	\$-	\$-	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$3,245,159.17	\$110,841.00	\$682,973.08	\$282,238.30	\$2,030,848.54	\$138,258.25
Non-minority Woman Firms	\$12,091,930.82	\$7,360,310.06	\$202,216.28	\$322,729.70	\$592,415.36	\$3,614,259.42
TOTAL M/WBE FIRMS	\$15,337,089.99	\$7,471,151.06	\$885,189.36	\$604,968.00	\$2,623,263.90	\$3,752,517.67
TOTAL NON-M/WBE FIRMS	\$247,489,007.90	\$123,236,268.84	\$21,749,229.84	\$13,767,159.76	\$77,274,470.88	\$11,461,878.58
TOTAL FIRMS	\$262,826,097.89	\$130,707,419.90	\$22,634,419.20	\$14,372,127.76	\$79,897,734.78	\$15,214,396.25

Source: MGT developed a Master Utilization File based on City of Tallahassee payments between October 1, 2017, and September 30, 2021. Does not include P-Card data.

B-2 City of Tallahassee Subcontractor Estimated Utilization

For the City's construction subcontractors, MGT estimated that 79.14 percent of spending went to non-M/WBE firms, while 20.86 percent when to M/WBE firms.

TABLE 5-5. SUBCONTRACTOR CONSTRUCTION ESTIMATED UTILIZATION ANALYSIS
BY BUSINESS OWNERSHIP CLASSIFICATION
CITY OF TALLAHASSEE 2022 STUDY

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	PROJECTED CONSTRUCTION
African Americans	14.64%	14.64%
Asian Americans	0.00%	0.00%
Hispanic Americans	0.00%	0.00%
Native Americans	0.00%	0.00%
TOTAL MINORITY FIRMS	14.64%	14.64%
Non-minority Woman Firms	6.22%	6.22%
TOTAL MWD BE FIRMS	20.86%	20.86%
TOTAL NON-MWD BE FIRMS	79.14%	79.14%
BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	PROJECTED CONSTRUCTION
African Americans	\$ 1,436,382.15	\$5,376,431.79
Asian Americans	\$ -	\$0.00
Hispanic Americans	\$ -	\$0.00
Native Americans	\$ -	\$0.00
TOTAL MINORITY FIRMS	\$ 1,436,382.15	\$5,376,431.79
Non-minority Woman Firms	\$ 610,016.29	\$2,283,313.65
TOTAL MWD BE FIRMS	\$ 2,046,398.44	\$7,659,745.44
TOTAL NON-MWD BE FIRMS	\$ 7,763,092.58	\$29,057,544.13
TOTAL FIRMS	\$ 9,809,491.02	\$36,717,289.57

Source: MGT developed a Master Utilization File based on City of Tallahassee payments between October 1, 2017, and September 30, 2021, U.S. Census Construction Estimates, and 2019 Disparity Study subcontractor data. Does not include P-Card data.

B-3 Blueprint Prime Utilization

Prime utilization with M/WBEs amounted to 7.23 percent of the \$ 9,608 million spent with firms within the relevant market area. Spending was captured for three M/WBE classifications: 1.77 percent for African American firms, and 0.61 percent for Non-minority Women firms.

TABLE 5-6. PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
AND BY PROCUREMENT CATEGORIES
BLUEPRINT DIVISION 2021 STUDY

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	6.74%	0.00%	22.41%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	6.74%	0.00%	22.41%	0.00%	0.00%	0.00%
Nonminority Woman Firms	0.49%	0.45%	0.00%	0.00%	25.59%	0.00%
TOTAL M/WBE FIRMS	7.23%	0.45%	22.41%	0.00%	25.59%	0.00%
TOTAL NON-M/WBE FIRMS	92.77%	99.55%	77.59%	100.00%	74.41%	100.00%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 647,631.91	\$ -	\$ 647,631.91	\$ -	\$ -	\$ -
Asian Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 647,631.91	\$ -	\$ 647,631.91	\$ -	\$ -	\$ -
Nonminority Woman Firms	\$ 47,122.00	\$ 29,352.00	\$ -	\$ -	\$ 17,770.00	\$ -
TOTAL M/WBE FIRMS	\$ 694,753.91	\$ 29,352.00	\$ 647,631.91	\$ -	\$ 17,770.00	\$ -
TOTAL NON-M/WBE FIRMS	\$ 8,912,756.76	\$ 6,433,975.14	\$ 2,242,888.06	\$ 176,938.82	\$ 51,666.84	\$ 7,287.90
TOTAL FIRMS	\$ 9,607,510.67	\$ 6,463,327.14	\$ 2,890,519.97	\$ 176,938.82	\$ 69,436.84	\$ 7,287.90

Source: MGT developed a Master Utilization File based on Blueprint payments between October 1, 2017, and September 30, 2021. Does not include P-Card data.

B-4 Blueprint Subcontractor Utilization

For the Blueprints's construction subcontractors, MGT estimated that Nonminority women firms received 32.88 percent of construction subcontracts while African American firms received 12.23 percent.

TABLE 5-7. SUBCONTRACTOR CONSTRUCTION ESTIMATED UTILIZATION ANALYSIS
BY BUSINESS OWNERSHIP CLASSIFICATION
BLUEPRINT DIVISION 2021 STUDY

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	PROJECTED CONSTRUCTION
African Americans	12.23%	12.23%
Asian Americans	0.00%	0.00%
Hispanic Americans	0.00%	0.00%
Native Americans	0.00%	0.00%
TOTAL MINORITY FIRMS	12.23%	12.23%
Non-minority Woman Firms	32.88%	32.88%
TOTAL M/WBE FIRMS	45.11%	45.11%
TOTAL NON-M/WBE FIRMS	54.89%	54.89%
BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION	PROJECTED CONSTRUCTION
African Americans	\$ 2,416,804.71	\$ 222,051.12
Asian Americans	\$ -	\$ -
Hispanic Americans	\$ -	\$ -
Native Americans	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 2,416,804.71	\$ 222,051.12
Non-minority Woman Firms	\$ 6,498,195.24	\$ 596,977.99
TOTAL M/WBE FIRMS	\$ 8,914,999.95	\$ 819,029.11
TOTAL NON-M/WBE FIRMS	\$ 10,849,183.59	\$ 996,597.38
TOTAL FIRMS	\$ 19,764,183.54	\$ 1,815,626.49

Source: MGT developed a Master Utilization File based on Blueprint payments between October 1, 2017, and September 30, 2021, U.S. Census Construction Estimates, and 2019 Disparity Study subcontractor data. Does not include P-Card data.

Analyzing the construction subcontractors for Blueprint, MGT estimated that 54.89 percent of spending went to non-M/WBE firms, while 45.11 percent when to M/WBE firms.

B-5 Leon County Prime Utilization

Leon County prime M/WBE utilization amounted to 18.54 percent of total payments within the relevant market area; 12.77 percent for Nonminority Women firms, 5.74 percent for African American firms, and 0.02 percent for Hispanic American firms.

TABLE 5-8. PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
AND BY PROCUREMENT CATEGORIES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	5.74%	5.88%	0.00%	0.00%	12.54%	0.00%
Asian Americans	0.02%	0.02%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	5.76%	5.90%	0.00%	0.00%	12.54%	0.00%
Nonminority Woman Firms	12.77%	15.17%	0.00%	1.04%	0.51%	0.00%
TOTAL M/WBE FIRMS	18.54%	21.06%	0.00%	1.04%	13.05%	0.00%
TOTAL NON-M/WBE FIRMS	81.46%	78.94%	100.00%	98.96%	86.95%	100.00%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 1,634,656.79	\$ 1,397,077.33	\$ -	\$ -	\$ 237,579.46	\$ -
Asian Americans	\$ 4,920.00	\$ 4,920.00	\$ -	\$ -	\$ -	\$ -
Hispanic Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 1,639,576.79	\$ 1,401,997.33	\$ -	\$ -	\$ 237,579.46	\$ -
Nonminority Woman Firms	\$ 3,634,692.71	\$ 3,604,942.71	\$ -	\$ 20,000.00	\$ 9,750.00	\$ -
TOTAL M/WBE FIRMS	\$ 5,274,269.50	\$ 5,006,940.04	\$ -	\$ 20,000.00	\$ 247,329.46	\$ -
TOTAL NON-M/WBE FIRMS	\$ 23,180,949.09	\$ 18,762,365.65	\$ 256,541.00	\$ 1,903,946.12	\$ 1,647,481.98	\$ 610,614.34
TOTAL FIRMS	\$ 28,455,218.59	\$ 23,769,305.69	\$ 256,541.00	\$ 1,923,946.12	\$ 1,894,811.44	\$ 610,614.34

Source: MGT developed a Master Utilization File based on Leon County's B2GNow system between October 1, 2017, through September 30, 2021. Does not include P-Card Data.

B-6 Leon County Subcontractor Utilization

MGT calculated that overall construction subcontract dollars to have been \$6.677 million or 28 percent of the \$23.769 million in County construction prime contracts in the market area. African American firms received 8.00 percent, Hispanic American firms 3.33 percent, Nonminority women firms received 1.81 percent, and Native American firms received 1.27 percent.

Analyzing the subcontractors for construction, MGT estimated that 85.60 percent of spending went to non-M/WBE firms, while 14.40 percent when to M/WBE firms.

TABLE 5-9. SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS
BY BUSINESS OWNERSHIP CLASSIFICATION
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION
African Americans	8.00%
Asian Americans	0.00%
Hispanic Americans	3.33%
Native Americans	1.27%
TOTAL MINORITY FIRMS	12.59%
Nonminority Woman Firms	1.81%
TOTAL M/WBE FIRMS	14.40%
TOTAL NON-M/WBE FIRMS	85.60%
BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION
African Americans	\$ 534,294.88
Asian Americans	\$ -
Hispanic Americans	\$ 222,020.00
Native Americans	\$ 84,478.50
TOTAL MINORITY FIRMS	\$ 840,793.38
Nonminority Woman Firms	\$ 120,587.40
TOTAL M/WBE FIRMS	\$ 961,380.78
TOTAL NON-M/WBE FIRMS	\$ 5,715,703.66
TOTAL FIRMS	\$ 6,677,084.44

Source: MGT's Blueprint Subcontractor estimates between October 1, 2017, and September 30, 2021.

Finding C: M/WBE Utilization Comparison 2019 vs. 2022

Overall comparing 2019 Disparity Study utilization to 2021 Disparity Study utilization, the percentage utilization of M/WBE firms has increased for all three agencies. For the City it increased to 5.56 percent, Blueprint it nearly tripled to 2.37 percent, and for the County it more than doubled to 27.17 percent. MGT calculated that overall construction subcontract dollars to have been \$4.168 million or 28 percent of the \$14.838 million in County construction prime contracts in the market area. African American firms received 8.73 percent, Hispanic American firms 5.33 percent, and Nonminority women firms received 0.63 percent. The biggest shift occurred in Construction, where all three agencies increased their percentage spend on M/WBEs, especially for Nonminority women firms.

TABLE 5-10. PRIME UTILIZATION OVERALL COMPARISON
BY YEAR

Disparity Study Year	City of Tallahassee		Blueprint		Leon County	
	2019	2022	2019	2022	2019	2022
African Americans	1.05%	1.29%	0.01%	1.77%	4.70%	5.74%
Asian Americans	0.02%	0.00%	0.00%	0.00%	0.04%	0.02%
Hispanic Americans	1.81%	0.14%	0.00%	0.00%	1.51%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	2.88%	1.43%	0.01%	1.77%	6.25%	5.76%
Nonminority Woman Firms	1.88%	4.46%	0.90%	0.61%	5.95%	12.77%
TOTAL M/WBE FIRMS	4.76%	5.88%	0.91%	2.37%	12.20%	18.54%
TOTAL NON-M/WBE FIRMS	95.24%	94.12%	99.09%	97.63%	87.80%	81.46%

TABLE 5-11. PRIME UTILIZATION CONSTRUCTION COMPARISON
BY YEAR

Disparity Study Year	City of Tallahassee		Blueprint		Leon County	
	2019	2022	2019	2022	2019	2022
African Americans	0.08%	0.08%	0.00%	0.00%	3.95%	5.88%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
Hispanic Americans	2.90%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	2.98%	0.08%	0.00%	0.00%	3.95%	5.90%
Nonminority Woman Firms	1.12%	5.39%	0.11%	0.45%	4.43%	15.17%
TOTAL M/WBE FIRMS	4.10%	5.47%	0.11%	0.45%	8.38%	21.06%
TOTAL NON-M/WBE FIRMS	95.90%	94.53%	99.89%	99.55%	91.62%	78.94%

TABLE 5-12. PRIME UTILIZATION ARCHITECTURE & ENGINEERING COMPARISON
BY YEAR

Disparity Study Year	City of Tallahassee		Blueprint		Leon County	
	2019	2022	2019	2022	2019	2022
African Americans	0.86%	5.21%	0.00%	22.41%	10.07%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.29%	0.00%	0.00%	0.00%	0.14%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	1.15%	5.21%	0.00%	22.41%	10.20%	0.00%
Nonminority Woman Firms	2.84%	0.79%	2.16%	0.00%	7.49%	0.00%
TOTAL M/WBE FIRMS	4.00%	6.01%	2.16%	22.41%	17.69%	0.00%
TOTAL NON-M/WBE FIRMS	96.00%	93.99%	97.84%	77.59%	82.31%	100.00%

TABLE 5-13. PRIME UTILIZATION PROFESSIONAL SERVICES COMPARISON
BY YEAR

Disparity Study Year	City of Tallahassee		Blueprint		Leon County	
	2019	2022	2019	2022	2019	2022
African Americans	1.66%	1.98%	0.00%	0.00%	0.70%	0.00%
Asian Americans	0.02%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.42%	0.00%	0.00%	0.00%	0.07%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	2.11%	1.98%	0.00%	0.00%	0.77%	0.00%
Nonminority Woman Firms	5.29%	0.00%	0.48%	0.00%	0.79%	1.04%
TOTAL M/WBE FIRMS	7.40%	1.98%	0.48%	0.00%	1.57%	1.04%
TOTAL NON-M/WBE FIRMS	92.60%	98.02%	99.52%	100.00%	98.43%	98.96%

TABLE 5-14. PRIME UTILIZATION OTHER SERVICES COMPARISON
BY YEAR

Disparity Study Year	City of Tallahassee		Blueprint		Leon County	
	2019	2022	2019	2022	2019	2022
African Americans	3.65%	2.06%	0.94%	0.00%	11.68%	12.54%
Asian Americans	0.05%	0.00%	0.06%	0.00%	0.28%	0.00%
Hispanic Americans	1.26%	0.37%	0.00%	0.00%	10.02%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	4.96%	2.43%	1.00%	0.00%	21.98%	12.54%
Nonminority Woman Firms	2.99%	0.76%	9.09%	25.59%	7.23%	0.51%
TOTAL M/WBE FIRMS	7.95%	3.20%	10.09%	25.59%	29.21%	13.05%
TOTAL NON-M/WBE FIRMS	92.05%	96.80%	89.91%	74.41%	70.79%	86.95%

TABLE 5-15. PRIME UTILIZATION MATERIALS & SUPPLIES COMPARISON
BY YEAR

Disparity Study Year	City of Tallahassee		Blueprint		Leon County	
	2019	2022	2019	2022	2019	2022
African Americans	0.08%	0.91%	0.00%	0.00%	0.09%	0.00%
Asian Americans	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.09%	0.91%	0.00%	0.00%	0.10%	0.00%
Nonminority Woman Firms	0.66%	23.74%	3.56%	0.00%	10.84%	0.00%
TOTAL M/WBE FIRMS	0.75%	24.65%	3.56%	0.00%	10.94%	0.00%
TOTAL NON-M/WBE FIRMS	99.25%	75.35%	96.44%	100.00%	89.06%	100.00%

Finding D: P-Card Analysis

With purchases allowed up to \$25,000, the city utilizes P-Cards at higher rates than any other agency with a total spend of \$31.253 million. The P-Card analysis further shows that non-M/WBE firms are utilized at higher rates than their M/WBE counterparts for all three agencies, with 97.55 percent for the City, 94.66 percent for Blueprint, and 98.85 percent for the County. The highest utilization rates among M/WBE classifications included Nonminority Women firms across all three agencies, accounting for 5.34 percent for Blueprint, 1.49 percent for the City, and 0.91 percent for the County. Other than Nonminority Women firms, African American firms are the only M/WBE firms utilized at a rate above 1.00 percent, coming primarily from the Construction industry.

TABLE 5-16. P-CARD ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES – CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.95%	1.66%	0.20%	0.18%	0.04%	0.84%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.02%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.96%	1.66%	0.20%	0.18%	0.05%	0.84%
Nonminority Woman Firms	1.49%	0.03%	0.00%	0.00%	5.49%	1.25%
TOTAL M/WBE FIRMS	2.45%	1.69%	0.20%	0.18%	5.54%	2.09%
TOTAL NON-M/WBE FIRMS	97.55%	98.31%	99.80%	99.82%	94.46%	97.91%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 298,331.08	\$ 178,365.09	\$ 625.00	\$ 2,000.00	\$ 1,875.00	\$ 115,465.99
Asian Americans	\$ 808.02	\$ -	\$ -	\$ -	\$ 808.02	\$ -
Hispanic Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ 299,139.10	\$ 178,365.09	\$ 625.00	\$ 2,000.00	\$ 2,683.02	\$ 115,465.99
Nonminority Woman Firms	\$ 467,158.65	\$ 3,014.43	\$ -	\$ -	\$ 293,149.84	\$ 170,994.38
TOTAL M/WBE FIRMS	\$ 766,297.75	\$ 181,379.52	\$ 625.00	\$ 2,000.00	\$ 295,832.86	\$ 286,460.37
TOTAL NON-M/WBE FIRMS	\$ 30,487,122.30	\$ 10,570,929.65	\$ 311,828.77	\$ 1,121,772.29	\$ 5,040,719.12	\$ 13,441,872.47
TOTAL FIRMS	\$ 31,253,420.05	\$ 10,752,309.17	\$ 312,453.77	\$ 1,123,772.29	\$ 5,336,551.98	\$ 13,728,332.84

Source: MGT developed a Master P-Card file between October 1, 2017, and September 30, 2021.

TABLE 5-17. P-CARD ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES – BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Nonminority Woman Firms	5.34%	0.00%	0.00%	0.00%	21.50%	0.00%
TOTAL M/WBE FIRMS	5.34%	0.00%	0.00%	0.00%	21.50%	0.00%
TOTAL NON-M/WBE FIRMS	94.66%	100.00%	0.00%	100.00%	78.50%	100.00%

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Asian Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Native Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MINORITY FIRMS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nonminority Woman Firms	\$ 5,529.04	\$ -	\$ -	\$ -	\$ 5,529.04	\$ -
TOTAL M/WBE FIRMS	\$ 5,529.04	\$ -	\$ -	\$ -	\$ 5,529.04	\$ -
TOTAL NON-M/WBE FIRMS	\$ 97,997.30	\$ 20,704.98	\$ -	\$ 13,741.89	\$ 20,183.51	\$ 43,366.92
TOTAL FIRMS	\$ 103,526.34	\$ 20,704.98	\$ -	\$ 13,741.89	\$ 25,712.55	\$ 43,366.92

Source: MGT developed a Master P-Card file between October 1, 2017, and September 30, 2021.

TABLE 5-18. P-CARD ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION AND BY PROCUREMENT CATEGORIES – LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	0.01%	0.00%	0.00%	0.00%	0.00%	0.02%
Asian Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.23%	0.00%	0.00%	0.00%	0.76%	0.05%
Native Americans	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.25%	0.00%	0.00%	0.00%	0.77%	0.06%
Nonminority Woman Firms	0.91%	0.02%	0.00%	0.32%	1.05%	0.92%
TOTAL M/WBE FIRMS	1.15%	0.02%	0.00%	0.32%	1.82%	0.98%
TOTAL NON-M/WBE FIRMS	98.85%	99.98%	100.00%	99.68%	98.18%	99.02%
BUSINESS OWNERSHIP CLASSIFICATION	ALL	CONSTRUCTION	ARCHITECTURE & ENGINEERING	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES
African Americans	\$ 1,411.70	\$ -	\$ -	\$ -	\$ -	\$ 1,411.70
Asian Americans	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hispanic Americans	\$ 28,213.39	\$ -	\$ -	\$ -	\$ 24,492.66	\$ 3,720.73
Native Americans	\$ 160.00	\$ -	\$ -	\$ -	\$ 160.00	\$ -
TOTAL MINORITY FIRMS	\$ 29,785.09	\$ -	\$ -	\$ -	\$ 24,652.66	\$ 5,132.43
Nonminority Woman Firms	\$ 109,771.38	\$ 90.00	\$ -	\$ 480.00	\$ 33,750.14	\$ 75,451.24
TOTAL M/WBE FIRMS	\$ 139,556.47	\$ 90.00	\$ -	\$ 480.00	\$ 58,402.80	\$ 80,583.67
TOTAL NON-M/WBE FIRMS	\$ 11,984,033.59	\$ 534,631.12	\$ 3,522.00	\$ 149,407.75	\$ 3,158,690.70	\$ 8,137,782.02
TOTAL FIRMS	\$ 12,123,590.06	\$ 534,721.12	\$ 3,522.00	\$ 149,887.75	\$ 3,217,093.50	\$ 8,218,365.69

Source: MGT developed a Master P-Card file between October 1, 2016, and September 30, 2021.

Finding E: Peer Agency Review and Staffing Analysis (Chapter 3)

Each program reviewed has elements that were similar to the City of Tallahassee/Leon County. Program components and available resources of peer agencies have been tailored to fit program goals based on disparity study findings, where applicable. Of the cities included in the review eight had conducted a disparity study in the last seven years. Staffing in the cities that were reviewed ranged from two staff to 10. While the staffing was comparable to Tallahassee's in certain peer cities, staffing was significantly higher in other cities. In cities with higher staffing, staff performed a variety of roles including site visits, certification, contract compliance, goal setting, and reporting. Regarding policies/procedures to increase utilization common features include project specific goal setting, good faith effort documentation, and program implementation in all business categories. All peer agencies programs conduct outreach and provide technical assistance but the type of outreach in terms of frequency, content and format is largely dependent on resources and staffing. Much the same can be said about technical assistance. It was noted that COVID has impacted program operations which have required adjustments and adaptations. Many

cities had an abundance of online resources to aid M/WBE businesses as well as assist non-M/WBE primes in contracting with M/WBE subcontractors.

Finding F: Good Faith Efforts Review (*Chapter 4*)

Prior to April 1, 2021, GFE policies, and procedures were governed by separate policies for the City, County, and Blueprint IA. The City and Blueprint IA were governed by City of Tallahassee M/W/SBE Policies 16.5, adopted January 22, 2014, and the County was governed by Purchasing Policy No. 96-1 Part B, adopted June 20, 2017. On April 1, 2020, all three agencies consolidated their M/W/SBE policies under the purview of the Minority, Women, and Small Business Enterprise (M/W/SBE) Division of the Office of Economic Vitality (OEV).

Under this consolidated policy M/W/SBE project specific goals were established based on the 2019 Disparity Study. These goals were calculated utilizing current availability of M/WBE firms in the Market Area and the aspirational goals identified in the 2019 Disparity Study that would assist in remedying past disparate treatment of M/W/SBE firms.

Since April 1, 2020, the OEV consolidated M/W/SBE Good Faith Effort policy has become more concise and has provided clearer guidance to what is required from bidders. It has further helped to accomplish the objectives of the M/W/SBE program by providing opportunities for all available firms. As indicated throughout this chapter, the current documentation and policy is in line with many nationwide best practices, but more can be done to assist bidders throughout this process. This includes providing more concrete guidance as to what is expected and providing examples of how to communicate with potential M/W/SBEs. By incorporating several of the best practices outlined in this chapter the GFE policies and procedures will further meet the overall objectives of the program and ensure that equitable opportunities are accessible to all firms.

Appendix A

A. DETAILED MARKET AREA ANALYSES

5.2.1 Geographic Product Market

TABLE A-1.
TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA
ALL FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$214,344,535.98	53.21%	53.21%
GADSDEN COUNTY, FL	\$46,837,606.49	11.63%	64.84%
WAKULLA COUNTY, FL	\$1,619,609.65	0.40%	65.24%
JEFFERSON COUNTY, FL	\$21,135.00	0.01%	65.25%
ORANGE COUNTY, FL	\$7,046,111.03	1.75%	67.00%
LEE COUNTY, FL	\$6,872,955.90	1.71%	68.70%
DALLAS COUNTY, TX	\$6,696,936.27	1.66%	70.36%
MARION COUNTY, FL	\$6,456,614.08	1.60%	71.97%
BROWARD COUNTY, FL	\$6,253,855.46	1.55%	73.52%
COOK COUNTY, IL	\$6,215,895.50	1.54%	75.06%
FULTON COUNTY, GA	\$5,773,610.21	1.43%	76.50%
PUTNAM COUNTY, FL	\$4,861,386.15	1.21%	77.70%
HILLSBOROUGH COUNTY, FL	\$4,536,307.87	1.13%	78.83%
PASCO COUNTY, FL	\$4,222,267.58	1.05%	79.88%
SEMINOLE COUNTY, FL	\$4,083,795.35	1.01%	80.89%
OAKLAND COUNTY, MI	\$3,981,141.82	0.99%	81.88%
DUVAL COUNTY, FL	\$3,914,020.04	0.97%	82.85%
PETTIS COUNTY, MO	\$3,621,285.19	0.90%	83.75%
MARICOPA COUNTY, AZ	\$3,287,807.24	0.82%	84.57%
HIGHLANDS COUNTY, FL	\$3,276,172.07	0.81%	85.38%
COBB COUNTY, GA	\$2,685,446.08	0.67%	86.05%
SAN FRANCISCO COUNTY, CA	\$2,238,951.85	0.56%	86.60%
GUILFORD COUNTY, NC	\$2,038,068.15	0.51%	87.11%
GREENVILLE COUNTY, SC	\$1,939,662.00	0.48%	87.59%
HENNEPIN COUNTY, MN	\$1,881,581.11	0.47%	88.06%
HAYWOOD COUNTY, NC	\$1,508,582.57	0.37%	88.43%
HAMILTON COUNTY, OH	\$1,469,450.07	0.36%	88.80%
MILWAUKEE COUNTY, WI	\$1,462,711.70	0.36%	89.16%

ANNE ARUNDEL COUNTY, MD	\$1,417,125.00	0.35%	89.51%
SARASOTA COUNTY, FL	\$1,299,204.21	0.32%	89.83%
POLK COUNTY, FL	\$1,261,387.27	0.31%	90.15%
MULTNOMAH COUNTY, OR	\$1,258,489.81	0.31%	90.46%
MANATEE COUNTY, FL	\$1,162,353.60	0.29%	90.75%
ALLEGHENY COUNTY, PA	\$1,159,177.38	0.29%	91.03%
PALM BEACH COUNTY, FL	\$1,140,258.66	0.28%	91.32%
JACKSON COUNTY, MO	\$1,030,785.06	0.26%	91.57%
CLARKE COUNTY, GA	\$1,017,077.13	0.25%	91.83%
SAINT LOUIS COUNTY, MO	\$910,797.73	0.23%	92.05%
FAIRFAX COUNTY, VA	\$895,099.31	0.22%	92.27%
OKALOOSA COUNTY, FL	\$823,776.18	0.20%	92.48%
LARIMER COUNTY, CO	\$818,128.00	0.20%	92.68%
GWINNETT COUNTY, GA	\$815,708.84	0.20%	92.88%
NEW YORK COUNTY, NY	\$739,157.06	0.18%	93.07%
PINELLAS COUNTY, FL	\$706,740.07	0.18%	93.24%
WASHINGTON COUNTY, UT	\$698,137.54	0.17%	93.42%
COLUMBIA COUNTY, FL	\$692,946.92	0.17%	93.59%
DOUGHERTY COUNTY, GA	\$675,368.13	0.17%	93.76%
HARRIS COUNTY, TX	\$658,530.75	0.16%	93.92%
TRAVIS COUNTY, TX	\$651,129.56	0.16%	94.08%
HAMILTON COUNTY, TN	\$613,163.00	0.15%	94.23%
LOS ANGELES COUNTY, CA	\$587,158.87	0.15%	94.38%
MIAMI-DADE COUNTY, FL	\$579,693.96	0.14%	94.52%
CUYAHOGA COUNTY, OH	\$548,593.75	0.14%	94.66%
JEFFERSON COUNTY, AL	\$535,972.98	0.13%	94.79%
BAY COUNTY, FL	\$535,084.30	0.13%	94.93%
PROVIDENCE COUNTY, RI	\$525,138.12	0.13%	95.06%
COLUMBIA COUNTY, GA	\$491,394.00	0.12%	95.18%
LANCASTER COUNTY, NE	\$483,057.16	0.12%	95.30%
SAN DIEGO COUNTY, CA	\$466,178.04	0.12%	95.41%
SAN MATEO COUNTY, CA	\$418,871.80	0.10%	95.52%
RIVERSIDE COUNTY, CA	\$413,374.81	0.10%	95.62%
ROANOKE CITY COUNTY, VA	\$410,938.00	0.10%	95.72%
PHILADELPHIA COUNTY, PA	\$392,896.77	0.10%	95.82%
MECKLENBURG COUNTY, NC	\$377,406.44	0.09%	95.91%
KING COUNTY, WA	\$370,286.60	0.09%	96.01%
BLAINE COUNTY, ID	\$366,750.40	0.09%	96.10%
DECATUR COUNTY, GA	\$348,220.38	0.09%	96.18%

RICHMOND CITY COUNTY, VA	\$347,453.26	0.09%	96.27%
SHELBY COUNTY, AL	\$332,841.55	0.08%	96.35%
FORT BEND COUNTY, TX	\$310,969.55	0.08%	96.43%
ALACHUA COUNTY, FL	\$309,017.16	0.08%	96.51%
WASHTENAW COUNTY, MI	\$300,800.00	0.07%	96.58%
HOUSTON COUNTY, AL	\$294,070.76	0.07%	96.65%
CLAY COUNTY, MO	\$280,497.37	0.07%	96.72%
DURHAM COUNTY, NC	\$280,271.03	0.07%	96.79%
JACKSON COUNTY, FL	\$274,794.43	0.07%	96.86%
JEFFERSON COUNTY, NY	\$274,517.42	0.07%	96.93%
JASPER COUNTY, MO	\$270,281.88	0.07%	97.00%
VOLUSIA COUNTY, FL	\$262,980.18	0.07%	97.06%
ESCAMBIA COUNTY, FL	\$261,490.02	0.06%	97.13%
ORANGE COUNTY, CA	\$260,638.67	0.06%	97.19%
LAKE COUNTY, IL	\$233,697.29	0.06%	97.25%
BERGEN COUNTY, NJ	\$222,235.20	0.06%	97.30%
DISTRICT OF COLUMBIA, DC	\$214,370.51	0.05%	97.36%
SUFFOLK COUNTY, MA	\$207,729.02	0.05%	97.41%
MARTIN COUNTY, FL	\$200,148.50	0.05%	97.46%
OKLAHOMA COUNTY, OK	\$199,563.00	0.05%	97.51%
VIRGINIA BEACH CITY COUNTY, VA	\$199,072.89	0.05%	97.56%
SPOKANE COUNTY, WA	\$195,523.40	0.05%	97.61%
WOODBURY COUNTY, IA	\$195,419.00	0.05%	97.65%
UTAH COUNTY, UT	\$192,911.55	0.05%	97.70%
SHELBY COUNTY, TN	\$189,592.86	0.05%	97.75%
MADISON COUNTY, MS	\$182,269.08	0.05%	97.79%
JEFFERSON COUNTY, KY	\$169,427.29	0.04%	97.84%
JEFFERSON COUNTY, CO	\$167,309.30	0.04%	97.88%
MONTGOMERY COUNTY, OH	\$163,865.00	0.04%	97.92%
GIBSON COUNTY, TN	\$163,080.35	0.04%	97.96%
SAINT LOUIS CITY COUNTY, MO	\$158,290.56	0.04%	98.00%
CLINTON COUNTY, MI	\$158,172.40	0.04%	98.04%
DENVER COUNTY, CO	\$153,917.90	0.04%	98.08%
RICHLAND COUNTY, SC	\$152,110.00	0.04%	98.11%
VERMILION COUNTY, IL	\$149,480.00	0.04%	98.15%
SARATOGA COUNTY, NY	\$148,346.40	0.04%	98.19%
PORTAGE COUNTY, OH	\$147,405.75	0.04%	98.22%
CONTRA COSTA COUNTY, CA	\$146,461.25	0.04%	98.26%
MORRISON COUNTY, MN	\$143,424.20	0.04%	98.30%

DANE COUNTY, WI	\$139,012.95	0.03%	98.33%
TARRANT COUNTY, TX	\$138,807.00	0.03%	98.37%
TROUP COUNTY, GA	\$137,615.91	0.03%	98.40%
CUMBERLAND COUNTY, PA	\$134,692.00	0.03%	98.43%
SANTA CRUZ COUNTY, CA	\$131,288.96	0.03%	98.47%
BRADLEY COUNTY, TN	\$129,497.08	0.03%	98.50%
SAINT JOHNS COUNTY, FL	\$126,627.50	0.03%	98.53%
BERKELEY COUNTY, SC	\$122,629.65	0.03%	98.56%
ESSEX COUNTY, NJ	\$116,769.95	0.03%	98.59%
BULLITT COUNTY, KY	\$110,977.00	0.03%	98.62%
FAULKNER COUNTY, AR	\$110,594.05	0.03%	98.64%
PRINCE GEORGES COUNTY, MD	\$108,525.59	0.03%	98.67%
KENT COUNTY, MI	\$106,923.75	0.03%	98.70%
FRANKLIN COUNTY, OH	\$105,641.90	0.03%	98.72%
DAKOTA COUNTY, MN	\$104,000.00	0.03%	98.75%
MOORE COUNTY, NC	\$102,344.90	0.03%	98.77%
WAKE COUNTY, NC	\$98,973.00	0.02%	98.80%
WRIGHT COUNTY, MN	\$98,826.00	0.02%	98.82%
SEVIER COUNTY, TN	\$96,254.70	0.02%	98.85%
HILLSBOROUGH COUNTY, NH	\$92,992.90	0.02%	98.87%
FAYETTE COUNTY, KY	\$92,476.18	0.02%	98.89%
FERGUS COUNTY, MT	\$89,640.00	0.02%	98.92%
ALLEN COUNTY, IN	\$89,000.00	0.02%	98.94%
BALTIMORE CITY COUNTY, MD	\$88,432.99	0.02%	98.96%
DUBUQUE COUNTY, IA	\$87,515.95	0.02%	98.98%
MONTGOMERY COUNTY, TX	\$85,856.08	0.02%	99.00%
WASHINGTON COUNTY, OR	\$85,202.36	0.02%	99.02%
HALL COUNTY, GA	\$84,712.75	0.02%	99.05%
CHARLOTTE COUNTY, FL	\$81,288.00	0.02%	99.07%
ONTARIO COUNTY, NY	\$80,370.00	0.02%	99.09%
FRANKLIN COUNTY, VA	\$80,000.00	0.02%	99.11%
THOMAS COUNTY, GA	\$79,342.16	0.02%	99.13%
BARNSTABLE COUNTY, MA	\$76,094.93	0.02%	99.14%
MIDDLESEX COUNTY, NJ	\$70,122.68	0.02%	99.16%
NORTHAMPTON COUNTY, PA	\$70,084.61	0.02%	99.18%
ORLEANS COUNTY, LA	\$69,631.42	0.02%	99.20%
OSCEOLA COUNTY, FL	\$67,636.00	0.02%	99.21%
MORRIS COUNTY, NJ	\$66,619.00	0.02%	99.23%
PAYNE COUNTY, OK	\$64,301.17	0.02%	99.25%

COLLIN COUNTY, TX	\$59,923.04	0.01%	99.26%
WASHINGTON COUNTY, FL	\$57,527.10	0.01%	99.27%
SAINT LUCIE COUNTY, FL	\$55,923.00	0.01%	99.29%
WESTCHESTER COUNTY, NY	\$55,495.00	0.01%	99.30%
HOWARD COUNTY, MD	\$54,226.55	0.01%	99.32%
SUMTER COUNTY, FL	\$53,457.80	0.01%	99.33%
MONTGOMERY COUNTY, PA	\$53,094.20	0.01%	99.34%
JOHNSON COUNTY, KS	\$52,970.00	0.01%	99.36%
EAST BATON ROUGE COUNTY, LA	\$52,599.00	0.01%	99.37%
EDGEFIELD COUNTY, SC	\$51,091.00	0.01%	99.38%
NASSAU COUNTY, NY	\$50,615.00	0.01%	99.39%
TRUMBULL COUNTY, OH	\$49,900.00	0.01%	99.41%
SALT LAKE COUNTY, UT	\$49,020.00	0.01%	99.42%
RAPIDES COUNTY, LA	\$48,365.00	0.01%	99.43%
MOBILE COUNTY, AL	\$47,344.02	0.01%	99.44%
BALDWIN COUNTY, AL	\$47,172.00	0.01%	99.45%
SANDOVAL COUNTY, NM	\$46,000.00	0.01%	99.46%
TOMPKINS COUNTY, NY	\$45,958.00	0.01%	99.48%
MONTGOMERY COUNTY, MD	\$44,755.00	0.01%	99.49%
OKTIBBEHA COUNTY, MS	\$44,264.74	0.01%	99.50%
LAUDERDALE COUNTY, MS	\$44,255.00	0.01%	99.51%
TAYLOR COUNTY, FL	\$43,980.25	0.01%	99.52%
NASSAU COUNTY, FL	\$43,880.00	0.01%	99.53%
CHRISTIAN COUNTY, MO	\$43,035.00	0.01%	99.54%
MADISON COUNTY, KY	\$42,774.00	0.01%	99.55%
BARTOW COUNTY, GA	\$42,729.00	0.01%	99.56%
LATAH COUNTY, ID	\$42,000.00	0.01%	99.57%
JACKSON COUNTY, MS	\$41,600.00	0.01%	99.58%
CALHOUN COUNTY, FL	\$41,279.46	0.01%	99.59%
HAMPDEN COUNTY, MA	\$39,582.03	0.01%	99.60%
ROCKINGHAM COUNTY, NH	\$38,312.00	0.01%	99.61%
WAYNE COUNTY, PA	\$37,602.25	0.01%	99.62%
BUCKS COUNTY, PA	\$36,853.32	0.01%	99.63%
LAFAYETTE COUNTY, FL	\$36,624.60	0.01%	99.64%
ETOWAH COUNTY, AL	\$35,883.00	0.01%	99.65%
TULSA COUNTY, OK	\$35,775.02	0.01%	99.66%
WASHINGTON COUNTY, AR	\$34,950.00	0.01%	99.67%
WAYNE COUNTY, MI	\$34,860.00	0.01%	99.68%
LOWNDES COUNTY, GA	\$33,470.50	0.01%	99.68%

GORDON COUNTY, GA	\$31,551.96	0.01%	99.69%
SENECA COUNTY, OH	\$31,482.00	0.01%	99.70%
MITCHELL COUNTY, GA	\$30,700.00	0.01%	99.71%
DAVIS COUNTY, UT	\$29,912.00	0.01%	99.72%
BOULDER COUNTY, CO	\$29,768.92	0.01%	99.72%
INDIAN RIVER COUNTY, FL	\$29,581.34	0.01%	99.73%
CHITTENDEN COUNTY, VT	\$28,909.48	0.01%	99.74%
IBERIA COUNTY, LA	\$28,720.90	0.01%	99.74%
SCOTT COUNTY, MO	\$27,920.00	0.01%	99.75%
RILEY COUNTY, KS	\$27,907.83	0.01%	99.76%
LEE COUNTY, NC	\$27,000.00	0.01%	99.76%
DEKALB COUNTY, GA	\$26,500.00	0.01%	99.77%
MIDDLESEX COUNTY, MA	\$25,149.00	0.01%	99.78%
ADA COUNTY, ID	\$25,104.00	0.01%	99.78%
SEDGWICK COUNTY, KS	\$24,490.00	0.01%	99.79%
SURRY COUNTY, NC	\$24,198.00	0.01%	99.80%
BEN HILL COUNTY, GA	\$23,732.00	0.01%	99.80%
MADISON COUNTY, AL	\$22,260.00	0.01%	99.81%
CAMPBELL COUNTY, KY	\$21,634.00	0.01%	99.81%
LIBERTY COUNTY, FL	\$21,450.00	0.01%	99.82%
NEW HANOVER COUNTY, NC	\$21,384.00	0.01%	99.82%
GRADY COUNTY, GA	\$20,630.76	0.01%	99.83%
BRADFORD COUNTY, FL	\$19,733.00	0.00%	99.83%
CLEVELAND COUNTY, NC	\$19,602.31	0.00%	99.84%
FRANKLIN COUNTY, FL	\$19,200.00	0.00%	99.84%
CENTRE COUNTY, PA	\$18,904.00	0.00%	99.85%
SAN BERNARDINO COUNTY, CA	\$18,489.00	0.00%	99.85%
ARMSTRONG COUNTY, PA	\$18,413.50	0.00%	99.86%
WORCESTER COUNTY, MA	\$17,991.07	0.00%	99.86%
SANTA CLARA COUNTY, CA	\$17,325.68	0.00%	99.87%
MORGAN COUNTY, AL	\$16,998.50	0.00%	99.87%
BOONE COUNTY, KY	\$16,602.20	0.00%	99.87%
MCPHERSON COUNTY, KS	\$16,029.82	0.00%	99.88%
STORY COUNTY, IA	\$15,851.00	0.00%	99.88%
TIFT COUNTY, GA	\$14,974.86	0.00%	99.89%
BARTHOLOMEW COUNTY, IN	\$14,858.92	0.00%	99.89%
RICHMOND COUNTY, GA	\$14,581.88	0.00%	99.89%
LAKE COUNTY, FL	\$14,280.00	0.00%	99.90%
FLAGLER COUNTY, FL	\$14,250.00	0.00%	99.90%

BERKSHIRE COUNTY, MA	\$14,147.00	0.00%	99.90%
FORSYTH COUNTY, GA	\$13,950.00	0.00%	99.91%
CLAY COUNTY, FL	\$13,200.00	0.00%	99.91%
KALAMAZOO COUNTY, MI	\$12,025.82	0.00%	99.91%
MUSCOGEE COUNTY, GA	\$11,017.20	0.00%	99.92%
ALAMEDA COUNTY, CA	\$11,000.00	0.00%	99.92%
KINGS COUNTY, NY	\$10,869.85	0.00%	99.92%
SOMERSET COUNTY, NJ	\$10,800.00	0.00%	99.92%
STEPHENSON COUNTY, IL	\$10,710.00	0.00%	99.93%
SHASTA COUNTY, CA	\$10,125.00	0.00%	99.93%
WOOD COUNTY, OH	\$9,765.72	0.00%	99.93%
LANE COUNTY, OR	\$9,463.61	0.00%	99.93%
SUMMIT COUNTY, OH	\$8,896.00	0.00%	99.94%
CUMBERLAND COUNTY, TN	\$8,874.60	0.00%	99.94%
ONONDAGA COUNTY, NY	\$8,384.42	0.00%	99.94%
YELLOWSTONE COUNTY, MT	\$7,955.00	0.00%	99.94%
MUSKEGON COUNTY, MI	\$7,896.00	0.00%	99.94%
COLQUITT COUNTY, GA	\$7,833.60	0.00%	99.95%
BENTON COUNTY, WA	\$7,636.90	0.00%	99.95%
FRANKLIN COUNTY, GA	\$7,550.00	0.00%	99.95%
TUSCALOOSA COUNTY, AL	\$7,500.00	0.00%	99.95%
HIDALGO COUNTY, TX	\$7,410.11	0.00%	99.95%
CHESTER COUNTY, PA	\$7,400.00	0.00%	99.96%
MONROE COUNTY, NY	\$7,365.00	0.00%	99.96%
EAGLE COUNTY, CO	\$7,316.35	0.00%	99.96%
EL PASO COUNTY, CO	\$7,249.43	0.00%	99.96%
GRADY COUNTY, OK	\$7,145.00	0.00%	99.96%
WAYNE COUNTY, NC	\$6,750.00	0.00%	99.96%
DE KALB COUNTY, AL	\$6,450.29	0.00%	99.97%
MARION COUNTY, IN	\$6,299.44	0.00%	99.97%
DENTON COUNTY, TX	\$6,028.88	0.00%	99.97%
DAVIDSON COUNTY, TN	\$6,000.00	0.00%	99.97%
STARK COUNTY, OH	\$5,970.00	0.00%	99.97%
DICKINSON COUNTY, KS	\$5,518.50	0.00%	99.97%
CUMBERLAND COUNTY, NC	\$5,131.50	0.00%	99.97%
TIPPECANOE COUNTY, IN	\$5,115.00	0.00%	99.98%
BUNCOMBE COUNTY, NC	\$5,100.00	0.00%	99.98%
COOKE COUNTY, TX	\$5,040.00	0.00%	99.98%
EARLY COUNTY, GA	\$5,040.00	0.00%	99.98%

HAYS COUNTY, TX	\$5,000.00	0.00%	99.98%
MITCHELL COUNTY, IA	\$5,000.00	0.00%	99.98%
WILLIAMS COUNTY, OH	\$4,877.59	0.00%	99.98%
BEXAR COUNTY, TX	\$4,800.00	0.00%	99.98%
UNION COUNTY, NJ	\$4,710.00	0.00%	99.99%
CHARLESTON COUNTY, SC	\$4,500.00	0.00%	99.99%
HENRY COUNTY, GA	\$3,732.00	0.00%	99.99%
JASPER COUNTY, IA	\$3,620.00	0.00%	99.99%
DOUGLAS COUNTY, NE	\$3,500.00	0.00%	99.99%
LA PLATA COUNTY, CO	\$3,400.00	0.00%	99.99%
OSCEOLA COUNTY, MI	\$3,250.00	0.00%	99.99%
BAY COUNTY, FL	\$3,210.77	0.00%	99.99%
WARE COUNTY, GA	\$3,100.00	0.00%	99.99%
GALVESTON COUNTY, TX	\$3,071.00	0.00%	99.99%
ALLEN COUNTY, OH	\$2,507.28	0.00%	99.99%
WASHINGTON COUNTY, OH	\$2,330.00	0.00%	100.00%
ARAPAHOE COUNTY, CO	\$2,250.00	0.00%	100.00%
BELTRAMI COUNTY, MN	\$2,100.00	0.00%	100.00%
ERIE COUNTY, PA	\$1,997.00	0.00%	100.00%
WAUKESHA COUNTY, WI	\$1,796.65	0.00%	100.00%
LYCOMING COUNTY, PA	\$1,718.99	0.00%	100.00%
HERNANDO COUNTY, FL	\$1,350.00	0.00%	100.00%
HOCKING COUNTY, OH	\$1,288.00	0.00%	100.00%
CLERMONT COUNTY, OH	\$1,192.00	0.00%	100.00%
RAMSEY COUNTY, MN	\$1,077.50	0.00%	100.00%
HUNTERDON COUNTY, NJ	\$997.00	0.00%	100.00%
ESCAMBIA COUNTY, AL	\$995.00	0.00%	100.00%
BROOKS COUNTY, GA	\$900.00	0.00%	100.00%
PIERCE COUNTY, WA	\$880.00	0.00%	100.00%
SACRAMENTO COUNTY, CA	\$500.00	0.00%	100.00%
MADISON COUNTY, FL	\$350.00	0.00%	100.00%
SUMTER COUNTY, GA	\$250.00	0.00%	100.00%
OCONEE COUNTY, SC	\$174.35	0.00%	100.00%
BUTLER COUNTY, PA	\$131.00	0.00%	100.00%
ATLANTIC COUNTY, NJ	\$75.00	0.00%	100.00%
FORREST COUNTY, MS	\$50.00	0.00%	100.00%
ANDROSCOGGIN COUNTY, ME	\$22.75	0.00%	100.00%
GARFIELD COUNTY, OK	\$20.00	0.00%	100.00%

TOTAL	\$402,818,698.94		
-------	------------------	--	--

TABLE A-2.
TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA
CONSTRUCTION FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$113,324,732.69	75.48%	75.48%
GADSDEN COUNTY, FL	\$17,323,637.16	11.54%	87.02%
WAKULLA COUNTY, FL	\$59,050.05	0.04%	87.06%
BROWARD COUNTY, FL	\$6,114,683.40	4.07%	91.13%
PASCO COUNTY, FL	\$4,167,761.33	2.78%	93.91%
DALLAS COUNTY, TX	\$1,621,456.41	1.08%	94.99%
DUVAL COUNTY, FL	\$1,491,351.73	0.99%	95.98%
CLARKE COUNTY, GA	\$1,015,377.13	0.68%	96.66%
SARASOTA COUNTY, FL	\$904,035.45	0.60%	97.26%
COBB COUNTY, GA	\$649,435.49	0.43%	97.69%
SEMINOLE COUNTY, FL	\$472,690.85	0.31%	98.01%
LANCASTER COUNTY, NE	\$467,312.83	0.31%	98.32%
HAYWOOD COUNTY, NC	\$440,500.00	0.29%	98.61%
RIVERSIDE COUNTY, CA	\$375,647.81	0.25%	98.86%
ORANGE COUNTY, FL	\$341,961.23	0.23%	99.09%
JASPER COUNTY, MO	\$270,281.88	0.18%	99.27%
MARICOPA COUNTY, AZ	\$180,704.48	0.12%	99.39%
TROUP COUNTY, GA	\$137,615.91	0.09%	99.48%
JEFFERSON COUNTY, AL	\$124,322.00	0.08%	99.56%
KENT COUNTY, MI	\$100,000.00	0.07%	99.63%
SAN DIEGO COUNTY, CA	\$94,890.61	0.06%	99.69%
JACKSON COUNTY, FL	\$74,957.00	0.05%	99.74%
ESCAMBIA COUNTY, FL	\$48,622.20	0.03%	99.78%
HILLSBOROUGH COUNTY, FL	\$39,472.59	0.03%	99.80%
LOWNDES COUNTY, GA	\$29,491.50	0.02%	99.82%
SUMTER COUNTY, FL	\$28,768.00	0.02%	99.84%
BUCKS COUNTY, PA	\$24,962.00	0.02%	99.86%
BAY COUNTY, FL	\$24,775.00	0.02%	99.88%
TULSA COUNTY, OK	\$24,500.02	0.02%	99.89%
LIBERTY COUNTY, FL	\$21,450.00	0.01%	99.91%
HENNEPIN COUNTY, MN	\$20,670.00	0.01%	99.92%
JACKSON COUNTY, MS	\$19,200.00	0.01%	99.93%

DURHAM COUNTY, NC	\$18,750.00	0.01%	99.94%
SURRY COUNTY, NC	\$17,398.00	0.01%	99.96%
POLK COUNTY, FL	\$16,574.20	0.01%	99.97%
COOK COUNTY, IL	\$14,131.22	0.01%	99.98%
ALLEGHENY COUNTY, PA	\$8,122.50	0.01%	99.98%
MARION COUNTY, IN	\$6,299.44	0.00%	99.99%
HOWARD COUNTY, MD	\$6,150.00	0.00%	99.99%
PALM BEACH COUNTY, FL	\$4,490.85	0.00%	99.99%
VOLUSIA COUNTY, FL	\$3,993.76	0.00%	100.00%
SHELBY COUNTY, TN	\$3,700.00	0.00%	100.00%
MECKLENBURG COUNTY, NC	\$1,177.50	0.00%	100.00%
BROOKS COUNTY, GA	\$900.00	0.00%	100.00%
TOTAL	\$150,136,004.22		

TABLE A-3.
TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA
ARCHITECTURE & ENGINEERING FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$22,311,594.46	78.65%	78.65%
GADSDEN COUNTY, FL	\$319,613.97	1.13%	79.78%
SEMINOLE COUNTY, FL	\$871,198.11	3.07%	82.85%
DUVAL COUNTY, FL	\$763,683.37	2.69%	85.54%
PALM BEACH COUNTY, FL	\$726,674.11	2.56%	88.10%
ORANGE COUNTY, FL	\$712,686.47	2.51%	90.61%
ALLEGHENY COUNTY, PA	\$488,619.66	1.72%	92.33%
DALLAS COUNTY, TX	\$429,979.74	1.52%	93.85%
COBB COUNTY, GA	\$405,143.98	1.43%	95.28%
KING COUNTY, WA	\$282,808.40	1.00%	96.28%
BAY COUNTY, FL	\$221,717.86	0.78%	97.06%
COOK COUNTY, IL	\$210,678.36	0.74%	97.80%
FULTON COUNTY, GA	\$117,040.50	0.41%	98.21%
SAINT LOUIS CITY COUNTY, MO	\$113,631.41	0.40%	98.61%
HOUSTON COUNTY, AL	\$55,910.55	0.20%	98.81%
HALL COUNTY, GA	\$44,451.00	0.16%	98.97%
ESCAMBIA COUNTY, FL	\$40,608.30	0.14%	99.11%
HOWARD COUNTY, MD	\$31,500.00	0.11%	99.22%
DEKALB COUNTY, GA	\$25,500.00	0.09%	99.31%
NASSAU COUNTY, NY	\$25,150.00	0.09%	99.40%
BOULDER COUNTY, CO	\$20,045.24	0.07%	99.47%
NEW YORK COUNTY, NY	\$19,100.00	0.07%	99.54%
LAKE COUNTY, FL	\$14,280.00	0.05%	99.59%
HILLSBOROUGH COUNTY, FL	\$13,325.00	0.05%	99.63%
HAMILTON COUNTY, OH	\$12,000.00	0.04%	99.68%
JEFFERSON COUNTY, KY	\$10,450.21	0.04%	99.71%
SARASOTA COUNTY, FL	\$9,100.00	0.03%	99.75%
ONONDAGA COUNTY, NY	\$8,384.42	0.03%	99.78%
YELLOWSTONE COUNTY, MT	\$7,955.00	0.03%	99.80%
MOBILE COUNTY, AL	\$7,760.00	0.03%	99.83%
POLK COUNTY, FL	\$7,369.49	0.03%	99.86%
ORLEANS COUNTY, LA	\$7,125.00	0.03%	99.88%
FAIRFAX COUNTY, VA	\$6,825.00	0.02%	99.91%
JEFFERSON COUNTY, CO	\$5,991.75	0.02%	99.93%
GWINNETT COUNTY, GA	\$5,500.00	0.02%	99.95%

FRANKLIN COUNTY, GA	\$5,050.00	0.02%	99.96%
HENRY COUNTY, GA	\$3,732.00	0.01%	99.98%
BAY COUNTY, FL	\$3,210.77	0.01%	99.99%
CHARLOTTE COUNTY, FL	\$1,440.00	0.01%	99.99%
RICHLAND COUNTY, SC	\$750.00	0.00%	100.00%
BROWARD COUNTY, FL	\$700.00	0.00%	100.00%
SAINT LUCIE COUNTY, FL	\$250.00	0.00%	100.00%
TOTAL	\$28,368,534.13		

TABLE A-4.
TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA
PROFESSIONAL SERVICES FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$13,368,165.20	47.07%	47.07%
GADSDEN COUNTY, FL	\$687,609.16	2.42%	49.49%
WAKULLA COUNTY, FL	\$315,153.40	1.11%	50.60%
JEFFERSON COUNTY, FL	\$1,200.00	0.00%	50.61%
GREENVILLE COUNTY, SC	\$1,735,124.41	6.11%	56.72%
COBB COUNTY, GA	\$1,390,392.70	4.90%	61.61%
FULTON COUNTY, GA	\$1,218,449.46	4.29%	65.91%
JACKSON COUNTY, MO	\$774,201.88	2.73%	68.63%
DALLAS COUNTY, TX	\$607,465.94	2.14%	70.77%
FAIRFAX COUNTY, VA	\$591,348.81	2.08%	72.85%
MARICOPA COUNTY, AZ	\$473,416.73	1.67%	74.52%
LOS ANGELES COUNTY, CA	\$410,463.72	1.45%	75.97%
SAN MATEO COUNTY, CA	\$398,351.80	1.40%	77.37%
OAKLAND COUNTY, MI	\$386,100.00	1.36%	78.73%
COOK COUNTY, IL	\$361,851.90	1.27%	80.00%
DUVAL COUNTY, FL	\$325,050.17	1.14%	81.15%
ORANGE COUNTY, FL	\$317,161.85	1.12%	82.26%
BROWARD COUNTY, FL	\$289,364.79	1.02%	83.28%
NEW YORK COUNTY, NY	\$276,480.00	0.97%	84.26%
HILLSBOROUGH COUNTY, FL	\$239,020.55	0.84%	85.10%
LAKE COUNTY, IL	\$205,368.09	0.72%	85.82%
SAN FRANCISCO COUNTY, CA	\$202,903.43	0.71%	86.53%
OKLAHOMA COUNTY, OK	\$199,563.00	0.70%	87.24%
VIRGINIA BEACH CITY COUNTY, VA	\$199,072.89	0.70%	87.94%

MILWAUKEE COUNTY, WI	\$187,800.00	0.66%	88.60%
MADISON COUNTY, MS	\$182,269.08	0.64%	89.24%
HENNEPIN COUNTY, MN	\$178,681.73	0.63%	89.87%
SEMINOLE COUNTY, FL	\$175,008.62	0.62%	90.49%
TRAVIS COUNTY, TX	\$155,711.76	0.55%	91.04%
RICHLAND COUNTY, SC	\$151,360.00	0.53%	91.57%
CUMBERLAND COUNTY, PA	\$134,692.00	0.47%	92.04%
JEFFERSON COUNTY, CO	\$122,400.00	0.43%	92.47%
SARATOGA COUNTY, NY	\$121,626.00	0.43%	92.90%
POLK COUNTY, FL	\$119,750.42	0.42%	93.32%
GWINNETT COUNTY, GA	\$107,850.67	0.38%	93.70%
CUYAHOGA COUNTY, OH	\$98,525.00	0.35%	94.05%
SUFFOLK COUNTY, MA	\$95,926.03	0.34%	94.39%
DENVER COUNTY, CO	\$83,897.30	0.30%	94.68%
MECKLENBURG COUNTY, NC	\$80,352.96	0.28%	94.97%
HARRIS COUNTY, TX	\$79,642.01	0.28%	95.25%
LARIMER COUNTY, CO	\$74,928.00	0.26%	95.51%
ORANGE COUNTY, CA	\$74,246.00	0.26%	95.77%
DISTRICT OF COLUMBIA, DC	\$73,760.77	0.26%	96.03%
MIDDLESEX COUNTY, NJ	\$70,122.68	0.25%	96.28%
PAYNE COUNTY, OK	\$64,301.17	0.23%	96.51%
ALLEGHENY COUNTY, PA	\$57,458.21	0.20%	96.71%
SALT LAKE COUNTY, UT	\$49,020.00	0.17%	96.88%
SPOKANE COUNTY, WA	\$47,613.91	0.17%	97.05%
NASSAU COUNTY, FL	\$43,880.00	0.15%	97.20%
MADISON COUNTY, KY	\$42,774.00	0.15%	97.35%
ALACHUA COUNTY, FL	\$41,002.00	0.14%	97.50%
MIAMI-DADE COUNTY, FL	\$40,226.17	0.14%	97.64%
OKALOOSA COUNTY, FL	\$40,172.00	0.14%	97.78%
ROCKINGHAM COUNTY, NH	\$38,312.00	0.13%	97.92%
WASHINGTON COUNTY, AR	\$34,950.00	0.12%	98.04%
WAYNE COUNTY, MI	\$34,860.00	0.12%	98.16%
PRINCE GEORGES COUNTY, MD	\$33,555.00	0.12%	98.28%
HILLSBOROUGH COUNTY, NH	\$31,794.12	0.11%	98.39%
GORDON COUNTY, GA	\$31,551.96	0.11%	98.50%
CLINTON COUNTY, MI	\$30,455.00	0.11%	98.61%
PINELLAS COUNTY, FL	\$26,495.48	0.09%	98.70%
PROVIDENCE COUNTY, RI	\$25,000.00	0.09%	98.79%
CENTRE COUNTY, PA	\$18,904.00	0.07%	98.86%

SAN BERNARDINO COUNTY, CA	\$18,489.00	0.07%	98.92%
PHILADELPHIA COUNTY, PA	\$17,500.05	0.06%	98.98%
PALM BEACH COUNTY, FL	\$17,500.00	0.06%	99.05%
KING COUNTY, WA	\$14,920.00	0.05%	99.10%
FORSYTH COUNTY, GA	\$13,950.00	0.05%	99.15%
CLAY COUNTY, FL	\$12,300.00	0.04%	99.19%
KALAMAZOO COUNTY, MI	\$11,988.00	0.04%	99.23%
TULSA COUNTY, OK	\$11,275.00	0.04%	99.27%
RIVERSIDE COUNTY, CA	\$11,217.00	0.04%	99.31%
ALAMEDA COUNTY, CA	\$11,000.00	0.04%	99.35%
MARION COUNTY, FL	\$11,000.00	0.04%	99.39%
KINGS COUNTY, NY	\$10,869.85	0.04%	99.43%
ESCAMBIA COUNTY, FL	\$10,817.74	0.04%	99.47%
SOMERSET COUNTY, NJ	\$10,800.00	0.04%	99.50%
STEPHENSON COUNTY, IL	\$10,710.00	0.04%	99.54%
TOMPKINS COUNTY, NY	\$10,233.00	0.04%	99.58%
FRANKLIN COUNTY, FL	\$9,600.00	0.03%	99.61%
CUMBERLAND COUNTY, TN	\$8,874.60	0.03%	99.64%
BENTON COUNTY, WA	\$7,636.90	0.03%	99.67%
MADISON COUNTY, AL	\$7,630.00	0.03%	99.70%
HIDALGO COUNTY, TX	\$7,410.11	0.03%	99.72%
MONROE COUNTY, NY	\$7,365.00	0.03%	99.75%
STORY COUNTY, IA	\$6,581.00	0.02%	99.77%
JEFFERSON COUNTY, AL	\$6,501.89	0.02%	99.80%
WAKE COUNTY, NC	\$6,500.00	0.02%	99.82%
BOULDER COUNTY, CO	\$6,023.68	0.02%	99.84%
SAINT JOHNS COUNTY, FL	\$6,000.00	0.02%	99.86%
SAN DIEGO COUNTY, CA	\$5,960.22	0.02%	99.88%
LANCASTER COUNTY, NE	\$5,808.33	0.02%	99.90%
MITCHELL COUNTY, IA	\$5,000.00	0.02%	99.92%
CONTRA COSTA COUNTY, CA	\$4,308.94	0.02%	99.93%
DOUGLAS COUNTY, NE	\$3,500.00	0.01%	99.95%
BAY COUNTY, FL	\$3,465.00	0.01%	99.96%
LA PLATA COUNTY, CO	\$3,400.00	0.01%	99.97%
GALVESTON COUNTY, TX	\$3,071.00	0.01%	99.98%
SANTA CLARA COUNTY, CA	\$1,731.60	0.01%	99.99%
TIFT COUNTY, GA	\$1,140.00	0.00%	99.99%
CUMBERLAND COUNTY, NC	\$769.50	0.00%	99.99%
THOMAS COUNTY, GA	\$622.22	0.00%	100.00%

SACRAMENTO COUNTY, CA	\$500.00	0.00%	100.00%
JACKSON COUNTY, FL	\$300.00	0.00%	100.00%
HAMILTON COUNTY, OH	\$76.96	0.00%	100.00%
TOTAL	\$28,398,502.51		

TABLE A-5.
TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA
OTHER SERVICES FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$53,099,433.44	43.94%	43.94%
GADSDEN COUNTY, FL	\$25,815,770.35	21.36%	65.31%
WAKULLA COUNTY, FL	\$962,955.99	0.80%	66.11%
JEFFERSON COUNTY, FL	\$19,575.00	0.02%	66.12%
LEE COUNTY, FL	\$5,362,593.51	4.44%	70.56%
DALLAS COUNTY, TX	\$4,093,628.94	3.39%	73.95%
PETTIS COUNTY, MO	\$3,580,055.19	2.96%	76.91%
COOK COUNTY, IL	\$2,505,568.64	2.07%	78.98%
SEMINOLE COUNTY, FL	\$1,947,302.28	1.61%	80.60%
GUILFORD COUNTY, NC	\$1,762,500.00	1.46%	82.06%
HENNEPIN COUNTY, MN	\$1,668,183.38	1.38%	83.44%
MULTNOMAH COUNTY, OR	\$1,258,489.81	1.04%	84.48%
MARICOPA COUNTY, AZ	\$1,011,568.90	0.84%	85.31%
OKALOOSA COUNTY, FL	\$774,126.90	0.64%	85.96%
LARIMER COUNTY, CO	\$743,200.00	0.62%	86.57%
WASHINGTON COUNTY, UT	\$698,137.54	0.58%	87.15%
HAMILTON COUNTY, OH	\$683,247.00	0.57%	87.71%
OAKLAND COUNTY, MI	\$613,481.42	0.51%	88.22%
DUVAL COUNTY, FL	\$584,598.73	0.48%	88.70%
HILLSBOROUGH COUNTY, FL	\$577,003.88	0.48%	89.18%
PROVIDENCE COUNTY, RI	\$500,138.12	0.41%	89.60%
POLK COUNTY, FL	\$466,660.24	0.39%	89.98%
CUYAHOGA COUNTY, OH	\$450,068.75	0.37%	90.35%
MIAMI-DADE COUNTY, FL	\$447,707.79	0.37%	90.73%
ROANOKE CITY COUNTY, VA	\$410,938.00	0.34%	91.07%
NEW YORK COUNTY, NY	\$405,652.00	0.34%	91.40%
PHILADELPHIA COUNTY, PA	\$375,396.72	0.31%	91.71%
SARASOTA COUNTY, FL	\$367,077.66	0.30%	92.02%

BLAINE COUNTY, ID	\$366,750.40	0.30%	92.32%
DECATUR COUNTY, GA	\$348,040.08	0.29%	92.61%
ALLEGHENY COUNTY, PA	\$291,261.41	0.24%	92.85%
RICHMOND CITY COUNTY, VA	\$288,820.00	0.24%	93.09%
CLAY COUNTY, MO	\$280,497.37	0.23%	93.32%
JEFFERSON COUNTY, NY	\$274,517.42	0.23%	93.55%
FAIRFAX COUNTY, VA	\$265,984.50	0.22%	93.77%
SAN FRANCISCO COUNTY, CA	\$248,656.42	0.21%	93.97%
BERGEN COUNTY, NJ	\$222,235.20	0.18%	94.16%
DURHAM COUNTY, NC	\$216,121.03	0.18%	94.34%
BAY COUNTY, FL	\$215,450.49	0.18%	94.51%
SAN DIEGO COUNTY, CA	\$201,093.21	0.17%	94.68%
MECKLENBURG COUNTY, NC	\$197,339.75	0.16%	94.84%
ORANGE COUNTY, FL	\$192,509.33	0.16%	95.00%
WOODBURY COUNTY, IA	\$192,350.00	0.16%	95.16%
JACKSON COUNTY, FL	\$187,773.41	0.16%	95.32%
PINELLAS COUNTY, FL	\$179,146.81	0.15%	95.47%
PALM BEACH COUNTY, FL	\$166,043.70	0.14%	95.60%
JACKSON COUNTY, MO	\$158,171.00	0.13%	95.73%
SPOKANE COUNTY, WA	\$147,909.49	0.12%	95.86%
PORTAGE COUNTY, OH	\$147,405.75	0.12%	95.98%
CONTRA COSTA COUNTY, CA	\$142,152.31	0.12%	96.10%
DISTRICT OF COLUMBIA, DC	\$140,609.74	0.12%	96.21%
DANE COUNTY, WI	\$139,012.95	0.12%	96.33%
TARRANT COUNTY, TX	\$132,957.00	0.11%	96.44%
BRADLEY COUNTY, TN	\$129,497.08	0.11%	96.54%
FULTON COUNTY, GA	\$128,259.50	0.11%	96.65%
CLINTON COUNTY, MI	\$127,717.40	0.11%	96.76%
VOLUSIA COUNTY, FL	\$119,925.86	0.10%	96.86%
HOUSTON COUNTY, AL	\$117,786.21	0.10%	96.95%
SUFFOLK COUNTY, MA	\$111,802.99	0.09%	97.05%
BULLITT COUNTY, KY	\$110,977.00	0.09%	97.14%
MORRISON COUNTY, MN	\$110,704.20	0.09%	97.23%
FAULKNER COUNTY, AR	\$110,594.05	0.09%	97.32%
LOS ANGELES COUNTY, CA	\$106,133.10	0.09%	97.41%
DAKOTA COUNTY, MN	\$104,000.00	0.09%	97.49%
JEFFERSON COUNTY, KY	\$101,838.57	0.08%	97.58%
SEVIER COUNTY, TN	\$96,254.70	0.08%	97.66%
SHELBY COUNTY, TN	\$96,010.00	0.08%	97.74%

WAKE COUNTY, NC	\$92,473.00	0.08%	97.81%
BALTIMORE CITY COUNTY, MD	\$88,432.99	0.07%	97.89%
DUBUQUE COUNTY, IA	\$85,578.79	0.07%	97.96%
WASHINGTON COUNTY, OR	\$84,895.00	0.07%	98.03%
ESCAMBIA COUNTY, FL	\$82,562.24	0.07%	98.10%
ALACHUA COUNTY, FL	\$81,245.66	0.07%	98.16%
FRANKLIN COUNTY, VA	\$80,000.00	0.07%	98.23%
MANATEE COUNTY, FL	\$75,132.16	0.06%	98.29%
NORTHAMPTON COUNTY, PA	\$70,084.61	0.06%	98.35%
DENVER COUNTY, CO	\$69,762.60	0.06%	98.41%
GWINNETT COUNTY, GA	\$68,409.96	0.06%	98.47%
MARTIN COUNTY, FL	\$60,051.50	0.05%	98.51%
COLLIN COUNTY, TX	\$59,923.04	0.05%	98.56%
WASHINGTON COUNTY, FL	\$57,527.10	0.05%	98.61%
GREENVILLE COUNTY, SC	\$55,800.00	0.05%	98.66%
PASCO COUNTY, FL	\$54,506.25	0.05%	98.70%
FRANKLIN COUNTY, OH	\$53,060.90	0.04%	98.75%
WESTCHESTER COUNTY, NY	\$50,000.00	0.04%	98.79%
TRUMBULL COUNTY, OH	\$49,900.00	0.04%	98.83%
ORLEANS COUNTY, LA	\$46,747.42	0.04%	98.87%
MONTGOMERY COUNTY, MD	\$44,755.00	0.04%	98.91%
SAINT LOUIS CITY COUNTY, MO	\$44,659.15	0.04%	98.94%
OKTIBBEHA COUNTY, MS	\$44,264.74	0.04%	98.98%
LATAH COUNTY, ID	\$42,000.00	0.03%	99.01%
RAPIDES COUNTY, LA	\$40,152.00	0.03%	99.05%
HAMPDEN COUNTY, MA	\$39,582.03	0.03%	99.08%
HARRIS COUNTY, TX	\$38,530.00	0.03%	99.11%
WAYNE COUNTY, PA	\$37,602.25	0.03%	99.14%
ORANGE COUNTY, CA	\$36,995.68	0.03%	99.17%
SANDOVAL COUNTY, NM	\$36,000.00	0.03%	99.20%
TOMPKINS COUNTY, NY	\$35,725.00	0.03%	99.23%
PUTNAM COUNTY, FL	\$35,048.65	0.03%	99.26%
HILLSBOROUGH COUNTY, NH	\$34,187.70	0.03%	99.29%
EDGEFIELD COUNTY, SC	\$31,606.00	0.03%	99.32%
SAINT JOHNS COUNTY, FL	\$31,247.50	0.03%	99.34%
MITCHELL COUNTY, GA	\$30,700.00	0.03%	99.37%
CALHOUN COUNTY, FL	\$30,292.96	0.03%	99.39%
RILEY COUNTY, KS	\$27,907.83	0.02%	99.42%
SARATOGA COUNTY, NY	\$26,720.40	0.02%	99.44%

RIVERSIDE COUNTY, CA	\$26,510.00	0.02%	99.46%
LAKE COUNTY, IL	\$25,400.00	0.02%	99.48%
THOMAS COUNTY, GA	\$25,252.00	0.02%	99.50%
JEFFERSON COUNTY, AL	\$25,250.91	0.02%	99.52%
EAST BATON ROUGE COUNTY, LA	\$24,999.00	0.02%	99.54%
SEDGWICK COUNTY, KS	\$24,490.00	0.02%	99.56%
MORRIS COUNTY, NJ	\$23,770.00	0.02%	99.58%
JACKSON COUNTY, MS	\$22,400.00	0.02%	99.60%
NEW HANOVER COUNTY, NC	\$21,384.00	0.02%	99.62%
KING COUNTY, WA	\$21,374.68	0.02%	99.64%
SAINT LOUIS COUNTY, MO	\$21,361.75	0.02%	99.65%
MILWAUKEE COUNTY, WI	\$20,976.00	0.02%	99.67%
SAN MATEO COUNTY, CA	\$20,520.00	0.02%	99.69%
ESSEX COUNTY, NJ	\$19,910.00	0.02%	99.71%
COBB COUNTY, GA	\$18,684.00	0.02%	99.72%
MOBILE COUNTY, AL	\$17,528.77	0.01%	99.74%
HALL COUNTY, GA	\$16,185.00	0.01%	99.75%
MADISON COUNTY, AL	\$14,630.00	0.01%	99.76%
FLAGLER COUNTY, FL	\$14,250.00	0.01%	99.77%
DOUGHERTY COUNTY, GA	\$14,193.13	0.01%	99.78%
NASSAU COUNTY, NY	\$14,000.00	0.01%	99.80%
FORT BEND COUNTY, TX	\$12,369.55	0.01%	99.81%
BUCKS COUNTY, PA	\$11,891.32	0.01%	99.82%
MUSCOGEE COUNTY, GA	\$11,017.20	0.01%	99.83%
LANCASTER COUNTY, NE	\$9,936.00	0.01%	99.83%
CHITTENDEN COUNTY, VT	\$9,842.78	0.01%	99.84%
WOOD COUNTY, OH	\$9,765.72	0.01%	99.85%
FRANKLIN COUNTY, FL	\$9,600.00	0.01%	99.86%
LANE COUNTY, OR	\$9,463.61	0.01%	99.87%
SUMMIT COUNTY, OH	\$8,896.00	0.01%	99.87%
BARNSTABLE COUNTY, MA	\$7,897.53	0.01%	99.88%
GRADY COUNTY, GA	\$7,814.76	0.01%	99.89%
TUSCALOOSA COUNTY, AL	\$7,500.00	0.01%	99.89%
EAGLE COUNTY, CO	\$7,316.35	0.01%	99.90%
KENT COUNTY, MI	\$6,923.75	0.01%	99.90%
SURRY COUNTY, NC	\$6,800.00	0.01%	99.91%
WAYNE COUNTY, NC	\$6,750.00	0.01%	99.92%
DENTON COUNTY, TX	\$6,028.88	0.00%	99.92%
DAVIDSON COUNTY, TN	\$6,000.00	0.00%	99.93%

UTAH COUNTY, UT	\$6,000.00	0.00%	99.93%
BUNCOMBE COUNTY, NC	\$5,100.00	0.00%	99.93%
COOKE COUNTY, TX	\$5,040.00	0.00%	99.94%
HAYS COUNTY, TX	\$5,000.00	0.00%	99.94%
WILLIAMS COUNTY, OH	\$4,877.59	0.00%	99.95%
SANTA CLARA COUNTY, CA	\$4,828.00	0.00%	99.95%
UNION COUNTY, NJ	\$4,710.00	0.00%	99.95%
CHARLESTON COUNTY, SC	\$4,500.00	0.00%	99.96%
LEE COUNTY, NC	\$4,500.00	0.00%	99.96%
CUMBERLAND COUNTY, NC	\$4,362.00	0.00%	99.97%
JEFFERSON COUNTY, CO	\$4,100.00	0.00%	99.97%
CHESTER COUNTY, PA	\$4,000.00	0.00%	99.97%
BOULDER COUNTY, CO	\$3,700.00	0.00%	99.98%
BROWARD COUNTY, FL	\$3,424.27	0.00%	99.98%
OSCEOLA COUNTY, MI	\$3,250.00	0.00%	99.98%
FRANKLIN COUNTY, GA	\$2,500.00	0.00%	99.98%
WASHINGTON COUNTY, OH	\$2,330.00	0.00%	99.99%
HIGHLANDS COUNTY, FL	\$2,200.00	0.00%	99.99%
OSCEOLA COUNTY, FL	\$2,000.00	0.00%	99.99%
ERIE COUNTY, PA	\$1,997.00	0.00%	99.99%
WAUKESHA COUNTY, WI	\$1,796.65	0.00%	99.99%
CLARKE COUNTY, GA	\$1,700.00	0.00%	99.99%
LOWNDES COUNTY, GA	\$1,629.00	0.00%	99.99%
CLERMONT COUNTY, OH	\$1,192.00	0.00%	100.00%
RAMSEY COUNTY, MN	\$1,077.50	0.00%	100.00%
DEKALB COUNTY, GA	\$1,000.00	0.00%	100.00%
ESCAMBIA COUNTY, AL	\$995.00	0.00%	100.00%
CLAY COUNTY, FL	\$720.00	0.00%	100.00%
TIFT COUNTY, GA	\$530.00	0.00%	100.00%
MADISON COUNTY, FL	\$350.00	0.00%	100.00%
JASPER COUNTY, IA	\$340.00	0.00%	100.00%
SUMTER COUNTY, GA	\$250.00	0.00%	100.00%
RICHMOND COUNTY, GA	\$176.80	0.00%	100.00%
ATLANTIC COUNTY, NJ	\$75.00	0.00%	100.00%
FORREST COUNTY, MS	\$50.00	0.00%	100.00%
ANDROSCOGGIN COUNTY, ME	\$22.75	0.00%	100.00%
GARFIELD COUNTY, OK	\$20.00	0.00%	100.00%
TOTAL	\$120,832,665.97		

TABLE A-6.
TALLAHASSEE MSA, CITY OF TALLAHASSEE MARKET AREA
MATERIALS & SUPPLIES FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$12,240,610.19	16.30%	16.30%
GADSDEN COUNTY, FL	\$2,690,975.85	3.58%	19.89%
WAKULLA COUNTY, FL	\$282,450.21	0.38%	20.26%
JEFFERSON COUNTY, FL	\$360.00	0.00%	20.26%
MARION COUNTY, FL	\$6,586,678.28	8.77%	29.04%
ORANGE COUNTY, FL	\$5,584,867.26	7.44%	36.47%
PUTNAM COUNTY, FL	\$4,826,337.50	6.43%	42.90%
FULTON COUNTY, GA	\$4,309,860.75	5.74%	48.64%
HILLSBOROUGH COUNTY, FL	\$3,667,485.85	4.88%	53.53%
HIGHLANDS COUNTY, FL	\$3,273,972.07	4.36%	57.89%
COOK COUNTY, IL	\$3,123,665.38	4.16%	62.05%
OAKLAND COUNTY, MI	\$2,981,560.40	3.97%	66.02%
SAN FRANCISCO COUNTY, CA	\$1,787,392.00	2.38%	68.40%
MARICOPA COUNTY, AZ	\$1,622,117.13	2.16%	70.56%
LEE COUNTY, FL	\$1,511,273.70	2.01%	72.57%
ANNE ARUNDEL COUNTY, MD	\$1,417,125.00	1.89%	74.46%
MILWAUKEE COUNTY, WI	\$1,253,935.70	1.67%	76.13%
MANATEE COUNTY, FL	\$1,087,221.44	1.45%	77.58%
HAYWOOD COUNTY, NC	\$1,068,082.57	1.42%	79.00%
SAINT LOUIS COUNTY, MO	\$889,435.98	1.18%	80.19%
HAMILTON COUNTY, OH	\$774,126.11	1.03%	81.22%
DUVAL COUNTY, FL	\$698,094.15	0.93%	82.15%
COLUMBIA COUNTY, FL	\$692,946.92	0.92%	83.07%
DOUGHERTY COUNTY, GA	\$661,175.00	0.88%	83.95%
POLK COUNTY, FL	\$651,032.92	0.87%	84.82%
GWINNETT COUNTY, GA	\$633,948.21	0.84%	85.66%
HAMILTON COUNTY, TN	\$613,163.00	0.82%	86.48%
SEMINOLE COUNTY, FL	\$566,353.60	0.75%	87.23%
HARRIS COUNTY, TX	\$540,358.74	0.72%	87.95%
PINELLAS COUNTY, FL	\$501,097.78	0.67%	88.62%
TRAVIS COUNTY, TX	\$495,417.80	0.66%	89.28%
COLUMBIA COUNTY, GA	\$491,394.00	0.65%	89.93%
JEFFERSON COUNTY, AL	\$379,898.18	0.51%	90.44%
SHELBY COUNTY, AL	\$332,841.55	0.44%	90.88%
WASHTENAW COUNTY, MI	\$300,800.00	0.40%	91.28%

FORT BEND COUNTY, TX	\$298,600.00	0.40%	91.68%
GUILFORD COUNTY, NC	\$275,568.15	0.37%	92.05%
ALLEGHENY COUNTY, PA	\$262,473.71	0.35%	92.40%
UTAH COUNTY, UT	\$186,911.55	0.25%	92.65%
ALACHUA COUNTY, FL	\$186,769.50	0.25%	92.90%
PALM BEACH COUNTY, FL	\$174,308.11	0.23%	93.13%
SAN DIEGO COUNTY, CA	\$164,234.00	0.22%	93.35%
MONTGOMERY COUNTY, OH	\$163,865.00	0.22%	93.56%
GIBSON COUNTY, TN	\$163,080.35	0.22%	93.78%
VERMILION COUNTY, IL	\$149,480.00	0.20%	93.98%
ORANGE COUNTY, CA	\$149,396.99	0.20%	94.18%
MARTIN COUNTY, FL	\$140,097.00	0.19%	94.37%
VOLUSIA COUNTY, FL	\$139,060.56	0.19%	94.55%
SANTA CRUZ COUNTY, CA	\$131,288.96	0.17%	94.73%
BERKELEY COUNTY, SC	\$122,629.65	0.16%	94.89%
HOUSTON COUNTY, AL	\$120,374.00	0.16%	95.05%
MOORE COUNTY, NC	\$102,344.90	0.14%	95.19%
WRIGHT COUNTY, MN	\$98,826.00	0.13%	95.32%
MECKLENBURG COUNTY, NC	\$98,536.23	0.13%	95.45%
JACKSON COUNTY, MO	\$98,412.18	0.13%	95.58%
ESSEX COUNTY, NJ	\$96,859.95	0.13%	95.71%
FAYETTE COUNTY, KY	\$92,476.18	0.12%	95.83%
MIAMI-DADE COUNTY, FL	\$91,760.00	0.12%	95.95%
SHELBY COUNTY, TN	\$89,882.86	0.12%	96.07%
FERGUS COUNTY, MT	\$89,640.00	0.12%	96.19%
SAINT JOHNS COUNTY, FL	\$89,380.00	0.12%	96.31%
ALLEN COUNTY, IN	\$89,000.00	0.12%	96.43%
MONTGOMERY COUNTY, TX	\$85,856.08	0.11%	96.55%
ONTARIO COUNTY, NY	\$80,370.00	0.11%	96.65%
CHARLOTTE COUNTY, FL	\$79,848.00	0.11%	96.76%
ESCAMBIA COUNTY, FL	\$78,879.54	0.11%	96.86%
PRINCE GEORGES COUNTY, MD	\$74,970.59	0.10%	96.96%
COBB COUNTY, GA	\$73,052.32	0.10%	97.06%
LOS ANGELES COUNTY, CA	\$70,562.05	0.09%	97.15%
BAY COUNTY, FL	\$69,675.95	0.09%	97.25%
BARNSTABLE COUNTY, MA	\$68,197.40	0.09%	97.34%
OSCEOLA COUNTY, FL	\$65,636.00	0.09%	97.43%
RICHMOND CITY COUNTY, VA	\$58,633.26	0.08%	97.50%
JEFFERSON COUNTY, KY	\$57,138.51	0.08%	97.58%

SAINT LUCIE COUNTY, FL	\$55,673.00	0.07%	97.65%
THOMAS COUNTY, GA	\$53,467.94	0.07%	97.73%
MONTGOMERY COUNTY, PA	\$53,094.20	0.07%	97.80%
JOHNSON COUNTY, KS	\$52,970.00	0.07%	97.87%
FRANKLIN COUNTY, OH	\$52,581.00	0.07%	97.94%
KING COUNTY, WA	\$51,183.52	0.07%	98.01%
DALLAS COUNTY, TX	\$47,480.35	0.06%	98.07%
BALDWIN COUNTY, AL	\$47,172.00	0.06%	98.13%
DURHAM COUNTY, NC	\$45,400.00	0.06%	98.19%
LAUDERDALE COUNTY, MS	\$44,255.00	0.06%	98.25%
TAYLOR COUNTY, FL	\$43,980.25	0.06%	98.31%
CHRISTIAN COUNTY, MO	\$43,035.00	0.06%	98.37%
MORRIS COUNTY, NJ	\$42,849.00	0.06%	98.42%
BARTOW COUNTY, GA	\$42,729.00	0.06%	98.48%
PETTIS COUNTY, MO	\$41,230.00	0.05%	98.54%
NEW YORK COUNTY, NY	\$37,925.06	0.05%	98.59%
LAFAYETTE COUNTY, FL	\$36,624.60	0.05%	98.63%
ETOWAH COUNTY, AL	\$35,883.00	0.05%	98.68%
JEFFERSON COUNTY, CO	\$34,817.55	0.05%	98.73%
MORRISON COUNTY, MN	\$32,720.00	0.04%	98.77%
SENECA COUNTY, OH	\$31,482.00	0.04%	98.81%
FAIRFAX COUNTY, VA	\$30,941.00	0.04%	98.86%
DAVIS COUNTY, UT	\$29,912.00	0.04%	98.90%
INDIAN RIVER COUNTY, FL	\$29,581.34	0.04%	98.93%
IBERIA COUNTY, LA	\$28,720.90	0.04%	98.97%
SCOTT COUNTY, MO	\$27,920.00	0.04%	99.01%
EAST BATON ROUGE COUNTY, LA	\$27,600.00	0.04%	99.05%
HILLSBOROUGH COUNTY, NH	\$27,011.08	0.04%	99.08%
MIDDLESEX COUNTY, MA	\$25,149.00	0.03%	99.12%
ADA COUNTY, ID	\$25,104.00	0.03%	99.15%
SUMTER COUNTY, FL	\$24,689.80	0.03%	99.18%
HALL COUNTY, GA	\$24,076.75	0.03%	99.21%
BEN HILL COUNTY, GA	\$23,732.00	0.03%	99.25%
LEE COUNTY, NC	\$22,500.00	0.03%	99.28%
MOBILE COUNTY, AL	\$22,055.25	0.03%	99.31%
CAMPBELL COUNTY, KY	\$21,634.00	0.03%	99.33%
BRADFORD COUNTY, FL	\$19,733.00	0.03%	99.36%
CLEVELAND COUNTY, NC	\$19,602.31	0.03%	99.39%
EDGEFIELD COUNTY, SC	\$19,485.00	0.03%	99.41%

CHITTENDEN COUNTY, VT	\$19,066.70	0.03%	99.44%
SARASOTA COUNTY, FL	\$18,991.10	0.03%	99.46%
ARMSTRONG COUNTY, PA	\$18,413.50	0.02%	99.49%
WORCESTER COUNTY, MA	\$17,991.07	0.02%	99.51%
MORGAN COUNTY, AL	\$16,998.50	0.02%	99.53%
BOONE COUNTY, KY	\$16,602.20	0.02%	99.56%
HOWARD COUNTY, MD	\$16,576.55	0.02%	99.58%
MCPHERSON COUNTY, KS	\$16,029.82	0.02%	99.60%
ORLEANS COUNTY, LA	\$15,759.00	0.02%	99.62%
BARTHOLOMEW COUNTY, IN	\$14,858.92	0.02%	99.64%
RICHMOND COUNTY, GA	\$14,405.08	0.02%	99.66%
BERKSHIRE COUNTY, MA	\$14,147.00	0.02%	99.68%
HENNEPIN COUNTY, MN	\$14,046.00	0.02%	99.70%
TIFT COUNTY, GA	\$13,304.86	0.02%	99.72%
GRADY COUNTY, GA	\$12,816.00	0.02%	99.73%
JACKSON COUNTY, FL	\$11,764.02	0.02%	99.75%
NASSAU COUNTY, NY	\$11,465.00	0.02%	99.76%
CALHOUN COUNTY, FL	\$10,986.50	0.01%	99.78%
SANTA CLARA COUNTY, CA	\$10,766.08	0.01%	99.79%
SHASTA COUNTY, CA	\$10,125.00	0.01%	99.81%
SANDOVAL COUNTY, NM	\$10,000.00	0.01%	99.82%
OKALOOSA COUNTY, FL	\$9,477.28	0.01%	99.83%
STORY COUNTY, IA	\$9,270.00	0.01%	99.84%
RAPIDES COUNTY, LA	\$8,213.00	0.01%	99.86%
MUSKEGON COUNTY, MI	\$7,896.00	0.01%	99.87%
COLQUITT COUNTY, GA	\$7,833.60	0.01%	99.88%
EL PASO COUNTY, CO	\$7,249.43	0.01%	99.89%
GRADY COUNTY, OK	\$7,145.00	0.01%	99.90%
DE KALB COUNTY, AL	\$6,450.29	0.01%	99.90%
STARK COUNTY, OH	\$5,970.00	0.01%	99.91%
TARRANT COUNTY, TX	\$5,850.00	0.01%	99.92%
DICKINSON COUNTY, KS	\$5,518.50	0.01%	99.93%
WESTCHESTER COUNTY, NY	\$5,495.00	0.01%	99.93%
TIPPECANOE COUNTY, IN	\$5,115.00	0.01%	99.94%
EARLY COUNTY, GA	\$5,040.00	0.01%	99.95%
BEXAR COUNTY, TX	\$4,800.00	0.01%	99.95%
CHESTER COUNTY, PA	\$3,400.00	0.00%	99.96%
JASPER COUNTY, IA	\$3,280.00	0.00%	99.96%
WARE COUNTY, GA	\$3,100.00	0.00%	99.97%

WOODBURY COUNTY, IA	\$3,069.00	0.00%	99.97%
LAKE COUNTY, IL	\$2,929.20	0.00%	99.98%
ALLEN COUNTY, OH	\$2,507.28	0.00%	99.98%
LOWNDES COUNTY, GA	\$2,350.00	0.00%	99.98%
ARAPAHOE COUNTY, CO	\$2,250.00	0.00%	99.98%
BELTRAMI COUNTY, MN	\$2,100.00	0.00%	99.99%
DUBUQUE COUNTY, IA	\$1,937.16	0.00%	99.99%
LYCOMING COUNTY, PA	\$1,718.99	0.00%	99.99%
HERNANDO COUNTY, FL	\$1,350.00	0.00%	99.99%
HOCKING COUNTY, OH	\$1,288.00	0.00%	100.00%
HUNTERDON COUNTY, NJ	\$997.00	0.00%	100.00%
PIERCE COUNTY, WA	\$880.00	0.00%	100.00%
WASHINGTON COUNTY, OR	\$307.36	0.00%	100.00%
DENVER COUNTY, CO	\$258.00	0.00%	100.00%
DECATUR COUNTY, GA	\$180.30	0.00%	100.00%
CLAY COUNTY, FL	\$180.00	0.00%	100.00%
OCONEE COUNTY, SC	\$174.35	0.00%	100.00%
BUTLER COUNTY, PA	\$131.00	0.00%	100.00%
KALAMAZOO COUNTY, MI	\$37.82	0.00%	100.00%
TOTAL	\$75,082,992.11		

TABLE A-7.
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION MARKET AREA
ALL FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$9,607,360.67	92.56%	92.56%
GADSDEN COUNTY, FL	\$150.00	0.00%	92.57%
ORANGE COUNTY, FL	\$213,604.79	2.06%	94.62%
OKLAHOMA COUNTY, OK	\$199,563.00	1.92%	96.55%
HILLSBOROUGH COUNTY, FL	\$93,012.39	0.90%	97.44%
SEMINOLE COUNTY, FL	\$80,950.00	0.78%	98.22%
PASCO COUNTY, FL	\$52,202.50	0.50%	98.73%
DUVAL COUNTY, FL	\$42,358.24	0.41%	99.13%
TARRANT COUNTY, TX	\$30,000.00	0.29%	99.42%
EAST BATON ROUGE COUNTY, LA	\$24,999.00	0.24%	99.66%
FLAGLER COUNTY, FL	\$14,250.00	0.14%	99.80%
GWINNETT COUNTY, GA	\$9,650.00	0.09%	99.89%

HIDALGO COUNTY, TX	\$3,458.00	0.03%	99.93%
KENT COUNTY, MI	\$2,242.50	0.02%	99.95%
COLUMBIA COUNTY, FL	\$2,122.80	0.02%	99.97%
MADISON COUNTY, MS	\$1,727.32	0.02%	99.99%
PINELLAS COUNTY, FL	\$1,194.48	0.01%	100.00%
SAINT LUCIE COUNTY, FL	\$250.00	0.00%	100.00%
TOTAL	\$10,379,095.69		

TABLE A-8.
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION MARKET AREA
CONSTRUCTION FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$6,463,327.14	100.00%	100.00%
TOTAL	\$6,463,327.14		

TABLE A-9.
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION MARKET AREA
ARCHITECTURE & ENGINEERING FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$2,890,519.97	90.39%	90.39%
ORANGE COUNTY, FL	\$201,660.60	6.31%	96.69%
SEMINOLE COUNTY, FL	\$80,950.00	2.53%	99.22%
DUVAL COUNTY, FL	\$24,590.74	0.77%	99.99%
SAINT LUCIE COUNTY, FL	\$250.00	0.01%	100.00%
TOTAL	\$3,197,971.31		

TABLE A-10.
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION MARKET AREA
PROFESSIONAL SERVICES FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$176,938.82	37.30%	37.30%
OKLAHOMA COUNTY, OK	\$199,563.00	42.07%	79.36%
HILLSBOROUGH COUNTY, FL	\$91,532.39	19.29%	98.66%

HIDALGO COUNTY, TX	\$3,458.00	0.73%	99.38%
MADISON COUNTY, MS	\$1,727.32	0.36%	99.75%
PINELLAS COUNTY, FL	\$1,194.48		
TOTAL	\$474,414.01		

TABLE A-11.
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION MARKET AREA
OTHER SERVICES FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$69,286.84	31.09%	31.09%
GADSDEN COUNTY, FL	\$150.00	0.07%	31.16%
PASCO COUNTY, FL	\$52,202.50	23.43%	54.59%
TARRANT COUNTY, TX	\$30,000.00	13.46%	68.05%
EAST BATON ROUGE COUNTY, LA	\$24,999.00	11.22%	79.27%
DUVAL COUNTY, FL	\$17,767.50	7.97%	87.24%
FLAGLER COUNTY, FL	\$14,250.00	6.39%	93.63%
ORANGE COUNTY, FL	\$11,944.19	5.36%	98.99%
KENT COUNTY, MI	\$2,242.50	1.01%	100.00%
TOTAL	\$222,842.53		

TABLE A-12.
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION MARKET AREA
MATERIALS & SUPPLIES FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$7,287.90	35.48%	35.48%
GWINNETT COUNTY, GA	\$9,650.00	46.98%	82.46%
COLUMBIA COUNTY, FL	\$2,122.80	10.33%	92.79%
HILLSBOROUGH COUNTY, FL	\$1,480.00	7.21%	100.00%
TOTAL	\$20,540.70		

TABLE A-13.
LEON COUNTY MARKET AREA
ALL FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$21,720,281.85	63.20%	63.20%
GADSDEN COUNTY, FL	\$6,734,936.74	19.60%	82.80%
BROWARD COUNTY, FL	\$3,238,051.89	9.42%	92.22%
BREVARD COUNTY, FL	\$1,674,152.16	4.87%	97.10%
SEMINOLE COUNTY, FL	\$218,070.50	0.63%	97.73%
TRANSYLVANIA COUNTY, NC	\$204,678.00	0.60%	98.33%
FAIRFAX COUNTY, VA	\$189,923.81	0.55%	98.88%
DUVAL COUNTY, FL	\$126,490.51	0.37%	99.25%
BUTTS COUNTY, GA	\$91,756.30	0.27%	99.51%
PINELLAS COUNTY, FL	\$72,180.00	0.21%	99.72%
COLUMBIA COUNTY, FL	\$43,074.82	0.13%	99.85%
MIDDLESEX COUNTY, MA	\$36,401.47	0.11%	99.95%
MONTGOMERY COUNTY, PA	\$13,246.99	0.04%	99.99%
COCONINO COUNTY, AZ	\$2,289.54	0.01%	100.00%
TOTAL	\$34,365,534.58		

TABLE A-14.
LEON COUNTY MARKET AREA
CONSTRUCTION FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$17,291,923.66	62.75%	62.75%
GADSDEN COUNTY, FL	\$6,477,382.03	23.51%	86.26%
BROWARD COUNTY, FL	\$3,238,051.89	11.75%	98.01%
SEMINOLE COUNTY, FL	\$218,070.50	0.79%	98.80%
TRANSYLVANIA COUNTY, NC	\$204,678.00	0.74%	99.54%
DUVAL COUNTY, FL	\$126,490.51	0.46%	100.00%
TOTAL	\$27,556,596.59		

TABLE A-15.
LEON COUNTY MARKET AREA
ARCHITECTURE & ENGINEERING FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$256,541.00	13.29%	13.29%
BREVARD COUNTY, FL	\$1,674,152.16	86.71%	100.00%
TOTAL	\$1,930,693.16		

TABLE A-16.
LEON COUNTY MARKET AREA
PROFESSIONAL SERVICES FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$1,923,946.12	96.27%	96.27%
PINELLAS COUNTY, FL	\$72,180.00	3.61%	99.89%
COCONINO COUNTY, AZ	\$2,289.54	0.11%	
TOTAL	\$1,998,415.66		

TABLE A-17.
LEON COUNTY MARKET AREA
OTHER SERVICES FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$1,637,256.73	72.15%	72.15%
GADSDEN COUNTY, FL	\$257,554.71	11.35%	83.50%
FAIRFAX COUNTY, VA	\$189,923.81	8.37%	91.87%
BUTTS COUNTY, GA	\$91,756.30	4.04%	95.91%
COLUMBIA COUNTY, FL	\$43,074.82	1.90%	97.81%
MIDDLESEX COUNTY, MA	\$36,401.47	1.60%	99.42%
MONTGOMERY COUNTY, PA	\$13,246.99	0.58%	100.00%
TOTAL	\$2,269,214.83		

TABLE A-18.
LEON COUNTY MARKET AREA
MATERIALS & SUPPLIES FIRMS

MGT COUNTY, STATE	PAYMENTS	PERCENT	CUMULATIVE PERCENT
LEON COUNTY, FL	\$610,614.34	100.00%	100.00%
TOTAL	\$610,614.34		

Appendix B

B. DETAILED UTILIZATION BY YEAR

TABLE B-1.
TALLAHASSEE MSA, CITY OF TALLAHASSEE UTILIZATION BY YEAR
ALL FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.51%	1.14%	1.26%	1.81%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.14%	0.15%	0.12%	0.18%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.65%	1.29%	1.38%	1.99%
Non-minority Woman Firms	2.21%	3.33%	8.37%	5.30%
TOTAL M/WBE FIRMS	2.87%	4.62%	9.75%	7.29%
TOTAL NON-M/WBE FIRMS	97.13%	95.38%	90.25%	92.71%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$439,220.53	\$694,372.42	\$835,110.44	\$888,971.58
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$124,858.35	\$92,631.09	\$81,631.23	\$88,363.52
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$564,078.88	\$787,003.51	\$916,741.67	\$977,335.10
Non-minority Woman Firms	\$1,914,430.34	\$2,028,168.68	\$5,544,247.05	\$2,605,084.75
TOTAL M/WBE FIRMS	\$2,478,509.22	\$2,815,172.19	\$6,460,988.72	\$3,582,419.85
TOTAL NON-M/WBE FIRMS	\$83,993,953.14	\$58,155,668.01	\$59,806,703.64	\$45,532,683.11
TOTAL FIRMS	\$86,472,462.36	\$60,970,840.20	\$66,267,692.36	\$49,115,102.96

TABLE B-2.
TALLAHASSEE MSA, CITY OF TALLAHASSEE UTILIZATION BY YEAR
CONSTRUCTION FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.02%	0.06%	0.22%	0.11%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.02%	0.06%	0.22%	0.11%
Non-minority Woman Firms	1.54%	2.03%	14.34%	9.74%
TOTAL M/WBE FIRMS	1.56%	2.09%	14.56%	9.85%
TOTAL NON-M/WBE FIRMS	98.44%	97.91%	85.44%	90.15%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$11,100.00	\$16,574.00	\$63,931.00	\$19,236.00
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$11,100.00	\$16,574.00	\$63,931.00	\$19,236.00
Non-minority Woman Firms	\$837,655.02	\$590,626.15	\$4,178,111.79	\$1,753,917.10
TOTAL M/WBE FIRMS	\$848,755.02	\$607,200.15	\$4,242,042.79	\$1,773,153.10
TOTAL NON-M/WBE FIRMS	\$53,627,341.46	\$28,493,467.62	\$24,890,217.30	\$16,225,242.48
TOTAL FIRMS	\$54,476,096.48	\$29,100,667.77	\$29,132,260.09	\$17,998,395.58

TABLE B-3.
TALLAHASSEE MSA, CITY OF TALLAHASSEE UTILIZATION BY YEAR
ARCHITECTURE & ENGINEERING FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	1.39%	3.27%	2.30%	6.01%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	1.39%	3.27%	2.30%	6.01%
Non-minority Woman Firms	1.06%	2.62%	0.40%	0.00%
TOTAL M/WBE FIRMS	2.45%	5.89%	2.70%	6.01%
TOTAL NON-M/WBE FIRMS	97.55%	94.11%	97.30%	93.99%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$86,303.45	\$132,846.04	\$173,040.59	\$290,783.00
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$86,303.45	\$132,846.04	\$173,040.59	\$290,783.00
Non-minority Woman Firms	\$65,721.83	\$106,602.91	\$29,891.54	\$-
TOTAL M/WBE FIRMS	\$152,025.28	\$239,448.95	\$202,932.13	\$290,783.00
TOTAL NON-M/WBE FIRMS	\$6,050,903.12	\$3,825,976.53	\$7,321,490.35	\$4,550,859.86
TOTAL FIRMS	\$6,202,928.40	\$4,065,425.48	\$7,524,422.48	\$4,841,642.86

TABLE B-4.
TALLAHASSEE MSA, CITY OF TALLAHASSEE UTILIZATION BY YEAR
PROFESSIONAL SERVICES FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	4.48%	3.06%	2.53%	0.90%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	4.48%	3.06%	2.53%	0.90%
Non-minority Woman Firms	0.00%	0.00%	0.00%	4.45%
TOTAL M/WBE FIRMS	4.48%	3.06%	2.53%	0.90%
TOTAL NON-M/WBE FIRMS	95.52%	96.94%	97.47%	99.10%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$82,401.30	\$55,976.50	\$78,791.00	\$65,069.50
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$82,401.30	\$55,976.50	\$78,791.00	\$65,069.50
Non-minority Woman Firms	\$-	\$-	\$-	\$322,729.70
TOTAL M/WBE FIRMS	\$82,401.30	\$55,976.50	\$78,791.00	\$65,069.50
TOTAL NON-M/WBE FIRMS	\$1,757,492.67	\$1,775,054.22	\$3,040,268.75	\$7,194,344.14
TOTAL FIRMS	\$1,839,893.97	\$1,831,030.72	\$3,119,059.75	\$7,259,413.64

TABLE B-5.
TALLAHASSEE MSA, CITY OF TALLAHASSEE UTILIZATION BY YEAR
OTHER SERVICES FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	2.20%	1.78%	2.29%	1.93%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.66%	0.43%	0.36%	0.53%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	2.86%	2.21%	2.65%	2.46%
Non-minority Woman Firms	0.31%	0.30%	0.91%	1.57%
TOTAL M/WBE FIRMS	3.17%	2.51%	3.56%	4.03%
TOTAL NON-M/WBE FIRMS	96.83%	97.49%	96.44%	95.97%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$414,474.85	\$383,246.70	\$524,406.92	\$321,235.88
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$124,858.35	\$92,631.09	\$81,631.23	\$88,363.52
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$539,333.20	\$475,877.79	\$606,038.15	\$409,599.40
Non-minority Woman Firms	\$58,089.50	\$64,337.55	\$208,273.28	\$261,715.03
TOTAL M/WBE FIRMS	\$597,422.70	\$540,215.34	\$814,311.43	\$671,314.43
TOTAL NON-M/WBE FIRMS	\$18,230,357.59	\$20,964,399.70	\$22,086,052.59	\$15,993,661.00
TOTAL FIRMS	\$18,827,780.29	\$21,504,615.04	\$22,900,364.02	\$16,664,975.43

TABLE B-6.
TALLAHASSEE MSA, CITY OF TALLAHASSEE UTILIZATION BY YEAR
MATERIALS & SUPPLIES FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.00%	2.48%	0.00%	1.47%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	2.48%	0.00%	1.47%
Non-minority Woman Firms	18.05%	28.31%	31.36%	14.32%
TOTAL M/WBE FIRMS	18.05%	30.79%	31.36%	15.79%
TOTAL NON-M/WBE FIRMS	81.95%	69.21%	68.64%	84.21%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$-	\$110,788.25	\$-	\$27,470.00
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$0.00	\$110,788.25	\$0.00	\$27,470.00
Non-minority Woman Firms	\$952,963.99	\$1,266,602.07	\$1,127,970.44	\$266,722.92
TOTAL M/WBE FIRMS	\$952,963.99	\$1,377,390.32	\$1,127,970.44	\$294,192.92
TOTAL NON-M/WBE FIRMS	\$4,327,858.32	\$3,096,769.96	\$2,468,674.67	\$1,568,575.65
TOTAL FIRMS	\$5,280,822.31	\$4,474,160.28	\$3,596,645.11	\$1,862,768.57

TABLE B-7.
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION UTILIZATION BY YEAR
ALL FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.00%	0.00%	21.02%	27.78%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	21.02%	27.78%
Non-minority Woman Firms	0.67%	0.55%	0.00%	0.00%
TOTAL M/WBE FIRMS	0.67%	0.55%	21.02%	27.78%
TOTAL NON-M/WBE FIRMS	99.33%	99.45%	78.98%	72.22%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$-	\$-	\$137,216.47	\$510,415.44
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$-	\$-	\$137,216.47	\$510,415.44
Non-minority Woman Firms	\$44,062.00	\$3,060.00	\$-	\$-
TOTAL M/WBE FIRMS	\$44,062.00	\$3,060.00	\$137,216.47	\$510,415.44
TOTAL NON-M/WBE FIRMS	\$6,516,290.74	\$553,933.48	\$515,615.26	\$1,326,917.28
TOTAL FIRMS	\$6,560,352.74	\$556,993.48	\$652,831.73	\$1,837,332.72

TABLE B-8.
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION UTILIZATION BY YEAR
CONSTRUCTION FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.00%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	0.00%	0.00%
Non-minority Woman Firms	0.44%	0.78%	0.00%	0.00%
TOTAL M/WBE FIRMS	0.44%	0.78%	0.00%	0.00%
TOTAL NON-M/WBE FIRMS	99.56%	99.22%	100.00%	100.00%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$-	\$-	\$-	\$-
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$-	\$-	\$-	\$-
Non-minority Woman Firms	\$26,292.00	\$3,060.00	\$-	\$-
TOTAL M/WBE FIRMS	\$26,292.00	\$3,060.00	\$-	\$-
TOTAL NON-M/WBE FIRMS	\$6,002,759.58	\$389,234.40	\$10,541.69	\$31,439.47
TOTAL FIRMS	\$6,029,051.58	\$392,294.40	\$10,541.69	\$31,439.47

TABLE B-9.
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION UTILIZATION BY YEAR
ARCHITECTURE & ENGINEERING FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.00%	0.00%	22.64%	28.30%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	22.64%	28.30%
Non-minority Woman Firms	0.00%	0.00%	0.00%	0.00%
TOTAL M/WBE FIRMS	0.00%	0.00%	22.64%	28.30%
TOTAL NON-M/WBE FIRMS	100.00%	100.00%	77.36%	71.70%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$-	\$-	\$137,216.47	\$510,415.44
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$-	\$-	\$137,216.47	\$510,415.44
Non-minority Woman Firms	\$-	\$-	\$-	\$-
TOTAL M/WBE FIRMS	\$-	\$-	\$137,216.47	\$510,415.44
TOTAL NON-M/WBE FIRMS	\$409,047.11	\$71,906.24	\$468,856.90	\$1,293,077.81
TOTAL FIRMS	\$409,047.11	\$71,906.24	\$606,073.37	\$1,803,493.25

TABLE B-10.
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION UTILIZATION BY YEAR
PROFESSIONAL SERVICES FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.00%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	0.00%	0.00%
Non-minority Woman Firms	0.00%	0.00%	0.00%	0.00%
TOTAL M/WBE FIRMS	0.00%	0.00%	0.00%	0.00%
TOTAL NON-M/WBE FIRMS	100.00%	100.00%	100.00%	100.00%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$-	\$-	\$-	\$-
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$-	\$-	\$-	\$-
Non-minority Woman Firms	\$-	\$-	\$-	\$-
TOTAL M/WBE FIRMS	\$-	\$-	\$-	\$-
TOTAL NON-M/WBE FIRMS	\$69,625.80	\$75,551.35	\$29,361.67	\$2,400.00
TOTAL FIRMS	\$69,625.80	\$75,551.35	\$29,361.67	\$2,400.00

TABLE B-11.
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION UTILIZATION BY YEAR
OTHER SERVICES FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.00%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	0.00%	0.00%
Non-minority Woman Firms	35.24%	0.00%	0.00%	0.00%
TOTAL M/WBE FIRMS	35.24%	0.00%	0.00%	0.00%
TOTAL NON-M/WBE FIRMS	64.76%	100.00%	100.00%	0.00%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$-	\$-	\$-	\$-
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$-	\$-	\$-	\$-
Non-minority Woman Firms	\$17,770.00	\$-	\$-	\$-
TOTAL M/WBE FIRMS	\$17,770.00	\$-	\$-	\$-
TOTAL NON-M/WBE FIRMS	\$32,658.25	\$16,408.59	\$2,600.00	\$-
TOTAL FIRMS	\$50,428.25	\$16,408.59	\$2,600.00	\$-

TABLE B-12.
TALLAHASSEE MSA, CITY OF TALLAHASSEE - BLUEPRINT DIVISION UTILIZATION BY YEAR
MATERIALS & SUPPLIES FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.00%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	0.00%	0.00%
Non-minority Woman Firms	0.00%	0.00%	0.00%	0.00%
TOTAL M/WBE FIRMS	0.00%	0.00%	0.00%	0.00%
TOTAL NON-M/WBE FIRMS	100.00%	100.00%	100.00%	0.00%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$-	\$-	\$-	\$-
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$-	\$-	\$-	\$-
Non-minority Woman Firms	\$-	\$-	\$-	\$-
TOTAL M/WBE FIRMS	\$-	\$-	\$-	\$-
TOTAL NON-M/WBE FIRMS	\$2,200.00	\$832.90	\$4,255.00	\$-
TOTAL FIRMS	\$2,200.00	\$832.90	\$4,255.00	\$-

TABLE B-13.
LEON COUNTY UTILIZATION BY YEAR
ALL FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	58.04%	0.16%	0.00%	3.86%
Asian Americans	0.00%	0.00%	0.04%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	58.04%	0.16%	0.04%	3.86%
Non-minority Woman Firms	0.84%	5.46%	26.36%	0.16%
TOTAL M/WBE FIRMS	58.88%	5.62%	26.40%	4.01%
TOTAL NON-M/WBE FIRMS	41.12%	94.38%	73.60%	95.99%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$1,384,707.09	\$12,370.24	\$-	\$237,579.46
Asian Americans	\$-	\$-	\$4,920.00	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$1,384,707.09	\$12,370.24	\$4,920.00	\$237,579.46
Non-minority Woman Firms	\$20,000.00	429571.53	\$3,175,371.18	\$9,750.00
TOTAL M/WBE FIRMS	\$1,404,707.09	\$441,941.77	\$3,180,291.18	\$247,329.46
TOTAL NON-M/WBE FIRMS	\$980,943.39	\$7,420,878.36	\$8,865,020.15	\$5,914,107.19
TOTAL FIRMS	\$2,385,650.48	\$7,862,820.13	\$12,045,311.33	\$6,161,436.65

TABLE B-14.
LEON COUNTY UTILIZATION BY YEAR
CONSTRUCTION FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	78.90%	0.23%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.04%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	78.90%	0.23%	0.04%	0.00%
Non-minority Woman Firms	0.00%	8.10%	28.58%	0.00%
TOTAL M/WBE FIRMS	78.90%	8.33%	28.62%	0.00%
TOTAL NON-M/WBE FIRMS	21.10%	91.67%	71.38%	100.00%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$1,384,707.09	\$12,370.24	\$-	\$-
Asian Americans	\$-	\$-	\$4,920.00	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$1,384,707.09	\$12,370.24	\$4,920.00	\$-
Non-minority Woman Firms	\$-	429571.53	\$3,175,371.18	\$-
TOTAL M/WBE FIRMS	\$1,384,707.09	\$441,941.77	\$3,180,291.18	\$-
TOTAL NON-M/WBE FIRMS	\$370,329.05	\$4,863,030.42	\$7,930,923.76	\$5,598,082.42
TOTAL FIRMS	\$1,755,036.14	\$5,304,972.19	\$11,111,214.94	\$5,598,082.42

TABLE B-15.
LEON COUNTY UTILIZATION BY YEAR
ARCHITECTURE & ENGINEERING FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.00%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	0.00%	0.00%
Non-minority Woman Firms	0.00%	0.00%	0.00%	0.00%
TOTAL M/WBE FIRMS	0.00%	0.00%	0.00%	0.00%
TOTAL NON-M/WBE FIRMS	0.00%	0.00%	100.00%	100.00%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$-	\$-	\$-	\$-
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$-	\$-	\$-	\$-
Non-minority Woman Firms	\$-	\$-	\$-	\$-
TOTAL M/WBE FIRMS	\$-	\$-	\$-	\$-
TOTAL NON-M/WBE FIRMS	\$-	\$-	\$240,191.00	\$16,350.00
TOTAL FIRMS	\$-	\$-	\$240,191.00	\$16,350.00

TABLE B-16.
LEON COUNTY UTILIZATION BY YEAR
PROFESSIONAL SERVICES FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.00%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	0.00%	0.00%
Non-minority Woman Firms	100.00%	0.00%	0.00%	0.00%
TOTAL M/WBE FIRMS	100.00%	0.00%	0.00%	0.00%
TOTAL NON-M/WBE FIRMS	0.00%	100.00%	#VALUE!	#VALUE!
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$-	\$-	\$-	\$-
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$-	\$-	\$-	\$-
Non-minority Woman Firms	\$20,000.00	\$-	\$-	\$-
TOTAL M/WBE FIRMS	\$20,000.00	\$-	\$-	\$-
TOTAL NON-M/WBE FIRMS	\$-	\$1,903,946.12	\$-	\$-
TOTAL FIRMS	\$20,000.00	\$1,903,946.12	\$-	\$-

TABLE B-17.
LEON COUNTY UTILIZATION BY YEAR
OTHER SERVICES FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.00%	0.00%	0.00%	43.43%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	0.00%	0.00%
Non-minority Woman Firms	0.00%	0.00%	0.00%	1.78%
TOTAL M/WBE FIRMS	0.00%	0.00%	0.00%	45.22%
TOTAL NON-M/WBE FIRMS	0.00%	100.00%	100.00%	54.78%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$-	\$-	\$-	\$237,579.46
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$-	\$-	\$-	\$-
Non-minority Woman Firms	\$-	\$-	\$-	9750
TOTAL M/WBE FIRMS	\$-	\$-	\$-	\$247,329.46
TOTAL NON-M/WBE FIRMS	\$-	\$653,901.82	\$693,905.39	\$299,674.77
TOTAL FIRMS	\$-	\$653,901.82	\$693,905.39	\$547,004.23

TABLE B-18.
LEON COUNTY UTILIZATION BY YEAR
MATERIALS & SUPPLIES FIRMS

BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	0.00%	0.00%	0.00%	0.00%
Asian Americans	0.00%	0.00%	0.00%	0.00%
Hispanic Americans	0.00%	0.00%	0.00%	0.00%
Native Americans	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	0.00%	0.00%	0.00%	0.00%
Non-minority Woman Firms	0.00%	0.00%	0.00%	0.00%
TOTAL M/WBE FIRMS	0.00%	0.00%	0.00%	0.00%
TOTAL NON-M/WBE FIRMS	100.00%	0.00%	0.00%	0.00%
BUSINESS OWNERSHIP CLASSIFICATION	2018	2019	2020	2021
African Americans	\$-	\$-	\$-	\$-
Asian Americans	\$-	\$-	\$-	\$-
Hispanic Americans	\$-	\$-	\$-	\$-
Native Americans	\$-	\$-	\$-	\$-
TOTAL MINORITY FIRMS	\$-	\$-	\$-	\$-
Non-minority Woman Firms	\$-	\$-	\$-	\$-
TOTAL M/WBE FIRMS	\$-	\$-	\$-	\$-
TOTAL NON-M/WBE FIRMS	\$610,614.34	\$-	\$-	\$-
TOTAL FIRMS	\$610,614.34	\$-	\$-	\$-

Blueprint Intergovernmental Agency Board of Directors Agenda Item #20

June 27, 2019

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Category: General Business

Department: Office of Economic Vitality

Contact: Benjamin H. Pingree, Director of PLACE
Cristina Paredes, Director of the Office of Economic Vitality
Darryl Jones, Deputy Director of the Office of Economic Vitality,
Minority Women Small Business Enterprise Division
Kirsten Mood, Assistant Blueprint Attorney

STATEMENT OF ISSUE:

This agenda item presents the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency (Attachment #2) to the Blueprint Intergovernmental Agency Board of Directors (IA Board). In addition, staff are seeking IA Board direction to develop uniform MWSBE Policies based on the results of the 2019 Disparity Study for consideration by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the IA Board. MGT of America, Inc. (MGT), will present the 2019 Disparity Study at the June 27, 2019 meeting.

FISCAL IMPACT

This item does not have fiscal impact.

STRATEGIC PLAN

The Strategic Plan indicates that the 2019 Disparity Study would inform the programs of the Office of Economic Vitality (OEV) Minority Women Small Business Enterprise (MWSBE) Division and the OEV Five Year Work Plan. Following IA Board acceptance of the 2019 Disparity Study, the recommendations therein will be used to develop MWSBE Policies that will be brought back to the IA Board, City of Tallahassee Commission, and Leon County Government.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 2 of 27

LEGAL NECESSITY

In order to maintain a legally defensible race- or gender-based program, a government must first conduct a disparity study to determine whether factual predicate evidence of disparity exists in the relevant market. A disparity study must compare the government's utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to the availability of MBE and WBE firms in the relevant market during a limited period. If this comparison reveals that the government has not utilized MBE and WBE firms in sufficient proportion to their availability in the market, significant disparity exists to justify a race- or gender-based program going forward. For more information on the legal necessity and precedent for race- and gender-conscious government programs, see Chapter 2 of the Disparity Study, Attachment #2.

The 2019 Disparity Study identifies significant disparity sufficient to support a consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency.

RECOMMENDED ACTION:

- Option 1: Accept the 2019 Disparity Study providing factual predicate evidence supporting the consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency.
- Option 2: Direct staff to develop uniform policies and procedures, in consultation with City and County staff, for adoption by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the Blueprint Intergovernmental Agency Board of Directors.
- Option 3: Direct staff to work with City Procurement and County Purchasing to review the 2019 Disparity Study recommendations below for inclusion into the consolidated MWSBE Policies and the procurement and purchasing policies and procedures of all three entities and bring back an agenda item to the IA Board for consideration:
- Review the use of bidder rotation for incorporation into the consolidated MWSBE Policies and the procurement and purchasing policies of all three entities.
 - Consider the “unbundling” of contracts for incorporation into the consolidated MWSBE Policies and the procurement and purchasing policies of all three entities.
 - Review current prompt payment policies for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.
 - Review the use of purchasing card policies for all three entities to capture expenditures with MWSBE vendors made with Purchasing Cards.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 3 of 27

- Create policies and procedures for the utilization of the B2GNow contract compliance software to manage all contract data for MWSBE and non-MWSBE procurement activity.
- Create a SBE Bid preference policy to increase utilization of SBEs in City of Tallahassee, Leon County Government and Blueprint procurements.
- Review bonding requirements and opportunities for MWSBEs.
- Consider creating an MWSBE Graduation Program in the consolidated MWSBE Policies for certified MWSBEs.

Option 4: Direct staff to bring back Apprenticeship and mentor/protégé programs for consideration by the IA Board.

EXECUTIVE SUMMARY

In 2016, the City and County merged their respective supplier diversity offices into the Office of Economic Vitality (OEV) Minority Women Small Business Enterprise (MWSBE) Division. One of the MWSBE Division's first tasks was to secure a disparity study whose findings and recommendations would serve as the foundation of the MWSBE Division. In order to continue a legally defensible race- or gender-conscious government program, a disparity study must first identify evidence of disparity in the relevant market area. Accordingly, the MWSBE Division advertised a contract that was awarded to MGT of America, Inc. (MGT), to conduct the 2019 Disparity Study.

The 2019 Disparity Study was commissioned to determine whether evidence of disparity existed in the market, and if so, whether that disparity was sufficient to support a single MWSBE Program to serve the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency. The 2019 Disparity Study considered the expenditures of all three entities and compared the utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to their availability in the relevant market area.

The 2019 Disparity Study revealed evidence of disparity to support not only a continued race- and gender-conscious MWSBE Program but a single, consolidated MWSBE Program that serves all three entities. In addition, the 2019 Disparity Study includes new, consolidated aspirational Goals. The 2019 Disparity Study also includes twelve recommendations that representatives of the City, County, and Blueprint will consider to develop consolidated MWSBE Policies and to make necessary amendments to Procurement and Purchasing Policies. In addition, OEV will convene a Taskforce to assist in developing mentor/protégé and apprenticeship programs in cooperation with MGT. Staff seek IA Board acceptance of the 2019 Disparity Study. Staff also seek direction to develop the consolidated MWSBE Policies and bring them back to the IA Board for consideration. Next, the MWSBE Policies and any necessary amendments to the City's and County's Purchasing and Procurement Policies will be brought before the City of Tallahassee Commission, Leon County Commission, and the IA Board.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 4 of 27

SUPPLEMENTAL INFORMATION:

Table of Contents

I.	Background	4
II.	Legal Necessity	8
III.	Work Group Engagement	9
IV.	Utilization.....	9
V.	Disparity Study Findings	12
VI.	Commendations	15
VII.	Recommendations	16
VIII.	Next Steps.....	24
IX.	Conclusion.....	25

I. Background

Before the Office of Economic Vitality (OEV) Minority Women Small Business Enterprise (MWSBE) Division merged from the respective supplier diversity offices within the City of Tallahassee and Leon County Government, the City and the County operated separate MWSBE Programs based on disparity studies from different years and based on the respective entities' prior MBE and WBE utilization.¹ In April 2016, the City and County agreed to functionally consolidate their MWSBE Programs under the newly created OEV and fund a new Disparity Study to provide the most recent, legally defensible data, but also to determine whether evidence existed to support the consolidation of the two MWSBE Programs or whether the MWSBE Programs must remain separate. The consolidation of the City and County programs was based on the recommendation of a citizen committee that met for five months in 2016 to provide feedback to the on MWSBE Programs. For the last three years, the MWSBE Division has operated two MWSBE Programs side-by-side to serve the City, County, and Blueprint.

As such, OEV had as one of its principal responsibilities since its creation the duty to manage and return a disparity study to the IA Board, the City of Tallahassee, and Leon County Government. The 2019 Disparity Study will serve as one of the keystone documents for OEV and its MWSBE Division. The 2019 Disparity Study will also inform the Purchasing and Procurement Policies and the supplier diversity goals of the City of Tallahassee, Leon County, and Blueprint. Following direction from the IA Board, OEV conducted a national solicitation for a disparity study. MGT of America, Inc. (MGT), won the solicitation. Blueprint negotiated a contract that was finalized in April 2017 for MGT to conduct a Disparity Study of Fiscal Years (FY) 2012-2016 for the City of Tallahassee, Leon County Government, and Blueprint. The scope of work included the following:

- 2019 Disparity Study
 - Anecdotal analysis of the City and County MWSBE Programs, designed to explain and interpret statistical findings. Courts have ruled that the

¹ As with many of its policies and procedures, Blueprint adopted the supplier diversity policies of the City of Tallahassee.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 5 of 27

- combination of disparity study findings and empirical evidence provides the best evidence demonstrating the existence of historically discriminatory practices if any.
 - Define measurable goals and benchmarks.
 - Expenditure analysis for all County, City, and all other related agencies, including Blueprint, for FY 2012-2017.
 - Examine methods to ensure contract compliance, monitoring, and enforcement.
 - Provide modifications to the SBE Program including but not limited to creating graduation requirements, increasing the set-aside ceiling for SBE projects to at least \$250,000, and automatically certifying MWSBEs as SBEs, when eligible.
- Develop uniform MWSBE Policies for the County and City, which includes an evaluation policy for applying the MWSBE goals to awarding projects, if supported by factual predicate evidence.
 - Develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's participation in the Unified Certification Program and the Florida Department of Transportation Disadvantaged Business Enterprise certification process. Modifications to existing certification thresholds and size standards, if necessary.
 - Consideration to allow MBE or WBE prime contractors to count self-performed work to meet the aspirational MBE/WBE Utilization targets for the appropriate purchasing categories.
 - Develop a Mentor-Protégé Program for certified MWSBE vendors.
 - Develop an apprenticeship program to support the business community and provide employment opportunities for high school-aged children and recent high school graduates and;
 - Review the potential of reciprocal certification programs with other MWSBE offices, specifically the Florida Office of Supplier Diversity.
- Review and update the City's DBE Plan for approval by the City of Tallahassee Commission
- Review of the Harvard Study on Economic Segregation presented to the IA Board on March 1, 2018. See Attachment 3.

MGT completed community engagement with the business community to inform the Disparity Study. MGT's engagement included the following:

- Conducted twelve (12) Policy/Stakeholder Interviews.
- Conducted two (2) Stakeholder Kickoff Meetings.
- Two (2) Presentations/Meetings with MWSBE Citizen Advisory Committee, one (1) with Blueprint Citizen Advisory Committee, one (1) with IA Board.
- Conducted five (5) Focus Group Meetings (one ACDBE).
- Conducted four (4) Community Meetings/Public Hearings

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 6 of 27

- In total, approximately forty (40) attendees; Twenty-five (25) people shared experiences
- Completed thirteen (13) stakeholder interviews with Trade Associations and Business Organizations
- Completed forty-five (45) in-depth interviews with business owners
- Over two hundred and ninety (290) business owners contacted
- Business Information Surveys
 - Over thirty (30) completed
 - Completed Custom Census Business Surveys – Over 1,300 completed
- Approximately 27,000 calls made to local business owners.

The volume of public engagement with business owners—both MWSBE and non-MWSBE firms—ultimately informed the anecdotal findings reported in the Disparity Study. As discussed above, race- and gender- based government programs must be supported by factual predicate evidence of disparity. Disparity studies quantify evidence of disparity by analyzing utilization, or expenditures with MBE and WBE firms, within a limited time period and geographic market area. The fraction of MBE and WBE utilization divided by MBE and WBE availability and multiplied by 100 yields a Disparity Index. If the Disparity Index for a given category of MBE or WBE firms is 100, the government has utilized those firms in direct proportion to their availability in the relevant market area during the study time period. A Disparity Index below 100 represents Underutilization of MBE or WBE firms, and a Disparity Index above 100 represents Overutilization. A Disparity Index demonstrating Underutilization below 80 indicates significant disparity sufficient to justify a government program in the category measured. Once significant disparity is identified, a government can implement a legally defensible race- or gender-based program narrowly tailored to remedy the identified disparity.

OEV and MGT were in constant dialogue for the successful management of the 2019 Disparity Study over the last two years. OEV assisted MGT by facilitating the acquisition of financial and procurement data from the City, County, and Blueprint that MGT utilized to determine MBE and WBE utilization during the study period. OEV also brokered opportunities for public and business community engagement throughout the study for MGT's collection of anecdotal information. OEV staff also facilitated stakeholder engagements with the three local chambers—Greater Tallahassee, Big Bend Minority, and Capital City Chambers of Commerce—and the Big Bend Contractors Association for anecdotal information. At the recommendation of MGT and following IA Board approval in December 2018, OEV and MGT negotiated an extension of the contract to add FY 2017 data to the 2019 Disparity Study. The extended agreement also included additional deliverables: the creation of an apprenticeship program and a review of the academic validity of the Harvard Study on Economic Segregation.

On March 1, 2018, staff presented MGT's response to the Harvard Study on Economic Segregation to the IA Board. MGT reviewed the Harvard Study and perceived economic segregation through the lens of the data being processed for the 2019 Disparity Study.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 7 of 27

MGT used the Harvard Study to guide and direct the data analyzed in the 2019 Disparity Study to answer to what extent, if any, there is discrimination and disparate treatment in the marketplace. MGT examined causal or underlying factors that impact utilization and availability of MBE and WBE firms in the marketplace. MGT delivered an updated response to the Harvard Study indicating how the 2019 Disparity Study efforts of the City, County, and Blueprint, including OEV and its MWSBE Division, strengthen small, minority, and women owned businesses. *See Attachment 3.*

Upon the completion of the draft 2019 Disparity Study, OEV convened a Disparity Study Workgroup to verify the data and approve the methodology used to complete the 2019 Disparity Study. The attorneys on the Workgroup reviewed the law cited in the Disparity Study to ensure its legal defensibility. The budget, procurement, and purchasing offices authenticated the supporting financial data. The Workgroup accepted the methodology used to calculate utilization, availability, and disparity. The Workgroup included:

- Cassandra Jackson, City Attorney
- Herb Thiele, Leon County Attorney
- Ben Pingree, PLACE Director
- LaShawn Riggans, Deputy Leon County Attorney
- Amy Toman, Deputy City Attorney
- Cristina Paredes, Office of Economic Vitality Director
- Autumn Calder, Blueprint Director
- Scott Ross, Leon County Budget Director
- Robert Wigen, COT Budget Director
- Shelly Kelley, County Purchasing Director
- Andre Libroth, City Procurement Director
- Kirsten Mood, Assistant Blueprint Attorney
- Darryl Jones, Deputy Director Office of Economic Vitality/MWSBE Division
- LaTanya Raffington, MWSBE Division
- Shanea Wilks, MWSBE Division
- Tres Long, Blueprint Accountant
- Shelonda Meeks, Blueprint Administration
- Maribel Nicholson-Choice, Blueprint Legal Consultant

MGT conducted the 2019 Disparity Study to analyze the expenditures of all three entities within the four-county market area of Leon, Gadsden, Jefferson, and Wakulla Counties between Fiscal Year (FY) 2012 and FY 2017. The expenditures of all three entities with MBE and WBE firms—utilization—compared to the availability of MBE and WBE firms in the four-county market area during the study period revealed significant disparity that is sufficient to support a consolidated MWSBE Program for the City, County, and Blueprint. Now that significant disparity has been identified, MGT will continue to work with the three entities to develop a consolidated MWSBE Program.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 8 of 27

MGT remains responsible for working with all three entities to develop MWSBE Policies to support a consolidated MWSBE Program. These policies will include Tiered Certification, Reciprocal Certification, and MWSBE Graduation. MGT will also review and update the City's Disadvantaged Business Enterprise (DBE) Program applicable to the Airport, update the current Small Business Enterprise (SBE) Program, and update its prior review of the Harvard Study on Economic Segregation. MGT also remains responsible for developing policies for a mentor/protégé program and an apprenticeship program. Staff recommends that a Taskforce convene to guide MGT in creating these deliverables. Both programs will serve the local business community and provide capacity building for MWSBEs and stimulate job creation in our local economy. Therefore, the creation of these programs will require input and collaborations from key stakeholders in our business community and workforce development partners. OEV will report to the IA Board with Taskforce recommendations for the implementation of a mentor/protégé program and an apprenticeship program.

II. Legal Necessity

In 1989, the United States Supreme Court decided *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989). *Croson* struck down the City of Richmond Minority Business Enterprise Program requiring prime contractors to subcontract at least 30% of the prime contract award to minority businesses. Justice O'Connor, writing for the Court, found that the City of Richmond failed to demonstrate a compelling state interest in justifying its plan and that the plan was not narrowly tailored to remedy the effects of past discrimination. *Id.* at 506-11. Justice O'Connor's decision carved out a method by which governments can rectify a history of race- and gender-based discrimination: (1) identify factual predicate evidence of significant disparity sufficient to demonstrate a compelling state interest in using a race- or gender-conscious program; and (2) tailor the program narrowly to address the actual disparity for which there is recent, geographically relevant evidence.

A disparity study identifying factual predicate evidence of disparity is necessary to support a narrowly tailored, legally defensible MWSBE Program. *See Eng'g Contractors Ass'n of S. Fla., Inc.*, 122 F.3d 895, 916 (11th Cir.1989)); *Concrete Works of Colo., Inc. v. City and Cty. of Denver (Concrete Works IV)*, 321 F.3d 950 (10th Cir.), *cert. denied*, 540 U.S. 1027 (2003). Without such evidence, a local government cannot claim a compelling state interest in implementing a race- or gender-conscious program. A disparity study must be conducted every few years and include a limited market area to ensure the most up-to-date and narrowly tailored data necessary for a legally defensible race- and gender-conscious program. *See Rothe Dev. Corp. v. United States Dep't of Def.*, 545 F.3d 1023, 1039 (Fed. Cir. 2008).

For more information on the legal necessity and precedent for race- and gender-conscious government programs, see Chapter 2 of the Disparity Study, Attachment #2.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 9 of 27

III. Workgroup Engagement

As mentioned previously, upon completion of the draft 2019 Disparity Study, OEV convened a Workgroup comprised of staff from the City, County, and Blueprint to authenticate the data and methodology used to inform the 2019 Disparity Study and its recommendations, provide legal review of the case law cited in the Disparity Study, and to accept the findings contained therein. The Disparity Study Workgroup had eight meetings. There were also additional meetings with MGT, attorneys, and the data and financial managers for verifying the information.

The Workgroup's verification of data in the draft Disparity Study ensures that the final 2019 Disparity Study is its most legally defensible and statistically sound before IA Board consideration. The Workgroup accepted the methodology that MGT used:

- Based on similar goal-setting process as established in 49 CFR 26, the U.S. Department of Transportation (DOT) Disadvantaged Business Enterprise (DBE) regulations.
- MBE and WBE Availability – used custom census based on Dun & Bradstreet to estimate availability in the four-county market area.
- MBE and WBE Utilization – baseline availability estimates were adjusted for measures of existing MWSBE utilization for the study period.
- Proposed MBE and WBE Aspirational Goals – used a weighted average of MBE and WBE utilization and availability.

Following acceptance from the Workgroup, MGT shared the 2019 Disparity Study and discussed its methodology, process, findings, commendations, and recommendations with the Blueprint Intergovernmental Agency's citizen advisory committees.

The results of the Disparity Study were presented to the Blueprint Citizen Advisory Committee (CAC) on June 13, 2019, the Economic Vitality Leadership Council (EVLC) on June 14, 2019, and the Minority Women and Small Business Enterprise Citizen Advisory Committee on June 17, 2019. Each committee received a presentation by MGT and had the opportunity to engage with the consultants on the recommendations and findings presented.

IV. Utilization

One of the most important components of the 2019 Disparity Study is the reporting of current utilization of MBE and WBE firms from all three entities. As discussed above, the MWSBE Division has been operating the City and the County's legacy MWSBE Programs based on prior year disparity studies including data limited to each respective entity. The continuation of any MWSBE Program required an updated disparity study for the most recent fiscal years. To determine whether the two programs could be consolidated, a study of all three entities was imperative. Therefore, the 2019 Disparity Study reviews City, County, and Blueprint expenditures between FY 2012 and FY 2017. The 2019 Disparity

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 10 of 27

Study also limited its review to a four-county market area: Leon, Gadsden, Jefferson, and Wakulla Counties.

Disparity studies quantify evidence of disparity by analyzing utilization, or government expenditures with MBE and WBE firms. The fraction of MBE and WBE utilization divided by MBE and WBE availability in the four-county market area and multiplied yields the Disparity Index. A Disparity Index of 100 indicates parity—that the government is using MBE and WBE firms in proportion to their availability. A score under 100 indicates Underutilization, and a score over 100 indicates Overutilization. A Disparity Index below 80 indicates significant disparity sufficient to justify a race- or gender-conscious government program.

Although MBE and WBE firms from outside the four-county market area are excluded from the 2019 Disparity Study for legal defensibility, the data nevertheless demonstrates that the City, County, and Blueprint exceeded their current aspirational goals for Construction Subcontractors. Blueprint exceeded its WBE goals in the areas of Other Services and Materials and Supplies. Leon County exceeded its MBE goals in Other Services and exceeded WBE goals in Materials and Supplies. The following data presents a picture of the combined spending of all three entities among MBE and WBE firms in the four-county market area for services in the following business categories: Construction; Architecture and Engineering (A&E); Professional Services; Materials and Supplies; and Other Services.

Table 8-24, from the Disparity Study, below details how the City, County, and Blueprint spent all of their combined dollars with MBE, WBE, and non-minority firms across all business categories between FY 2012 and FY 2017. These expenditures are those dollars spent with Prime Contractors. These expenditures also guide MGT in developing narrowly tailored goals based on the 2019 Disparity Study that are also attainable based on recent performance. Detailed information regarding the utilization can be found in Chapter 8 of the Disparity Study.

TABLE 8-24 FY 2012-FY 2017
UTILIZATION OF FIRMS BY CITY, COUNTY, AND BLUEPRINT
BY PRIME CONTRACT CATEGORY AND BUSINESS OWNERSHIP CLASSIFICATION

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION PRIMES	A&E	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES	ALL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
AFRICAN AMERICAN FIRMS	\$2,558,888.39	\$1,794,021.42	\$424,844.11	\$6,510,702.13	\$60,761.04	\$11,349,217.09
ASIAN AMERICAN FIRMS	\$5,360.00	\$0.00	\$5,020.00	\$116,584.35	\$7,048.00	\$134,012.35
HISPANIC AMERICAN FIRMS	\$7,763,230.30	\$209,991.00	\$95,696.04	\$3,347,370.17	\$0.00	\$11,416,287.51
NATIVE AMERICAN FIRMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL MINORITY FIRMS	\$10,327,478.69	\$2,004,012.42	\$525,560.15	\$9,974,656.65	\$69,952.04	\$22,901,659.95
NONMINORITY FEMALE FIRMS	\$5,638,173.55	\$2,816,515.72	\$1,182,488.14	\$4,897,180.46	\$2,736,927.05	\$17,271,284.92
TOTAL M/WBE FIRMS	\$15,965,652.24	\$4,820,528.14	\$1,708,048.29	\$14,871,837.11	\$2,806,879.09	\$40,172,944.87
TOTAL NON-M/WBE FIRMS	\$311,273,720.32	\$74,517,482.68	\$30,572,401.77	\$122,879,259.59	\$70,486,381.29	\$609,729,245.65
TOTAL FIRMS	\$327,239,372.56	\$79,338,010.82	\$32,280,450.06	\$137,751,096.70	\$73,293,260.38	\$649,902,190.52

Blueprint Intergovernmental Agency Board of Directors Meeting
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency
Page 11 of 27

CONTINUED FROM PAGE 10

TABLE 8-24 FY 2012-FY 2017

UTILIZATION OF FIRMS BY CITY, COUNTY, AND BLUEPRINT**BY PRIME CONTRACT CATEGORY AND BUSINESS OWNERSHIP CLASSIFICATION**

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION PRIMES	A&E	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES	ALL
	(%)	(%)	(%)	(%)	(%)	(%)
AFRICAN AMERICAN FIRMS	0.78%	2.26%	1.32%	4.73%	0.08%	1.75%
ASIAN AMERICAN FIRMS	0.00%	0.00%	0.02%	0.08%	0.01%	0.02%
HISPANIC AMERICAN FIRMS	2.37%	0.26%	0.30%	2.43%	0.00%	1.76%
NATIVE AMERICAN FIRMS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	3.16%	2.53%	1.63%	7.24%	0.10%	3.52%
NONMINORITY WOMEN FIRMS	1.72%	3.55%	3.66%	3.56%	3.73%	2.66%
TOTAL M/WBE FIRMS	4.88%	6.08%	5.29%	10.80%	3.83%	6.18%
TOTAL NON-M/WBE FIRMS	95.12%	93.92%	94.71%	89.20%	96.17%	93.82%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Study Period: October 1, 2012 to September 30, 2017.

Staff analysis: *It is important to note that for the several years of the study, the City and the County administered their programs through separate offices. The MWSBE Division continued to administer the programs for the respective entities after May 2016.*

Table 8-25 below breaks out the Construction Subcontracting expenditures of each entity with MBE and WBE firms within the study period. MGT examined entity-specific data like the data presented in Table 8-25 to support its recommendation that the current MBE and WBE utilization of all three entities compared to availability in the four-county market area supported a move towards a consolidated MWSBE Program. The data in Table 8-25 delivers the strongest evidence of the success of the current programs.

TABLE 8-25 FY 2012-FY 2017

UTILIZATION OF CONSTRUCTION SUBCONTRACTOR FIRMS**BY CITY, COUNTY, AND BLUEPRINT BY BUSINESS OWNERSHIP CLASSIFICATION**

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION SUBCONTRACTORS			
	CITY	BLUEPRINT*	COUNTY	ALL
	(\$)	(\$)	(\$)	(\$)
AFRICAN AMERICAN FIRMS	\$10,046,063.73	\$2,416,804.71	\$4,063,114.93	\$14,109,178.66
ASIAN AMERICAN FIRMS	\$0.00	\$0.00	\$0.00	\$0.00
HISPANIC AMERICAN FIRMS	\$0.00	\$0.00	\$507,858.66	\$507,858.66
NATIVE AMERICAN FIRMS	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL MINORITY FIRMS	\$10,046,063.73	\$2,416,804.71	\$4,570,973.59	\$14,617,037.32
NONMINORITY FEMALE FIRMS	\$4,266,456.89	\$6,498,195.24	\$1,282,196.15	\$5,548,653.04
TOTAL M/WBE FIRMS	\$14,312,520.62	\$8,914,999.95	\$5,853,169.74	\$20,165,690.36
TOTAL NON-M/WBE FIRMS	\$54,295,107.18	\$10,849,183.59	\$13,764,011.87	\$68,059,119.05
TOTAL FIRMS	\$68,607,627.80	\$19,764,183.54	\$19,617,181.61	\$88,224,809.41

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 12 of 27

CONTINUED FROM PAGE 11

TABLE 8-25 FY 2012-FY 2017

UTILIZATION OF CONSTRUCTION SUBCONTRACTOR FIRMS

BY CITY, COUNTY, AND BLUEPRINT BY BUSINESS OWNERSHIP CLASSIFICATION

BUSINESS OWNERSHIP CLASSIFICATION	CITY (%)	BLUEPRINT* (%)	COUNTY (%)	ALL (%)
AFRICAN AMERICAN FIRMS	14.64%	12.23%	20.71%	15.99%
ASIAN AMERICAN FIRMS	0.00%	0.00%	0.00%	0.00%
HISPANIC AMERICAN FIRMS	0.00%	0.00%	2.59%	0.58%
NATIVE AMERICAN FIRMS	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	14.64%	12.23%	23.30%	16.57%
NONMINORITY WOMEN FIRMS	6.22%	32.88%	6.54%	6.29%
TOTAL M/WBE FIRMS	20.86%	45.11%	29.84%	22.86%
TOTAL NON-M/WBE FIRMS	79.14%	54.89%	70.16%	77.14%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%

Study Period: October 1, 2012 to September 30, 2017.

*Note: Blueprint subcontractor dollars are also included in City's totals

***Staff analysis:** The greatest volume of MWSBE utilization is in Construction Subcontracting as noted in the tables above. All three entities exceeded their current MBE Goals based on prior disparity studies in the area of Construction Subcontracting. The City and Blueprint exceeded the current WBE Goals in the area of Construction Subcontracting. Leon County Government also exceeded its current MBE goal in the business category of Other Services. See Executive Summary, Page E-7, Table E-11, Attachment #1.*

Presently, the City of Tallahassee and Leon County Government have experienced underutilization of certified MWSBEs due to the current market demands for construction subcontractors by both local commercial developments and hurricane recovery efforts in the Florida Panhandle. Construction subcontractors indicate that while they are able to perform the advertised work and would normally be willing, they are not currently able to bid for more work as they assist in the recovery of Hurricane Michael to the west. Although this underutilization may have an effect on future disparity studies, it may be considered anecdotal evidence of the strength of the programs administered by the MWSBE Division that construction subcontractors with whom all three entities work have found success in the wider market.

V. Disparity Study Findings

The most important element of the Disparity Study is the comparison of each jurisdiction's MBE and WBE utilization to their availability in the four-county market area. Also important for the purpose of legal defensibility is review of anecdotal evidence of disparity. Together, these findings represent factual predicate evidence of significant disparity necessary to justify a narrowly-tailored MWSBE Program. Without this factual predicate evidence, an MWSBE Program must fall to legal challenge. MGT's research revealed factual predicate evidence of significant disparity. Therefore, MGT recommends the continuation of an MWSBE Program for all three entities. Further, MGT advises that, based on its findings, the City, County, and Blueprint can consolidate their MBE and WBE Goals and maintain a narrowly tailored, legally defensible MWSBE Program.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 13 of 27

Anecdotal Findings

MGT collected anecdotal information from in-depth interviews, focus groups, community and stakeholder meetings, and business surveys. Both MWSBE firms and non-MWSBE firms were utilized in the gathering of anecdotal information. The Disparity Study consultant reported the following:

- Firms indicated that during most of the study period, the MWSBE Program, and the DBE program, were operated by two agencies.
- Firms indicated that the consolidated programs should help increase utilization, but will require additional resources, and support from the governing bodies to function effectively.
- Participants stated that contracts are too large for their firms to successfully compete on.
- Firms stated that “having two different program guidelines (policies and practices) within the same office is counterproductive.” OEV is in the process of consolidating their MWSBE Programs which will help address this issue.
- Firms believed that “primes are not being held accountable for utilizing MWSBEs. Primes submit names of MWSBE subs to get work, but do not use the subs named in their proposal.”
- Some firms also stated that “primes are slow to pay for work completed. Accountability is needed to ensure primes are paying subs timely and contracted amounts.”

Utilization and Availability Findings

The following tables show disparity in all three jurisdictions. As discussed on page 10, MGT calculated a Disparity Index based on the MBE and WBE utilization of all three entities divided by the availability of MBE and WBE firms in the four-county market area and multiplied by 100. A Disparity Index of 80 or below indicates a significant disparity. The following tables show the utilization, availability, and Disparity Indexes for MBE and WBE firms during the study period, FY 2012 to FY 2017.

Combined MWSBE Utilization, Availability, and Disparity

During the study period, across all agencies and all procurement categories, MWSBE utilization amounted to 6.18 percent of total payments, or \$40,172,945 of \$649,902,191. There was statistically significant underutilization for all MWSBE groups, except Hispanic Americans in the business categories of Prime Construction and Other Services. The current utilization, when compared to availability through the associated Disparity Index allows MGT to create MBE and WBE Goals to support a future MWSBE Program. MGT has recommended that, based on these numbers, the separate City and County MWSBE Programs can be consolidated into one. See Table E-7 below.

Blueprint Intergovernmental Agency Board of Directors Meeting
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency
Page 14 of 27

TABLE E-7 FY 2012-FY 2017
COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING FOR PRIME CONTRACTORS, ALL CATEGORIES

BUSINESS CLASSIFICATION	OWNERSHIP	UTILIZATION %	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS		\$11,349,217.09	1.75%	4.74%	36.81	Underutilization	Disparity*
ASIAN AMERICAN FIRMS		\$134,012.35	0.02%	0.79%	2.61	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS		\$11,416,287.51	1.76%	1.57%	111.74	Overutilization	No Disparity*
NATIVE AMERICAN FIRMS		\$0.00	0.00%	0.18%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS		\$22,901,659.95	3.52%	7.28%	48.38	Underutilization	Disparity*
NONMINORITY WOMEN FIRMS		\$17,271,284.92	2.66%	8.99%	29.57	Underutilization	Disparity*
TOTAL M/WBE FIRMS		\$40,172,944.87	6.18%	16.27%	37.99	Underutilization	Disparity*
NON-M/WBE FIRMS		\$609,729,245.65	93.82%	83.73%	112.05	Overutilization	No Disparity*

Source: MGT developed the Utilization Analysis and Availability Analysis for the study.

Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00.

The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indexes have been rounded.

* denotes the ratio of utilization to availability is statistically significant at a 0.05 level.

The totals may not equal the sum of components due to rounding.

Staff analysis: Overall, the Disparity Indexes above indicate a need for a continued MWSBE Program. The success of Hispanic American MBE firms provides an example of how MBE goals must be narrowly tailored to meet legal standards. Hispanic American utilization only exceeded availability in the business categories of Prime Construction and Other Services. Disparity existed for Hispanic American firms in the business categories of Construction Subcontracting, A&E, and Materials and Supplies. See 2019 Disparity Study, Page 8-29, Table 8-30, Attachment #2. Therefore, narrowly tailored goals for Hispanic American firms are appropriate in those business categories where disparity exists for Hispanic Americans. Should the IA Board approve, the best method to narrowly tailor a consolidated MWSBE Program to fit the disparity MGT has identified will be the subject of collaboration among MGT, City, County, and Blueprint representatives in the coming months to create consolidated MWSBE Policies.

Combined MWSBE Construction Subcontractor Utilization, Availability, and Disparity

During the study period, across all three entities, Construction Subcontractor payments are estimates based on U.S. Census data. OEV and the Disparity Study Workgroup have initiated procedures to capture more of this data for the next Disparity Study cycle. MWSBE subcontractor utilization amounted to 22.86 percent or \$20.16 million of total estimated payments of \$88.22 million. There was no utilization of Asian American or Native American subcontractor firms. There was substantial underutilization for all MBE and WBE groups in the business category of Construction Subcontracting. See Table E-8 below.

Blueprint Intergovernmental Agency Board of Directors Meeting
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency
Page 15 of 27

TABLE E-8 FY 2012-FY 2017

COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION SUBCONTRACTORS

BUSINESS CLASSIFICATION	OWNERSHIP	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS		\$14,109,178.66	15.99%	21.33%	74.96	Underutilization	Disparity*
ASIAN AMERICAN FIRMS		\$0.00	0.00%	0.67%	0.00	Underutilization	Disparity
HISPANIC AMERICAN FIRMS		\$507,858.66	0.58%	6.67%	8.63	Underutilization	Disparity*
NATIVE AMERICAN FIRMS		\$0.00	0.00%	2.00%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS		\$14,617,037.32	16.57%	30.67%	54.03	Underutilization	Disparity*
NONMINORITY WOMEN FIRMS		\$5,548,653.04	6.29%	12.67%	49.65	Underutilization	Disparity*
TOTAL M/WBE FIRMS		\$20,165,690.36	22.86%	43.33%	52.75	Underutilization	Disparity*
NON-M/WBE FIRMS		\$68,059,119.05	77.14%	56.67%	136.13	Overutilization	No Disparity*

Source: MGT developed the Utilization Analysis and Availability Analysis for the study.

Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00. The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indices have been rounded. * denotes the ratio of utilization to availability is statistically significant at a 0.05 level.

The totals may not equal the sum of components due to rounding.

***Staff analysis:** The Disparity Indexes above in the area of Construction Subcontracting provide detail for the aspirational goals that MGT recommends as part of the 2019 Disparity Study. Without the data comparison above, separate goals could not be generated for the specific business category of Construction Subcontracting. By enacting MGT's recommendations for data capture, future goals can include even more detail.*

VI. Commendations

Following MGT's review of the policies, procedures, and programs of the City, County, and Blueprint, MGT cited the following areas for which the entities should be commended:

- City, County, and Blueprint should be commended for establishing subcontractor goals on certain City, County, and Blueprint contracts. City, County, and Blueprint have established procedures for project specific subcontracting goal setting process.
- City, County, and Blueprint should be commended for utilizing B2GNow, a contract compliance and monitoring tracking system. This system can maintain and track awarded projects (awards and payments) at the prime and sub level.
 - City, County, and Blueprint should fully implement, monitor and track progress on key performance indicators (KPIs) and establish solid processes to collect and analyze MWSBE and SBE utilization data to monitor goal attainment. Data collection should include:
 - Require primes (both MWSBE and non-MWSBE) to report all subcontractor and supplier utilization.
 - Validate subcontractor utilization using compliance reporting.
 - Consistently collect bid and proposal responses and identify those that are MBE and WBE firms.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 16 of 27

- Document MWSBE and SBE bidders on City, County, and Blueprint contracts.
- The City, County, and Blueprint should be commended for having a prompt payment policy for subcontractors. The MWSBE Division requires every contract with a prime to include provisions to ensure prompt payment to subcontractors for satisfactory work. Failure to provide prompt payments may result in penalties for non-compliance.
- City, County, and Blueprint should be commended for encouraging SBE utilization. SBE programs have the advantage that they are generally not subject to constitutional challenge.

Staff Response: Following a recommendation of the 2009 Leon County Disparity Study, Leon County purchased the B2GNow contract compliance monitoring software to track MWSBE utilization in Leon County Government procurements. Leon County was successful with its implementation and operation of the B2GNow software. When the MWSBE offices of the City of Tallahassee and Leon County were consolidated, B2GNow became the chosen contract compliance software to serve all three entities. Staff will continue the full integration of B2GNow as the contract compliance software for the City of Tallahassee and Blueprint. The utilization of B2GNow software by all three entities has required the collaboration of several City of Tallahassee, Leon County Government departments, OEV staff and B2GNow technical staff starting in 2016. By August 2019, B2GNow will also serve the City of Tallahassee and Blueprint. The utilization of this contract compliance software by all three entities will be one of the most important functions of our consolidated MWSBE office.

VII. Recommendations

MGT Recommendation A: Combined Aspirational MWSBE Goals

One of the objectives of the 2019 Disparity Study was to determine whether a set of consolidated MWSBE Goals was legally defensible based on MBE and WBE utilization and availability. As a result of its 2019 Disparity Study, MGT identified that a consolidated MWSBE Program and Goals could be supported by evidence of significant disparity. MGT developed consolidated Goals for all three entities in Table E-12 below. The proposed consolidated Goals are based on legal defensibility, current industry standards, and recent goal attainment. The data and factual basis for the Goals was vetted by the Disparity Study Workgroup. MGT used a combined MBE and WBE utilization calculation for all three entities. MGT then weighed the Goals for MBE and WBE availability and utilization.

Blueprint Intergovernmental Agency Board of Directors Meeting
 Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee,
 Leon County Government, and the Blueprint Intergovernmental Agency
 Page 17 of 27

TABLE E-12
 PROPOSED 2019 COMBINED ASPIRATIONAL MBE AND WBE GOALS
 CITY, COUNTY, AND BLUEPRINT

BUSINESS CATEGORY	REVISED CONSOLIDATED GOALS 6/19/19	
	MBE	WBE
Construction	5.00%	4.00%
Construction Subs	14.00%	9.00%
A & E	8.00%	6.00%
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

Source: Chapter 8, 2019 City, County, and Blueprint Disparity Study

Staff Response:

Staff supports the recommendation for consolidation of the MWSBE aspirational targets for all three jurisdictions. The MWSBE Division will manage bid analyses with a single set of goals and the contract compliance monitoring function will be managed by a single contract compliance monitoring software, B2GNow. The MWSBE Division will continue to review RFPs and solicitations for the application of aspirational targets.

As noted previously, both the City and County have experienced difficulty in meeting MWSBE Goals in the area of Construction Subcontracting as a result of increased demand in the wake of Hurricane Michael. The MWSBE Division will continue to work with Primes and Subcontractors to narrowly tailor the goals of each solicitation to the actual availability of MBE and WBE firms who would otherwise be willing and able to bid if not for the demands on their services as a result of the natural disaster west of Tallahassee.

Staff Recommendation: Direct staff to use the consolidated MBE and WBE aspirational targets as described in the 2019 Disparity Study for Blueprint Procurements and to develop uniform policies and procedures, in consultation with City and County staff, for adoption by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the Blueprint Intergovernmental Agency Board of Directors.

MGT Recommendation B: Narrowly Tailored MWSBE Program

Developments in court cases involving federal disadvantaged business enterprise (DBE) programs provide important insight into the design of local programs. The federal DBE program features in Table E-13 on the next page demonstrate the application of a narrowly tailored remedial procurement preference program. The City, County, and Blueprint should adopt these features in the new, consolidated MWSBE Program.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 18 of 27

TABLE E-13

NARROWLY TAILORED M/WBE PROGRAM FEATURES

	<i>Narrowly Tailored Goal-setting Features</i>	DBE Regulations
1.	The City, County, and Blueprint should not use M/WBE quotas.	49 CFR 26(43)(a)
2.	The City, County, and Blueprint should use race- or gender-conscious set-asides only in extreme cases.	49 CFR 26(43)(b)
3.	The City, County, and Blueprint should meet the maximum amount of M/WBE goals through race-neutral means.	49 CFR 26(51)(a)

Source: Suggested features in a proposed narrowly tailored M/WBE program based on USDOT 49 CFR 26.

Staff Response:

Staff support the recommendation for a narrowly tailored MWSBE Program in compliance with the legal precedent MGT provided. A narrowly tailored MWSBE Program is one that is based on recent data from a limited geographic area based on availability of MBE and WBE firms who are willing and able to work with the government in question. Staff can use the data, analysis, and recommendations MGT has delivered to develop a consolidated MWSBE Program that can withstand strict legal scrutiny.

Staff Recommendation: Accept the 2019 Disparity Study providing factual predicate evidence supporting the consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency.

MGT Recommendation C: Subcontractor Project Goals

In its 2019 Disparity Study, MGT found factual predicate evidence of significant disparity that can support a legally defensible, narrowly tailored MWSBE Program. This factual predicate evidence includes the following:

- ♦ Anecdotal evidence of disparate treatment to MWSBE subcontractors by prime contractors; and
- ♦ Disparities identified in the private sector marketplace through the U.S. Census Survey of Business Owners (SBO) data.
- ♦ Statistical disparities in current MWSBE utilization which showed substantial underutilization in all business categories, for all MWSBE groups, except for Hispanic Americans in Construction and Other Services;
- ♦ Evidence of discrimination in business formation and revenue earned from self-employment. Racial, ethnic, and gender variables have a statistically significant negative impact on rates of self-employment and MWSBE firms earned significantly less in 2012-2017 than self-employed nonminority males;

Based on the foregoing, MGT recommends the following Subcontractor Project Goals:

- ♦ City, County, and Blueprint should continue to establish project specific subcontracting goals on a contract by contract basis, based on the availability of ready, willing, and able MBE and WBE firms

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 19 of 27

- City, County, and Blueprint should not place goals on contracts where overutilization has been identified, i.e. Hispanic Americans in Construction and Other Services.
- City, County, and Blueprint continue to require Prime Contractors to document outreach efforts and reasons for rejecting qualified MWSBEs and/or MWSBEs that were the low bidder (Good Faith Effort).

Staff Response:

Staff supports the consolidation of the MWSBE Program narrowly tailored to the significant disparity identified in the 2019 Disparity Study for the City, County, and Blueprint. Staff also agrees with continuing the practice of capturing Good Faith Efforts when a bid respondent fails to meet the aspirational goal identified for a project. Staff will also continue to narrowly tailor each solicitation to ensure that goals reflect only those MBE and WBE firms who are ready, willing, and able to work.

Staff Recommendation: Direct staff to develop uniform MWSBE Policies based on the results and recommendations in the 2019 Disparity Study for adoption by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the IA Board.

MGT Recommendation D: Bidder Rotation

City, County, and Blueprint should consider bidder rotation to limit habitual purchases from majority firms and to ensure that MWSBEs have an opportunity to bid along with majority firms. Bid rotation encourages MWSBE utilization, particularly in architecture and engineering, by providing each pre-qualified vendor an opportunity to be chosen to perform on a contract. For example, the School Board of Broward County use bid rotation as part of their Supplier Diversity Outreach Program. It is used for a prequalified panel of certified Small Business Enterprises for smaller contracts valued at less than \$50,000.

Staff Response:

The City of Tallahassee and Leon County Government already exercise a form of bidder rotation through the use of continuing service agreements. Staff support the recommendation of reviewing its bidder rotation procedures. This practice is intended to provide opportunity for qualified vendors to be selected for multi-year service contracts. Staff also recommends analyzing the adoption of bidder rotation in the procurement policies of the City of Tallahassee, Leon County Government and Blueprint.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing to review bidder rotation for incorporation into the consolidated MWSBE policies and the procurement and purchasing policies of all three entities.

MGT Recommendation E: Contract Size

Many MWSBE firms stated that one of the barriers faced was the size of contracts. Contracts are too large for their firms to successfully compete. MGT recommends that City, County, and Blueprint consider structuring smaller bid packages (unbundle), where

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 20 of 27

feasible, so small firms can bid as primes and subcontractors and have the capacity to bid and win prime contracts.

Staff Response:

Staff agrees that the size of contracts or solicitations may be larger than the capacity of certified MBE and WBE firms in some industries. Staff recommends an analysis of the “unbundling” of projects to increase opportunity for MWSBEs to operate as primes on these smaller projects to help MWSBEs increase capacity. Although “unbundling” is an attractive method of reaching more MBE and WBE firms, Project Managers and Purchasing and Procurement staff may find the utilization of multiple contractors impracticable and cost prohibitive. Accordingly, OEV should seek guidance from City Procurement and County Purchasing to determine whether or how to implement this recommendation.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the use of “unbundling” of contracts for incorporation into the consolidated MWSBE policies and the procurement and purchasing policies of all three entities.

MGT Recommendation F: Data Management

City, County, and Blueprint should fully implement, monitor, and track progress on key performance indicators (KPIs) and establish solid processes to collect and analyze MBE, WBE, and SBE utilization data to monitor goal attainment. Data collection should include:

- ♦ Require primes (both MWSBE and non-MWSBE) to report all subcontractor and supplier utilization.
- ♦ Validate subcontractor utilization using compliance reporting.
- ♦ Consistently collect ALL bid and proposal responses and identify those that are MWSBE firms and those that are not.
- ♦ Document MWSBE and SBE bidders on City, County, and Blueprint contracts.

Staff Response:

The Workgroup and staff support the recommendation that all three entities fully implement, monitor, and track progress on KPIs and establish processes to collect and analyze MBE, WBE, and SBE utilization data to monitor goal attainment. If approved, this recommendation would require improvement of information sharing, process coordination between departments and the MWSBE Division, and continued utilization of B2GNow Contract Compliance. The result should be improved data collection and reporting relative to MWSBE utilization and contract monitoring. This recommendation will make the next Disparity Study Cycle simpler. Staff also recommends that the consolidated MWSBE policy and the procurement policies of the City of Tallahassee, Leon County Government, and Blueprint be amended to support the full integration of B2GNow contract compliance software in procurement.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the creation of policies and procedures for the

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 21 of 27

utilization of the B2GNow contract compliance software to manage all contract data for MWSBE and non-MWSBE procurement activity.

MGT Recommendation G: Prompt Payment

OEV should review current penalties for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.

Staff Response:

Current City, County, and Blueprint Procurement Policies include Prompt Payment requirements that require that Prime Contractors pay Subcontractors in a prompt manner. Staff will review current penalties for MWSBE Prompt Payment Policy infractions. Staff will pursue guidance from City of Tallahassee, Leon County Government, and Blueprint Attorneys for policy options and integration into all relevant policies and procedures for all three jurisdictions.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the review the current Prompt Payment Penalties for effectiveness and determine if additional penalties should be considered, e.g. breach of contract for updates to the procurement and purchasing policies and procedures of all three entities.

MGT Recommendation H: SBE Bid Preferences

City, County, and Blueprint should consider the use of SBE bid preferences. SBE bid preferences operate along similar lines as MWSBE bid preferences. For example, prime consultants could receive up to five evaluation points if the consultant is either a small business or will use a small business as a subconsultant. This would further encourage primes to utilize SBEs in their bids.

Staff Response:

Staff supports the use of SBE bid preferences in the procurement processes. If approved, the implementation of this recommendation should result in increased utilization of SBE firms within the local procurement processes. This should result in SBEs being provided increased opportunities and building capacity. Additionally, a consideration is to add to the MWSBE certification criteria the requirement that a firm must have managed and completed three projects, in the area certification is being sought, within the prior 12 months. This addition would demonstrate a firm's project management experience would allow for the automatic certification of MWSBE firms as SBEs, if approved.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the creation of SBE Bid preference policy to increase utilization of SBEs in City of Tallahassee, Leon County Government and Blueprint procurements.

MGT Recommendation I: Purchasing Cards

City, County, and Blueprint should consider promoting the utilization of MWSBEs on purchasing cards. This would require the purchasing card vendor to report on M/WBE

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 22 of 27

utilization. Reporting on purchasing card MWSBE expenditures would help towards MWSBE goal attainment.

Staff Response:

Staff supports the recommendation of promoting and tracking MWSBE utilization on Purchasing Card expenditures. Currently, the vendors who supply City, County, and Blueprint Purchasing Cards can provide more information about small Purchasing Card expenditures employees make on goods and services. For example, a catered lunch paid for with a Purchasing Card may be provided by an MBE or WBE, but the expense is not captured within any current system as a MBE or WBE expenditure. The associated direct expenditures would be captured as prime payments. If approved, the implementation of this recommendation would result in improved reporting of expenditures associated with MWSBE firms and non-MWSBE firms. The 2019 Disparity Study did not capture Purchasing Card expenditures made with MBE and WBE firms. None of the entities logged and labeled this data in a form that MGT could compile. This recommendation will ensure that MWSBE utilization with Purchasing Cards will be captured for future reference to inform future disparity studies.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the use of purchasing card policies for all three entities to capture expenditures with MWSBE vendors made with purchasing cards for inclusion into the procurement and purchasing policies and procedures of all three entities.

MGT Recommendation J: Desk Audit

The operation of a comprehensive MWSBE Program will require staff dedicated to conduct outreach, bid evaluation, monitoring and compliance, goal setting, and reporting. To enhance the effectiveness of the MWSBE Program, MGT is recommending that a desk audit be performed to determine if additional resources are necessary.

Staff Response:

The Workgroup and staff supports the recommendation of a desk audit to determine the amount of additional staff required for the operations and management of the MWSBE division in FY 2020.

Staff Recommendation: Direct staff to perform a desk audit as recommended in the 2019 Disparity Study as part of the FY 2021 budget process to determine future staffing needs of the MWSBE Division.

MGT Recommendation K: MWSBE Graduation

The City, County, and Blueprint should consider a phased graduation process for firms that exceed the certification personal net worth requirements. A phased graduation will allow potential graduates to continue to build capacity without the effects of immediate removal from the program.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 23 of 27

Staff Response:

Graduation from an MWSBE Program has advantages and disadvantages. MBE and WBE firms that are content to remain subcontractors may be cautious about a graduation process. On the other hand, graduation of MBE and WBE firms who consistently perform well and earn contracts can help the MWSBE Program reach more emerging MBE and WBE firms. Graduation could prevent the overutilization uncovered in the 2019 Disparity Study in which two Hispanic American MBE firms responsible for much of the work in the areas of prime construction and other services led to overutilization in those areas and resulting limitation on the use of goals for all Hispanic American firms in those business categories for the duration of the MWSBE Division's use of the 2019 Disparity Study Goals.

A phased graduation process will allow firms in the pre-graduation phase time to prepare for the adjustment of participating in local procurement processes in a different manner. Under such a process, graduation of a firm would indicate growth in that firm's capacity. Phased graduation could serve as a means to measure the performance of the capacity building measures within the MWSBE Program. Staff recommends consideration of MWSBE Graduation in the consolidated MWSBE policy.

Staff Recommendation: Direct staff to review an MWSBE Graduation Program in the consolidated MWSBE Policies.

MGT Recommendation L: Bonding

Bonding continues to be a barrier to MWSBEs ability to secure contracts. City, County, and Blueprint should consider simplifying the bonding process, reducing bond requirements, and providing assistance to MWSBEs and other small businesses to obtain bonding assistance. For example, the Florida Department of Transportation has a small business initiative where they waive performance and bid bond requirements for contracts under \$250,000.

Staff Response:

Staff supports the recommendation to review its bonding process and examine opportunities to help MBE and WBE firms secure bonding through other programs that may be available. With IA Board direction, staff will work with Procurement, Purchasing, and the City and County Attorneys to determine whether the recommendation is feasible.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing and the attorneys of the City of Tallahassee, Leon County Government, and Blueprint to review current bonding process and seek opportunities to help MBE and WBE firms secure bonding.

Mentor/Protégé Program and Apprenticeship Program

In addition to the foregoing recommendations, MGT is responsible for developing policies for a mentor/protégé program and apprenticeship program. Staff recommends that a Taskforce convene to guide MGT in creating these deliverables. The Taskforce would include representatives from OEV, Lively Vocational Technical College, Tallahassee

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 24 of 27

Community College Workforce Development, Career Source, Leon County School Board, and the three local chambers of commerce. The principals listed are integral to the successful creation of both the mentor/protégé and apprenticeship programs. These partners' influence, input, services and constituents will be required for the creation of these programs. MGT will convene and facilitate the discussions of the Taskforce. OEV will report to the IA Board with recommendations for the implementation of a mentor/protégé Program and an apprenticeship program.

Staff Recommendation: Direct staff to bring back an agenda item on the apprenticeship program and mentor/protégé program, including recommendations of the Taskforce, for IA Board approval.

VIII. Next Steps

The 2019 Disparity Study recommendations have implications for changes to the purchasing and procurement policies of all three entities. If approved by the IA Board, EV staff will work to complete the IA Board direction from its June 2019 meeting in cooperation with the purchasing/procurement offices of the City of Tallahassee and Leon County Government. Specifically, OEV and the purchasing and procurement offices of the City of Tallahassee and Leon County Government will complete the following:

- Work with City and County staff to develop the consolidated MWSBE Policies and Procedures and bring to City of Tallahassee and Leon County Government for approval and inclusion in their respective purchasing/procurement policies. The resulting consolidated MWSBE Policies will be brought back for IA Board approval, including the following elements:
 - 2019 Disparity Study MBE and WBE Goals
 - B2G Now Utilization
 - Purchasing Card Procedures
 - Unbundling of Procurements
 - Bonding Process Opportunities
 - Small Business Enterprise Bid Preferences
 - Bidder Rotation
 - Tiered Certification Program
 - MWSBE Graduation
 - Reciprocal Certification Program
 - Mentor/Protégé Program
 - Apprenticeship Program
- Finalize the integration of the B2G Now software system for all three entities to enhance contract monitoring and compliance for all three entities and also enable data capture in advance of the next Disparity Study.
- Convene a Taskforce for apprenticeship and mentor/protégé programs and schedule meetings in cooperation with MGT to finalize both for IA Board approval.
- Upon approval of the consolidated policies by the City and County, staff will work to update all City of Tallahassee and Leon County Government departments on the new aspirational targets and other changes.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 25 of 27

- Upon approval of the consolidated policies, staff will host stakeholder meetings with the appropriate industry associations in new aspirational targets and consolidated purchasing/procurement policies and procedures.
- Finalize and update the City's DBE Plan for approval by the City of Tallahassee Commission with the consolidated MWSBE Policies.
- Staff will continue to work with City and County departments to facilitate the application of the new policies and procedures

IX. Conclusions

The 2019 Disparity Study provides factual predicate evidence for continuing the MWSBE Program in City, County, and Blueprint procurement. One objective of the study was to examine whether the MWSBE Program could employ consolidated goals. The results of this study reveal that consolidated goals are legally defensible and narrowly tailored. The consolidated MWSBE Division will work at a higher level of efficiency and, with all three jurisdictions implementing B2GNow Contract Compliance Software, monitoring of the new aspirational targets for compliance will improve.

Most procurement categories and business ownership classifications exhibited disparity. No disparity was found for prime Hispanic American firms in Construction and Other Services, due to utilization of two Hispanic American firms. See **Table E-14** on the next page. While City, County, and Blueprint have made progress in MWSBE inclusion, any future efforts must be narrowly tailored to rectify the disparity identified in the 2019 Disparity Study.

TABLE E-14.
SUMMARY OF DISPARITY FINDINGS

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALES	MWSBES OVERALL
Construction	Disparity	n/a	No Disparity*	n/a	Disparity*	Disparity*
Construction Subcontractors	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
A&E	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
Professional Services	Disparity*	Disparity	Disparity*	n/a	Disparity*	Disparity*
Other Services	Disparity*	Disparity*	No Disparity	n/a	Disparity*	Disparity*
Material & Supplies	Disparity*	Disparity*	Disparity*	n/a	Disparity*	Disparity*

Study Period: October 1, 2012 to September 30, 2017.

*Denotes statistical significance.

n/a denotes no utilization or availability, so disparity analysis could not be calculated.

The results of this study position the City, County, and Blueprint to use procurement as a strategy for achieving greater business diversity and economic inclusion. OEI embodies commitment to business diversity and inclusion and recognizes that procurement can be a powerful mechanism for promoting economic empowerment and opportunity.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 26 of 27

Action by the MWSBE CAC and Blueprint CAC and EVLC: The results of the Disparity Study were presented to the Blueprint Citizen Advisory Committee (CAC) on June 13, 2019, the Economic Vitality Leadership Council (EVLC) on June 14, 2019, and the Minority Women and Small Business Enterprise Citizen Advisory Committee on June 17, 2019. Each committee received a presentation by MGT of America and had the opportunity to engage with the consultants on the recommendations and findings presented. Members of the public were provided opportunity for comment at each committee meeting.

OPTIONS:

- Option 1: Accept the 2019 Disparity Study providing factual predicate evidence supporting the consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency.
- Option 2: Direct staff to use the consolidated MBE and WBE aspirational Goals as described in the 2019 Disparity Study for Blueprint Procurements and to develop uniform policies and procedures, in consultation with City and County staff, for adoption by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the Blueprint Intergovernmental Agency Board of Directors.
- Option 3: Direct staff to work with City Procurement and County Purchasing to review the 2019 Disparity Study recommendations below for inclusion into the consolidated MWSBE Policies and the procurement and purchasing policies and procedures of all three entities and bring back an agenda item to the IA Board for consideration:
- Review the use of bidder rotation for incorporation into the consolidated MWSBE Policies and the procurement and purchasing policies of all three entities.
 - Consider the “unbundling” of contracts for incorporation into the consolidated MWSBE Policies and the procurement and purchasing policies of all three entities.
 - Review current prompt payment policies for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.
 - Review the use of purchasing card policies for all three entities to capture expenditures with MWSBE vendors made with Purchasing Cards.
 - Create policies and procedures for the utilization of the B2GNow contract compliance software to manage all contract data for MWSBE and non-MWSBE procurement activity.
 - Create a SBE Bid preference policy to increase utilization of SBEs in City of Tallahassee, Leon County Government and Blueprint procurements.
 - Review bonding requirements and opportunities for MWSBEs.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 27 of 27

- Consider creating an MWSBE Graduation Program in the consolidated MWSBE Policies for certified MWSBEs.

Option 4: Direct staff to bring back Apprenticeship and mentor/protégé programs for consideration by the IA Board.

Option 5: IA Board Direction.

RECOMMENDATION:

Options #1 - 5.

Attachments:

1. 2019 Disparity Study Executive Summary
2. 2019 Disparity Study
3. MGT Response to the Harvard Study