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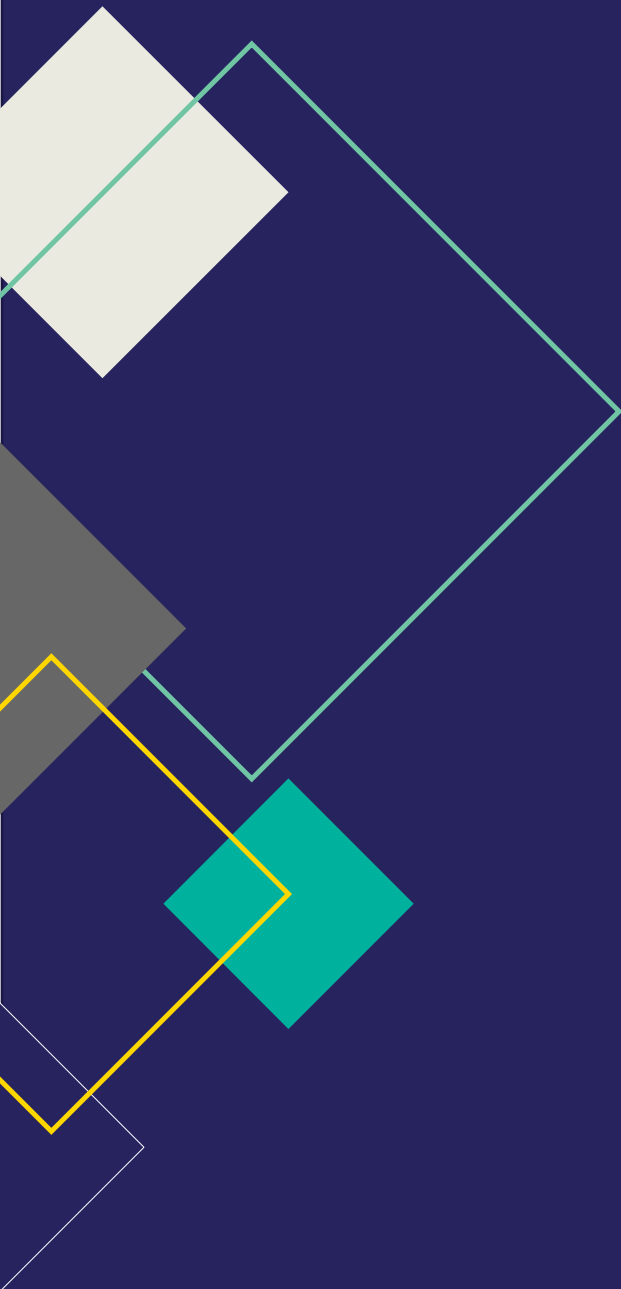
FIGURES

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EXHIBITS

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Appendix A

A. Santa Clara County Procurement Documents

Definitions

The following section includes selected definitions from the County of Santa Clara Procurement Administrative Guidelines to provide proper context for the procurement overview and procurement and contracting policies reviewed by MGT.

Acquisition: A term used interchangeably with purchasing. Acquisition generally involves all the procurement processes from strategic sourcing to the payment of the invoice.

Agencies/Departments: The agencies and departments of the County of Santa Clara.

Agency-Led Sourcing: A County sourcing process where an agency/department procures the goods and/or services in consultation with and input from the Procurement Department and potentially on behalf of other County agencies/departments.

Best Value: A procurement process that looks at factors other than price (such as quality, expertise, and deliverables) when selecting a vendor for award.

Bid: An offer to perform the work described in a solicitation at a specified price.

Board Policy: Refers to Chapter 5 of the County of Santa Clara Board of Supervisor's Policy Manual and other relevant policies in accordance with the Santa Clara County Ordinance Code.

Category: The way the County groups goods and services within each portfolio. Examples of goods and services categories include IT services, IT software, and IT hardware under the Information Technology and Telecommunications Portfolio. This method of grouping the County's goods and services aligns to the County's spend types.

Community-Based [Non-Profit] Organizations (CBO): A non-profit organization that is a corporation, trust, association, cooperative, or other organization which is operated primarily for scientific, educational, service, charitable, or similar purposes in the public interest and uses its net proceeds to maintain, improve, and/or expand its operations.

Contract: A contract is an agreement between the County and a non-County entity or individual that contains a promise or set of promises or the mutual obligations of the parties. A document need not be titled "contract" or "agreement" to be considered a contract. Examples of contracts include, but are not limited to, a legally binding MOU with a non-County entity, an amendment to a contract, a field purchase order, and Non-Disclosure Agreements. A document can be considered a contract even if there is no exchange of money.

Competitive Bidding: A procurement method in which bids from competing contractors, consultants, or vendors are invited by openly advertising the scope, specifications, and terms and conditions of the proposed contract as well as the criteria by which the bids/proposals will be evaluated.

Competitive Procurement: A term used to describe a solicitation process that is transparent, fair, unbiased, and results in the lowest price and/or best value to the County.

Disabled Veteran Business Enterprise or “DVBE” means a business at least 51% owned, managed, and controlled by one or more individuals who are a veteran of the military, naval, or air service of the United States, including, but not limited to, the Philippine Commonwealth Army, the Regular Scouts, “Old Scouts,” and the Special Philippine Scouts, “New Scouts,” who has at least a 10-percent service-connected disability and domiciled in the State of California¹.

Good: Generally, refers to a tangible item, such as furniture and office supplies.

Informal Competitive Procurement (ICP): A procurement of up to a total contract value of \$100,000 in goods and related services and non-professional services, and up to a total contract value of \$300,000 in professional services².

LGBT Business Enterprise (“LGBTBE”): means a business enterprise that is at least 51 percent owned by a lesbian, gay, bisexual, or transgender person or persons; or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more lesbian, gay, bisexual, or transgender persons; and whose management and daily business operations are controlled by one or more of those individuals.³

Local Preference: The County’s preference for awarding solicitations to Local Businesses, where applicable as per the criteria outlined in Chapter 5 of the Board’s Policy⁴.

Master Acquisition List (MAL): A list of forthcoming Requests for Proposals and Grant Applications for purposes of notifying the Board of Supervisors and the public in advance of their release.

Minority-Owned Business Enterprise or “MBE”: shall mean a business that is (1) a sole proprietorship legitimately owned and controlled by an individual who is a minority person, as defined below; (2) a partnership or joint venture controlled by minority persons and in which at least 51 percent of the beneficial ownership interests are legitimately held by minority persons; or (3) a corporation or other entity controlled by minority persons and in which at least 51 percent of the beneficial ownership interests are legitimately held by minority persons⁵.

Minority Person: An individual who is African American, Hispanic, Asian American, Pacific Islander, or Native American. Also, a “minority person” may include members of other groups found to be socially and economically disadvantaged by the Small Business Administration under Section 8(a) of the Small Business Act, as amended (15 U.S.C. 637 (a))⁶.

Non-Professional Services: Non-technical or non-consultant services that provide support to and facilitate department operations, including but not limited to laboratory services, courier services, maintenance and repair services, laundry services, and printing services. Non-Professional Services may be rendered with or without the furnishing of goods and materials.

¹ Cal. Mil & Vet Code § 999

² County of Santa Clara Procurement, Methods of Procurement website, <https://procurement.sccgov.org/doing-business-county/methods-procurement>, Accessed September 9, 2022

³ BOS Policy Manual 3.11

⁴ *Id.* at §5.6.5.2

⁵ *Id.* at §3.11

⁶ *Id.* at §3.11

Office of Countywide Contracting Management (OCCM): An office within the Office of the County Executive that assists the County Executive and Administration in the development and implementation of Countywide contracting policy and oversight.

Ordinance Code: Santa Clara County Ordinance Code.

Procurement: The acquisition of goods/services, satisfying the criteria of best overall quantity, quality, time, place, and source.

Procurement Department: The County of Santa Clara's Procurement Department.

Procurement Liaison Collaborative: A meeting of representatives from countywide agencies/departments to discuss procurement-related matters for the purposes of adopting procedures to be followed throughout the County.

Procurement Officer: The person accountable for the management of a particular procurement, which includes the solicitation selection/preparation, oversight of the selection process, negotiations, finalization of contractual documents, and sponsoring the award process. The Procurement Officer is responsible for ensuring applicable laws, rules, and policies are observed. During the solicitations, the Contract Manager may be referred to as the Procurement Officer.

Professional Services: Technical or consultant services that provide support to and facilitate department operations and the governmental functions of County administration/management, program management or innovation. This includes, but is not limited to: licensed professional services, such as physicians and psychologists; consulting services; trainer services; medical services; legal services; and human services.

Purchase Order: An acquisition contract issued by a buyer to a seller, indicating types, quantities, and agreed prices for goods and/or services.

Quotation: An offer in the form of a price for goods and/or services.

Request for Proposals (RFP) Development and Sourcing: A process part of strategic sourcing to develop the RFP document and issue the RFP to the supply market. The process involves notifying the Board via the Master Acquisition List, compiling County terms and conditions, developing an RFP package and methodology, soliciting vendor participation, scoring criteria finalization, and collecting proposal responses.

Requisition: A document generated by a County agency/department and sent to the entity responsible for the procurement to initiate the purchase of goods and/or services. A requisition may outline details of requested materials, their quantity, and/or a timeframe related to specific jobs or contracts.

Responsible Bidder/Proposer: An entity or individual that has demonstrated the attribute of trustworthiness, as well as quality, fitness, capacity, and experience to satisfactorily perform the public works contract⁷.

Responsive Bidder/Proposer: An entity or individual that complies with the solicitation document and all prescribed procurement procedures and requirements.

Services: Intangible products, such as accounting, banking, cleaning, consultancy, education, insurance, expertise, medical treatment, or transportation.

⁷ CA Pub. Cont Code §1103

Solicitation: The act of requesting goods and/or services from a vendor through a competitive bidding process. Commonly done through an RFP, RFQ, ITB, and other methods.

Spot Purchase: A one-time purchase occasioned by a small requirement, an unusual or emergency circumstance, or a favorable market condition. Also called Spot Buy.

Strategic Sourcing: An ongoing collaborative and structured process of analyzing the County’s spend and using the information to make business decisions about acquiring goods and services more efficiently and effectively. It is focused on the Total Cost of Ownership (TCO), incorporating the needs and goals of the agency/department, and market conditions.

Women-Owned Business Enterprise or “WBE”: shall mean a business that is (1) a sole proprietorship legitimately owned and controlled by a woman; (2) a partnership or joint venture controlled by women and in which at least 51 percent of the beneficial ownership interests are legitimately held by women; or (3) a corporation or other entity controlled by women and in which at least 51 percent of the beneficial ownership interests are legitimately held by women.

Vendor/Contractor: A “Vendor” is a person or entity that offers goods and services to the County. The term “Contractor” refers to a person or entity who has a contract with the County to provide goods and services to the County.

TABLE A-1. DOCUMENTS REVIEWED DURING POLICY ASSESSMENT

INDEX	DESCRIPTION
Procurement Related Documents	
1.	County of Santa Clara Code of Ordinance, Chapter 5: Purchasing
2.	County of Santa Clara Board of Supervisors Policy, Chapter 3-11: Outreach to Diverse Business Enterprises
3.	County of Santa Clara Board of Supervisors Policy, Chapter 5: Policies on Soliciting and Contracting <i>5.3: Contracting Authority</i> <i>5.4: County Contracting Activities</i> <i>5.5: General Contract Policies and Provisions</i> <i>5.6: Procurement Process</i> <i>5.7: Public Works Contracts</i> <i>5.8: Architect-Engineers-Construction Project Management and Other Related Contracts</i> <i>5.11: Information Technology (IT) Product and Service Contracts</i> <i>5.14: Contracting During an Emergency</i> <i>5.15: Sustainable Purchasing</i>
4.	State of California Public Contract Code Local Agency Public Construction Act §20120 Counties
5.	County of Santa Clara Procurement Administrative Guidelines, Version 1.0, Revised May 25, 2021
6.	County of Santa Clara Policy Resolution BOS-2020-92 Best Value Construction Policies and Procedures

INDEX	DESCRIPTION
7.	<p>County of Santa Clara Solicitation Documents</p> <p><i>Bid #ITB-FAF-FY22-0268 - Plumbing Services</i></p> <p><i>Bid #ITB-FAF-FY22-0276 - Visitor Center Remodel at Mt. Madonna County Park</i></p> <p><i>Bid#ITB-PRC-FY22-0234 - Night Vision Binoculars and Laser Sight Attachments</i></p> <p><i>Bid #RFP-PRO-FY18-0132 - Business Process Management (Queuing) System</i></p> <p><i>RFQ-PRC-FY18-00452X - Investors and Operators of Commercial Recreation and Event Center Uses for the Santa Clara County Fairgrounds</i></p> <p><i>RFP_CSCHS JOC 29 & RFP_CSCHS JOC 30 Job Order Contract for the County of Santa Clara Health System</i></p> <p><i>eRFP Template Ver 1.2 1.10.22</i></p>
8.	<p>County of Santa Clara Solicitation Process Flows</p> <p><i>ITB Source to Pay Process Flow</i></p> <p><i>PMM Process Flow - Req to Check (Contract Release & Field PO Types)</i></p> <p><i>RFP Process Flow</i></p> <p><i>RFQ Process Flow</i></p>
9.	State of California Government Code Miscellaneous §7400-7401 Bidding and Outreach Programs
Other Related Documents	
10.	Equity in Contracting Steering Committee Charter, February 17, 2022
11.	Countywide Procurement & Contracting Assessment Findings & Recommendations, KPMG Report, October 18, 2016
12.	County of Santa Clara, Memorandum Re: Countywide Transformation of Procurement & Contracting, May 17, 2017
13.	County of Santa Clara, Best Practices for Responding to County-Issued Request for Proposals Presentation, September 29, 2021
14.	Management Audit of the County of Santa Clara Procurement Department, August 27, 2021
15.	Management Audit of the County of Santa Clara Capital Programs Division of the Facilities and Fleet Department, June 16, 2020
16.	County of Santa Clara Fiscal Year 2022-2023 Adopted Budget
17.	<p>Vendor Registration and Account Maintenance</p> <p><i>Ariba Self-Registration Guide</i></p> <p><i>Ariba Add or Delete Users</i></p> <p><i>Ariba Update Commodity Codes and E-Mail Notification Settings</i></p> <p><i>Periscope Self-Registration Guide</i></p> <p><i>Periscope Add or Delete Users</i></p> <p><i>Periscope Update Commodity Codes and E-Mail Notification Settings</i></p>

TABLE A-2. PROCUREMENT METHODS

Procurement Method		Evaluation or Award Criteria	Maximum Contract Value*
Formal Competitive	Invitation to Bid (ITB)	Award determined based on price to lowest responsive and responsible bidder	None
	Request for Proposals (RFP)	Price and weighted qualitative criteria (e.g., experience, project management approach, recommended solutions, corporate strength, fiscal solvency)	None
	Request for Grant Applications (RFA)	Typically, one-time solicitations for grant applications addressing a defined Scope of Work with specific objectives, tasks, and timelines. The evaluation criteria must be based on the requirements of the RFA	None
	Reverse Auction	Price, responsive and responsible bidder	None
	Cooperative Procurement	Consistency in scope, dollar value, and term The County leverages an established master contract by another public agency or non-profit organization. The County does not choose which vendors participate in these opportunities.	None
	Accessing Competitively Established Contracts by Public Entities	Consistency in scope, dollar value, and term	None
	Request for Statement of Qualifications (RFSQ)	Application of all minimum requirements and stated criteria. For goods and related services, need to bid for price among qualified suppliers before awarding a purchase order. For professional services, first stage of competition is to establish a pool of qualified vendors, followed by a second stage Work Order Proposal Request. Weighted qualitative criteria (e.g., desired qualifications, experience, corporate strength, and fiscal solvency)	None
	Work Order Proposal Request (WOPR)	Second stage of competition among qualified pool of vendors Award to proposal(s) offering best value to the County Price and weighted qualitative criteria (e.g., experience, project management approach, recommended solutions) May negotiate pricing and Statement of Work	None
	Request for Quotation (RFQ)	Award determined based on price to lowest responsive and responsible bidder	Up to \$100,000*

Procurement Method		Evaluation or Award Criteria	Maximum Contract Value*
Informal Competitive	Informal Competitive Procurement (ICP)	Price and weighted qualitative criteria (e.g., experience, project management approach, recommended solutions)	Up to \$100,000 per budget unit, per fiscal year, not to exceed a cumulative value of \$300,000 in a five-year term.
Noncompetitive (Exceptions or Exemptions to Competitive Procurement)	Single or Sole Source, Exemption	Valid justification presented by County to forgo competitive procurement	None
Small Dollar Purchases	P-Card	Used in stances where County contracts and Field Purchase Orders are not available	Not exceeding \$5,000 per transaction, \$25,000 monthly limit per card \$50,000 limit per vendor per year
	Field Purchase Order (Field PO)	Used in stances where County contracts are not available	Not exceeding \$5,000 per transaction, \$25,000 per vendor per fiscal year
Other	Emergency Purchases	Evaluation and award are predicated on the nature and needs of the disaster	None
	Priority Purchases	Only CPO may provide authorization to forgo competitive procurement	None

*Indicates contract value for a single contract.

Source: County of Santa Clara Administrative Guidelines, May 25, 2021.

Appendix B

B. Detailed Market Area Analysis

Geographic Product Market

TABLE B-1.
SANTA CLARA COUNTY GEOGRAPHIC MARKET AREA
ALL FIRMS

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
SANTA CLARA COUNTY, CA	\$ 985,117,852.48	40.81%	40.81%
ALAMEDA COUNTY, CA	\$ 200,292,744.20	8.30%	49.11%
SAN FRANCISCO COUNTY, CA	\$ 122,168,050.54	5.06%	54.17%
SANTA CRUZ COUNTY, CA	\$ 60,704,268.86	2.51%	56.68%
SAN MATEO COUNTY, CA	\$ 50,275,637.06	2.08%	58.77%
CONTRA COSTA COUNTY, CA	\$ 48,152,059.28	1.99%	60.76%
STANISLAUS COUNTY, CA	\$ 28,284,980.70	1.17%	61.93%
MARIN COUNTY, CA	\$ 21,821,258.25	0.90%	62.84%
SONOMA COUNTY, CA	\$ 13,309,237.15	0.55%	63.39%
MONTEREY COUNTY, CA	\$ 6,968,925.33	0.29%	63.68%
SAN JOAQUIN COUNTY, CA	\$ 6,615,996.16	0.27%	63.95%
MERCED COUNTY, CA	\$ 1,103,904.20	0.05%	64.00%
NAPA COUNTY, CA	\$ 803,449.09	0.03%	64.03%
SOLANO COUNTY, CA	\$ 593,109.55	0.02%	64.06%
SAN BENITO COUNTY, CA	\$ 39,717.75	0.00%	64.06%
LOS ANGELES COUNTY, CA	\$ 79,435,167.73	3.29%	67.35%
COOK COUNTY, IL	\$ 76,532,308.21	3.17%	70.52%
STARK COUNTY, OH	\$ 49,244,857.72	2.04%	72.56%
FULTON COUNTY, GA	\$ 43,262,345.40	1.79%	74.35%
ORANGE COUNTY, CA	\$ 39,721,646.63	1.65%	76.00%
PINELLAS COUNTY, FL	\$ 35,294,685.46	1.46%	77.46%
EL DORADO COUNTY, CA	\$ 31,122,355.05	1.29%	78.75%
WAKE COUNTY, NC	\$ 28,087,233.13	1.16%	79.91%
HENNEPIN COUNTY, MN	\$ 28,025,247.23	1.16%	81.07%
DALLAS COUNTY, TX	\$ 26,251,382.38	1.09%	82.16%
SACRAMENTO COUNTY, CA	\$ 22,667,789.78	0.94%	83.10%
PHILADELPHIA COUNTY, PA	\$ 21,631,635.28	0.90%	84.00%
DOUGLAS COUNTY, NE	\$ 18,012,279.33	0.75%	84.74%
SAN DIEGO COUNTY, CA	\$ 17,058,538.08	0.71%	85.45%
MARICOPA COUNTY, AZ	\$ 15,966,076.79	0.66%	86.11%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
RIVERSIDE COUNTY, CA	\$ 14,843,804.86	0.61%	86.72%
FAIRFAX COUNTY, VA	\$ 14,407,483.66	0.60%	87.32%
BOULDER COUNTY, CO	\$ 14,208,276.28	0.59%	87.91%
LIMESTONE COUNTY, AL	\$ 13,866,154.00	0.57%	88.48%
OAKLAND COUNTY, MI	\$ 12,540,599.41	0.52%	89.00%
DUPAGE COUNTY, IL	\$ 12,360,457.94	0.51%	89.52%
JEFFERSON COUNTY, CO	\$ 10,765,584.13	0.45%	89.96%
PALM BEACH COUNTY, FL	\$ 9,973,390.23	0.41%	90.38%
WAUKESHA COUNTY, WI	\$ 9,776,339.36	0.41%	90.78%
SALT LAKE COUNTY, UT	\$ 8,930,580.23	0.37%	91.15%
MONTGOMERY COUNTY, MD	\$ 8,899,747.70	0.37%	91.52%
VENTURA COUNTY, CA	\$ 8,571,933.31	0.36%	91.87%
BUTTE COUNTY, CA	\$ 8,249,843.93	0.34%	92.22%
CLARK COUNTY, NV	\$ 8,110,517.34	0.34%	92.55%
ARAPAHOE COUNTY, CO	\$ 8,037,013.54	0.33%	92.88%
ALLEGHENY COUNTY, PA	\$ 7,993,639.19	0.33%	93.22%
TRAVIS COUNTY, TX	\$ 7,972,639.33	0.33%	93.55%
SAINT LOUIS CITY COUNTY, MO	\$ 6,427,106.02	0.27%	93.81%
YOLO COUNTY, CA	\$ 6,030,269.85	0.25%	94.06%
NEW YORK COUNTY, NY	\$ 5,962,302.67	0.25%	94.31%
HARRIS COUNTY, TX	\$ 5,588,365.24	0.23%	94.54%
EL PASO COUNTY, CO	\$ 5,499,056.75	0.23%	94.77%
MECKLENBURG COUNTY, NC	\$ 4,435,262.22	0.18%	94.95%
MIDDLESEX COUNTY, MA	\$ 4,016,482.44	0.17%	95.12%
DUVAL COUNTY, FL	\$ 3,914,116.56	0.16%	95.28%
BEXAR COUNTY, TX	\$ 3,856,240.39	0.16%	95.44%
YUBA COUNTY, CA	\$ 3,704,234.01	0.15%	95.59%
KING COUNTY, WA	\$ 3,548,712.44	0.15%	95.74%
OUTAGAMIE COUNTY, WI	\$ 3,496,856.37	0.14%	95.89%
SAN BERNARDINO COUNTY, CA	\$ 3,295,118.77	0.14%	96.02%
DAVIDSON COUNTY, TN	\$ 3,278,755.57	0.14%	96.16%
RAMSEY COUNTY, MN	\$ 3,266,821.29	0.14%	96.29%
JEFFERSON COUNTY, KY	\$ 2,897,435.53	0.12%	96.41%
GREENVILLE COUNTY, SC	\$ 2,810,243.00	0.12%	96.53%
YELL COUNTY, AR	\$ 2,629,100.00	0.11%	96.64%
COLLIN COUNTY, TX	\$ 2,609,923.66	0.11%	96.75%
COWLITZ COUNTY, WA	\$ 2,565,230.80	0.11%	96.85%
MAURY COUNTY, TN	\$ 2,398,565.33	0.10%	96.95%
MADISON COUNTY, AL	\$ 2,357,755.61	0.10%	97.05%
HILLSBOROUGH COUNTY, NH	\$ 2,258,084.61	0.09%	97.14%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
PLACER COUNTY, CA	\$ 2,223,538.27	0.09%	97.24%
CUMBERLAND COUNTY, PA	\$ 2,223,491.99	0.09%	97.33%
THURSTON COUNTY, WA	\$ 2,194,177.13	0.09%	97.42%
SUFFOLK COUNTY, MA	\$ 2,168,501.68	0.09%	97.51%
MORRIS COUNTY, NJ	\$ 1,941,459.74	0.08%	97.59%
NEW HAVEN COUNTY, CT	\$ 1,672,163.55	0.07%	97.66%
FRESNO COUNTY, CA	\$ 1,627,342.39	0.07%	97.73%
SUMMIT COUNTY, OH	\$ 1,625,607.90	0.07%	97.79%
NIAGARA COUNTY, NY	\$ 1,504,955.00	0.06%	97.86%
KERN COUNTY, CA	\$ 1,470,387.18	0.06%	97.92%
KENT COUNTY, MI	\$ 1,461,615.80	0.06%	97.98%
ORANGE COUNTY, FL	\$ 1,452,260.65	0.06%	98.04%
HAMILTON COUNTY, OH	\$ 1,363,394.02	0.06%	98.09%
INTERNATIONAL	\$ 1,362,650.09	0.06%	98.15%
DAKOTA COUNTY, MN	\$ 1,351,689.77	0.06%	98.21%
NASSAU COUNTY, NY	\$ 1,330,946.56	0.06%	98.26%
HILLSBOROUGH COUNTY, FL	\$ 1,310,283.38	0.05%	98.32%
SUFFOLK COUNTY, NY	\$ 1,286,616.46	0.05%	98.37%
PRINCE GEORGES COUNTY, MD	\$ 1,281,656.37	0.05%	98.42%
MULTNOMAH COUNTY, OR	\$ 1,257,901.71	0.05%	98.47%
JOHNSON COUNTY, KS	\$ 1,233,164.79	0.05%	98.53%
DENVER COUNTY, CO	\$ 1,225,392.05	0.05%	98.58%
MERCER COUNTY, NJ	\$ 1,057,413.00	0.04%	98.62%
BARRON COUNTY, WI	\$ 1,024,976.78	0.04%	98.66%
SANTA BARBARA COUNTY, CA	\$ 998,979.73	0.04%	98.70%
VIRGINIA BEACH CITY COUNTY, VA	\$ 967,592.20	0.04%	98.74%
CALAVERAS COUNTY, CA	\$ 944,896.10	0.04%	98.78%
KINGS COUNTY, NY	\$ 925,905.02	0.04%	98.82%
BURLINGTON COUNTY, NJ	\$ 847,362.91	0.04%	98.86%
WASHOE COUNTY, NV	\$ 840,001.80	0.03%	98.89%
FAIRFIELD COUNTY, CT	\$ 823,727.50	0.03%	98.93%
BERKELEY COUNTY, SC	\$ 760,000.00	0.03%	98.96%
DANE COUNTY, WI	\$ 759,916.00	0.03%	98.99%
DELAWARE COUNTY, PA	\$ 716,475.80	0.03%	99.02%
MONTGOMERY COUNTY, PA	\$ 696,117.32	0.03%	99.05%
BROWARD COUNTY, FL	\$ 673,992.98	0.03%	99.07%
DOUGLAS COUNTY, CO	\$ 660,000.00	0.03%	99.10%
NEVADA COUNTY, CA	\$ 589,277.63	0.02%	99.13%
LAKE COUNTY, IL	\$ 584,936.86	0.02%	99.15%
CUYAHOGA COUNTY, OH	\$ 547,596.42	0.02%	99.17%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
ESSEX COUNTY, NJ	\$ 530,239.53	0.02%	99.20%
ANNE ARUNDEL COUNTY, MD	\$ 529,089.10	0.02%	99.22%
SAINT LOUIS COUNTY, MO	\$ 528,521.50	0.02%	99.24%
OKLAHOMA COUNTY, OK	\$ 504,433.36	0.02%	99.26%
DESCHUTES COUNTY, OR	\$ 487,070.84	0.02%	99.28%
ROCKINGHAM COUNTY, NH	\$ 466,500.00	0.02%	99.30%
CLARK COUNTY, WA	\$ 449,575.00	0.02%	99.32%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 444,715.85	0.02%	99.34%
NORFOLK COUNTY, MA	\$ 441,193.21	0.02%	99.35%
WARREN COUNTY, NJ	\$ 430,946.00	0.02%	99.37%
BERGEN COUNTY, NJ	\$ 430,915.90	0.02%	99.39%
PROVIDENCE COUNTY, RI	\$ 410,840.00	0.02%	99.41%
SHASTA COUNTY, CA	\$ 402,123.66	0.02%	99.42%
SAN LUIS OBISPO COUNTY, CA	\$ 389,471.93	0.02%	99.44%
WINNEBAGO COUNTY, WI	\$ 388,172.00	0.02%	99.46%
JACKSON COUNTY, OR	\$ 381,000.00	0.02%	99.47%
LEE COUNTY, AL	\$ 368,639.45	0.02%	99.49%
GWINNETT COUNTY, GA	\$ 368,178.32	0.02%	99.50%
HAMILTON COUNTY, IN	\$ 362,033.00	0.01%	99.52%
MILWAUKEE COUNTY, WI	\$ 361,002.14	0.01%	99.53%
INGHAM COUNTY, MI	\$ 350,237.17	0.01%	99.55%
MIDDLESEX COUNTY, CT	\$ 348,469.30	0.01%	99.56%
SEMINOLE COUNTY, FL	\$ 347,738.99	0.01%	99.58%
HARTFORD COUNTY, CT	\$ 335,611.00	0.01%	99.59%
WINONA COUNTY, MN	\$ 326,352.73	0.01%	99.60%
HOWARD COUNTY, MD	\$ 323,174.94	0.01%	99.62%
MONTGOMERY COUNTY, OH	\$ 290,548.66	0.01%	99.63%
NEW CASTLE COUNTY, DE	\$ 279,000.00	0.01%	99.64%
LANCASTER COUNTY, PA	\$ 266,300.00	0.01%	99.65%
CHESTERFIELD COUNTY, VA	\$ 261,624.31	0.01%	99.66%
JACKSON COUNTY, MO	\$ 261,125.00	0.01%	99.67%
UTAH COUNTY, UT	\$ 257,650.05	0.01%	99.68%
RICHLAND COUNTY, SC	\$ 255,128.68	0.01%	99.69%
JEFFERSON COUNTY, AL	\$ 249,446.37	0.01%	99.70%
KINGS COUNTY, CA	\$ 238,995.36	0.01%	99.71%
DEKALB COUNTY, GA	\$ 232,243.71	0.01%	99.72%
COMAL COUNTY, TX	\$ 231,285.40	0.01%	99.73%
MADERA COUNTY, CA	\$ 210,000.00	0.01%	99.74%
BROOMFIELD COUNTY, CO	\$ 205,167.90	0.01%	99.75%
SHERBURNE COUNTY, MN	\$ 204,718.75	0.01%	99.76%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
ADA COUNTY, ID	\$ 172,000.00	0.01%	99.77%
CUMBERLAND COUNTY, ME	\$ 168,170.04	0.01%	99.77%
EL PASO COUNTY, TX	\$ 166,536.00	0.01%	99.78%
WAYNE COUNTY, MI	\$ 152,633.40	0.01%	99.79%
LOUDOUN COUNTY, VA	\$ 150,128.88	0.01%	99.79%
NORFOLK CITY COUNTY, VA	\$ 150,000.00	0.01%	99.80%
DURHAM COUNTY, NC	\$ 148,754.57	0.01%	99.81%
PRINCE WILLIAM COUNTY, VA	\$ 147,413.13	0.01%	99.81%
BREVARD COUNTY, FL	\$ 146,833.02	0.01%	99.82%
KENOSHA COUNTY, WI	\$ 144,841.81	0.01%	99.82%
WASHINGTON COUNTY, MN	\$ 142,500.03	0.01%	99.83%
TOMPKINS COUNTY, NY	\$ 137,925.51	0.01%	99.84%
HUMBOLDT COUNTY, CA	\$ 136,182.16	0.01%	99.84%
MARTIN COUNTY, FL	\$ 133,639.00	0.01%	99.85%
MIDDLESEX COUNTY, NJ	\$ 128,337.17	0.01%	99.85%
MIAMI-DADE COUNTY, FL	\$ 126,571.60	0.01%	99.86%
PIMA COUNTY, AZ	\$ 126,374.00	0.01%	99.86%
TULARE COUNTY, CA	\$ 121,920.00	0.01%	99.87%
CHITTENDEN COUNTY, VT	\$ 109,186.18	0.00%	99.87%
CLACKAMAS COUNTY, OR	\$ 99,834.06	0.00%	99.88%
FRANKLIN COUNTY, OH	\$ 98,788.22	0.00%	99.88%
WASHTENAW COUNTY, MI	\$ 97,007.00	0.00%	99.88%
LIMESTONE COUNTY, TX	\$ 96,013.50	0.00%	99.89%
SAINT JOHNS COUNTY, FL	\$ 93,447.04	0.00%	99.89%
PIERCE COUNTY, WA	\$ 91,763.15	0.00%	99.90%
LORAIN COUNTY, OH	\$ 91,044.00	0.00%	99.90%
MONTGOMERY COUNTY, VA	\$ 87,964.00	0.00%	99.90%
MOORE COUNTY, NC	\$ 87,605.55	0.00%	99.91%
SHELBY COUNTY, TN	\$ 85,109.00	0.00%	99.91%
CASS COUNTY, ND	\$ 83,323.46	0.00%	99.91%
ST JOSEPH COUNTY, IN	\$ 80,540.32	0.00%	99.92%
MARION COUNTY, IN	\$ 80,079.00	0.00%	99.92%
QUEEN ANNES COUNTY, MD	\$ 76,623.60	0.00%	99.92%
LANE COUNTY, OR	\$ 74,700.00	0.00%	99.93%
KANE COUNTY, IL	\$ 72,095.03	0.00%	99.93%
WINDHAM COUNTY, VT	\$ 70,000.00	0.00%	99.93%
LEON COUNTY, FL	\$ 69,500.04	0.00%	99.94%
GRUNDY COUNTY, IL	\$ 68,889.21	0.00%	99.94%
BUNCOMBE COUNTY, NC	\$ 65,788.39	0.00%	99.94%
WARREN COUNTY, OH	\$ 59,075.00	0.00%	99.94%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
NUECES COUNTY, TX	\$ 58,806.75	0.00%	99.95%
ESSEX COUNTY, MA	\$ 58,433.01	0.00%	99.95%
SPOKANE COUNTY, WA	\$ 53,755.04	0.00%	99.95%
KENT COUNTY, DE	\$ 50,000.00	0.00%	99.95%
ONEIDA COUNTY, WI	\$ 49,629.95	0.00%	99.95%
SUMNER COUNTY, TN	\$ 47,520.00	0.00%	99.96%
MACOMB COUNTY, MI	\$ 47,163.42	0.00%	99.96%
SHELBY COUNTY, AL	\$ 46,759.46	0.00%	99.96%
MARION COUNTY, OR	\$ 46,720.22	0.00%	99.96%
CASS COUNTY, MI	\$ 45,764.00	0.00%	99.96%
ERIE COUNTY, NY	\$ 42,827.50	0.00%	99.97%
FREMONT COUNTY, CO	\$ 42,475.00	0.00%	99.97%
DELAWARE COUNTY, OH	\$ 41,543.64	0.00%	99.97%
MONTGOMERY COUNTY, TX	\$ 39,195.00	0.00%	99.97%
SNOHOMISH COUNTY, WA	\$ 38,927.00	0.00%	99.97%
PUEBLO COUNTY, CO	\$ 38,695.65	0.00%	99.97%
COCONINO COUNTY, AZ	\$ 36,000.00	0.00%	99.98%
WAYNE COUNTY, IN	\$ 31,888.00	0.00%	99.98%
GOOCHLAND COUNTY, VA	\$ 30,321.76	0.00%	99.98%
MONTGOMERY COUNTY, AL	\$ 28,502.42	0.00%	99.98%
ALAMANCE COUNTY, NC	\$ 28,051.25	0.00%	99.98%
BENTON COUNTY, WA	\$ 26,680.00	0.00%	99.98%
WILLIAMSON COUNTY, TN	\$ 26,500.00	0.00%	99.98%
LARIMER COUNTY, CO	\$ 26,175.00	0.00%	99.98%
MERCER COUNTY, WV	\$ 25,980.80	0.00%	99.99%
CARSON CITY COUNTY, NV	\$ 24,618.26	0.00%	99.99%
HAMILTON COUNTY, TN	\$ 22,630.00	0.00%	99.99%
SANTA FE COUNTY, NM	\$ 22,373.86	0.00%	99.99%
SKAGIT COUNTY, WA	\$ 21,355.33	0.00%	99.99%
OHIO COUNTY, WV	\$ 17,577.00	0.00%	99.99%
PLYMOUTH COUNTY, MA	\$ 16,800.00	0.00%	99.99%
LEXINGTON COUNTY, SC	\$ 15,600.00	0.00%	99.99%
GREENE COUNTY, MO	\$ 15,500.00	0.00%	99.99%
YAVAPAI COUNTY, AZ	\$ 15,144.65	0.00%	99.99%
COLLIER COUNTY, FL	\$ 14,650.00	0.00%	99.99%
CLALLAM COUNTY, WA	\$ 13,995.36	0.00%	99.99%
BALTIMORE COUNTY, MD	\$ 13,956.00	0.00%	99.99%
HARRISONBURG CITY COUNTY, VA	\$ 13,350.00	0.00%	99.99%
VIGO COUNTY, IN	\$ 13,300.00	0.00%	100.00%
LEE COUNTY, FL	\$ 13,045.00	0.00%	100.00%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
SOMERSET COUNTY, NJ	\$ 12,360.00	0.00%	100.00%
ONONDAGA COUNTY, NY	\$ 10,500.00	0.00%	100.00%
GENESEE COUNTY, MI	\$ 10,146.06	0.00%	100.00%
POWESHIEK COUNTY, IA	\$ 9,837.93	0.00%	100.00%
SISKIYOU COUNTY, CA	\$ 9,460.00	0.00%	100.00%
DENTON COUNTY, TX	\$ 9,422.53	0.00%	100.00%
MERCER COUNTY, OH	\$ 7,913.30	0.00%	100.00%
YORK COUNTY, VA	\$ 7,776.80	0.00%	100.00%
WARREN COUNTY, NY	\$ 7,485.00	0.00%	100.00%
BERNALILLO COUNTY, NM	\$ 6,123.27	0.00%	100.00%
CHEROKEE COUNTY, GA	\$ 5,393.89	0.00%	100.00%
WILLIAMSON COUNTY, TX	\$ 2,440.35	0.00%	100.00%
TIPPECANOE COUNTY, IN	\$ 1,365.00	0.00%	100.00%
FRANKLIN COUNTY, VA	\$ 285.76	0.00%	100.00%
FRANKLIN COUNTY, NC	\$ 209.15	0.00%	100.00%
CHESHIRE COUNTY, NH	\$ 0.01	0.00%	100.00%
DAVISS COUNTY, IN	\$ -	0.00%	100.00%
FAYETTE COUNTY, KY	\$ -	0.00%	100.00%
MENDOCINO COUNTY, CA	\$ -	0.00%	100.00%
ORANGE COUNTY, NY	\$ -	0.00%	100.00%
VANDEBURGH COUNTY, IN	\$ -	0.00%	100.00%
WARREN COUNTY, KY	\$ -	0.00%	100.00%
WISE COUNTY, TX	\$ -	0.00%	100.00%
TOTAL	\$2,413,858,691.44	100.00%	

TABLE B-2.
SANTA CLARA COUNTY GEOGRAPHIC MARKET AREA
PUBLIC WORKS AND CONSTRUCTION FIRMS

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
SANTA CLARA COUNTY, CA	\$ 444,961,995.56	55.44%	55.44%
ALAMEDA COUNTY, CA	\$ 100,347,809.22	12.50%	67.94%
SAN MATEO COUNTY, CA	\$ 36,383,905.78	4.53%	72.47%
CONTRA COSTA COUNTY, CA	\$ 33,224,613.15	4.14%	76.61%
SAN FRANCISCO COUNTY, CA	\$ 30,009,323.68	3.74%	80.35%
MARIN COUNTY, CA	\$ 21,389,839.89	2.66%	83.02%
MONTEREY COUNTY, CA	\$ 6,599,795.73	0.82%	83.84%
SAN JOAQUIN COUNTY, CA	\$ 4,130,275.87	0.51%	84.35%
SANTA CRUZ COUNTY, CA	\$ 2,102,780.88	0.26%	84.61%
SONOMA COUNTY, CA	\$ 18,017.50	0.00%	84.62%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
SOLANO COUNTY, CA	\$ 12,230.00	0.00%	84.62%
EL DORADO COUNTY, CA	\$ 30,580,750.00	3.81%	88.43%
HENNEPIN COUNTY, MN	\$ 27,504,861.39	3.43%	91.86%
RIVERSIDE COUNTY, CA	\$ 9,997,470.00	1.25%	93.10%
COOK COUNTY, IL	\$ 8,387,365.43	1.04%	94.15%
VENTURA COUNTY, CA	\$ 8,241,156.55	1.03%	95.17%
ORANGE COUNTY, CA	\$ 7,974,127.72	0.99%	96.17%
SACRAMENTO COUNTY, CA	\$ 6,550,990.03	0.82%	96.98%
LOS ANGELES COUNTY, CA	\$ 6,001,507.48	0.75%	97.73%
DALLAS COUNTY, TX	\$ 3,138,871.99	0.39%	98.12%
SALT LAKE COUNTY, UT	\$ 2,807,313.81	0.35%	98.47%
EL PASO COUNTY, CO	\$ 2,675,012.64	0.33%	98.80%
JEFFERSON COUNTY, CO	\$ 1,902,235.77	0.24%	99.04%
BUTTE COUNTY, CA	\$ 1,540,403.20	0.19%	99.23%
PHILADELPHIA COUNTY, PA	\$ 964,693.67	0.12%	99.35%
CALAVERAS COUNTY, CA	\$ 944,896.10	0.12%	99.47%
MULTNOMAH COUNTY, OR	\$ 883,992.83	0.11%	99.58%
SANTA BARBARA COUNTY, CA	\$ 773,091.73	0.10%	99.68%
PROVIDENCE COUNTY, RI	\$ 410,840.00	0.05%	99.73%
NEW YORK COUNTY, NY	\$ 337,148.06	0.04%	99.77%
NEW CASTLE COUNTY, DE	\$ 279,000.00	0.03%	99.81%
FRESNO COUNTY, CA	\$ 275,342.00	0.03%	99.84%
JACKSON COUNTY, MO	\$ 240,000.00	0.03%	99.87%
FAIRFIELD COUNTY, CT	\$ 222,554.00	0.03%	99.90%
SAN LUIS OBISPO COUNTY, CA	\$ 200,439.67	0.02%	99.92%
SAN DIEGO COUNTY, CA	\$ 173,825.69	0.02%	99.94%
PLACER COUNTY, CA	\$ 140,155.82	0.02%	99.96%
MIDDLESEX COUNTY, MA	\$ 85,230.00	0.01%	99.97%
DELAWARE COUNTY, OH	\$ 41,543.64	0.01%	99.98%
FULTON COUNTY, GA	\$ 40,055.08	0.00%	99.98%
SHELBY COUNTY, TN	\$ 31,878.00	0.00%	99.99%
PALM BEACH COUNTY, FL	\$ 29,410.00	0.00%	99.99%
DEKALB COUNTY, GA	\$ 27,167.87	0.00%	99.99%
SAINT LOUIS CITY COUNTY, MO	\$ 18,438.00	0.00%	100.00%
HAMILTON COUNTY, OH	\$ 16,213.19	0.00%	100.00%
SOMERSET COUNTY, NJ	\$ 12,360.00	0.00%	100.00%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 5,614.85	0.00%	100.00%
ORANGE COUNTY, NY	\$ -	0.00%	100.00%
TOTAL	\$802,636,543.47	100.00%	

TABLE B-3.
SANTA CLARA COUNTY GEOGRAPHIC MARKET AREA
PROFESSIONAL SERVICES FIRMS

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
SANTA CLARA COUNTY, CA	\$ 327,088,628.36	35.92%	35.92%
ALAMEDA COUNTY, CA	\$ 78,116,419.84	8.58%	44.50%
SANTA CRUZ COUNTY, CA	\$ 57,260,322.68	6.29%	50.79%
SAN FRANCISCO COUNTY, CA	\$ 31,635,373.94	3.47%	54.27%
STANISLAUS COUNTY, CA	\$ 27,276,345.88	3.00%	57.26%
SONOMA COUNTY, CA	\$ 8,572,867.59	0.94%	58.20%
CONTRA COSTA COUNTY, CA	\$ 8,123,517.54	0.89%	59.10%
SAN MATEO COUNTY, CA	\$ 4,610,515.42	0.51%	59.60%
NAPA COUNTY, CA	\$ 633,599.09	0.07%	59.67%
MARIN COUNTY, CA	\$ 418,309.00	0.05%	59.72%
SOLANO COUNTY, CA	\$ 406,655.62	0.04%	59.76%
MONTEREY COUNTY, CA	\$ 351,354.00	0.04%	59.80%
MERCED COUNTY, CA	\$ 53,296.20	0.01%	59.81%
SAN JOAQUIN COUNTY, CA	\$ 8,000.00	0.00%	59.81%
STARK COUNTY, OH	\$ 49,244,857.72	5.41%	65.22%
PINELLAS COUNTY, FL	\$ 33,754,529.46	3.71%	68.92%
WAKE COUNTY, NC	\$ 27,999,551.81	3.08%	72.00%
COOK COUNTY, IL	\$ 27,501,537.84	3.02%	75.02%
LOS ANGELES COUNTY, CA	\$ 16,074,025.03	1.77%	76.78%
ORANGE COUNTY, CA	\$ 14,912,131.24	1.64%	78.42%
DALLAS COUNTY, TX	\$ 14,856,917.80	1.63%	80.05%
BOULDER COUNTY, CO	\$ 13,685,318.93	1.50%	81.56%
FAIRFAX COUNTY, VA	\$ 12,457,567.13	1.37%	82.93%
DOUGLAS COUNTY, NE	\$ 9,769,007.66	1.07%	84.00%
DUPAGE COUNTY, IL	\$ 9,275,228.57	1.02%	85.02%
OAKLAND COUNTY, MI	\$ 8,901,611.88	0.98%	85.99%
MONTGOMERY COUNTY, MD	\$ 8,717,597.84	0.96%	86.95%
CLARK COUNTY, NV	\$ 8,062,817.44	0.89%	87.84%
FULTON COUNTY, GA	\$ 7,196,187.93	0.79%	88.63%
SAN DIEGO COUNTY, CA	\$ 7,124,005.82	0.78%	89.41%
WAUKESHA COUNTY, WI	\$ 6,396,164.15	0.70%	90.11%
SACRAMENTO COUNTY, CA	\$ 5,978,409.88	0.66%	90.77%
HARRIS COUNTY, TX	\$ 5,335,515.90	0.59%	91.36%
SALT LAKE COUNTY, UT	\$ 5,038,660.71	0.55%	91.91%
NEW YORK COUNTY, NY	\$ 4,828,532.18	0.53%	92.44%
RIVERSIDE COUNTY, CA	\$ 4,328,211.56	0.48%	92.91%
MECKLENBURG COUNTY, NC	\$ 4,191,512.64	0.46%	93.37%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
JEFFERSON COUNTY, CO	\$ 3,988,555.10	0.44%	93.81%
BEXAR COUNTY, TX	\$ 3,212,977.84	0.35%	94.17%
MIDDLESEX COUNTY, MA	\$ 3,125,386.93	0.34%	94.51%
EL PASO COUNTY, CO	\$ 2,824,044.11	0.31%	94.82%
YELL COUNTY, AR	\$ 2,629,100.00	0.29%	95.11%
MADISON COUNTY, AL	\$ 2,357,755.61	0.26%	95.37%
KING COUNTY, WA	\$ 2,111,139.89	0.23%	95.60%
SAINT LOUIS CITY COUNTY, MO	\$ 2,028,685.50	0.22%	95.82%
MORRIS COUNTY, NJ	\$ 1,563,549.52	0.17%	95.99%
GREENVILLE COUNTY, SC	\$ 1,532,950.65	0.17%	96.16%
NIAGARA COUNTY, NY	\$ 1,504,955.00	0.17%	96.33%
PLACER COUNTY, CA	\$ 1,445,528.88	0.16%	96.49%
DAVIDSON COUNTY, TN	\$ 1,328,743.29	0.15%	96.63%
HILLSBOROUGH COUNTY, FL	\$ 1,310,283.38	0.14%	96.78%
PRINCE GEORGES COUNTY, MD	\$ 1,281,656.37	0.14%	96.92%
TRAVIS COUNTY, TX	\$ 1,264,069.82	0.14%	97.06%
HILLSBOROUGH COUNTY, NH	\$ 1,179,973.03	0.13%	97.18%
NEW HAVEN COUNTY, CT	\$ 1,122,691.88	0.12%	97.31%
MARICOPA COUNTY, AZ	\$ 1,082,581.17	0.12%	97.43%
MERCER COUNTY, NJ	\$ 1,057,413.00	0.12%	97.54%
BARRON COUNTY, WI	\$ 1,024,976.78	0.11%	97.66%
ALLEGHENY COUNTY, PA	\$ 999,808.21	0.11%	97.77%
INTERNATIONAL	\$ 896,753.14	0.10%	97.86%
VIRGINIA BEACH CITY COUNTY, VA	\$ 856,128.86	0.09%	97.96%
SAN BERNARDINO COUNTY, CA	\$ 806,017.10	0.09%	98.05%
DANE COUNTY, WI	\$ 759,916.00	0.08%	98.13%
DUVAL COUNTY, FL	\$ 669,797.00	0.07%	98.20%
DOUGLAS COUNTY, CO	\$ 660,000.00	0.07%	98.28%
LAKE COUNTY, IL	\$ 584,936.86	0.06%	98.34%
SUMMIT COUNTY, OH	\$ 547,623.75	0.06%	98.40%
CUYAHOGA COUNTY, OH	\$ 533,096.42	0.06%	98.46%
ESSEX COUNTY, NJ	\$ 506,784.25	0.06%	98.51%
OKLAHOMA COUNTY, OK	\$ 504,433.36	0.06%	98.57%
DENVER COUNTY, CO	\$ 494,738.87	0.05%	98.62%
HENNEPIN COUNTY, MN	\$ 491,412.73	0.05%	98.68%
PHILADELPHIA COUNTY, PA	\$ 474,386.70	0.05%	98.73%
ROCKINGHAM COUNTY, NH	\$ 466,500.00	0.05%	98.78%
JOHNSON COUNTY, KS	\$ 456,846.55	0.05%	98.83%
MONTGOMERY COUNTY, PA	\$ 437,000.00	0.05%	98.88%
YOLO COUNTY, CA	\$ 435,605.95	0.05%	98.93%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
KENT COUNTY, MI	\$ 435,013.55	0.05%	98.98%
NORFOLK COUNTY, MA	\$ 419,000.21	0.05%	99.02%
ARAPAHOE COUNTY, CO	\$ 402,614.62	0.04%	99.07%
FAIRFIELD COUNTY, CT	\$ 401,704.00	0.04%	99.11%
BROWARD COUNTY, FL	\$ 400,832.11	0.04%	99.15%
SAINT LOUIS COUNTY, MO	\$ 399,451.00	0.04%	99.20%
INGHAM COUNTY, MI	\$ 301,294.17	0.03%	99.23%
HOWARD COUNTY, MD	\$ 286,233.16	0.03%	99.26%
MILWAUKEE COUNTY, WI	\$ 279,072.30	0.03%	99.29%
SUFFOLK COUNTY, MA	\$ 277,779.04	0.03%	99.32%
RICHLAND COUNTY, SC	\$ 255,128.68	0.03%	99.35%
JEFFERSON COUNTY, AL	\$ 249,446.37	0.03%	99.38%
UTAH COUNTY, UT	\$ 237,650.05	0.03%	99.40%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 231,380.00	0.03%	99.43%
SANTA BARBARA COUNTY, CA	\$ 225,888.00	0.02%	99.46%
MADERA COUNTY, CA	\$ 210,000.00	0.02%	99.48%
DEKALB COUNTY, GA	\$ 205,075.84	0.02%	99.50%
SHERBURNE COUNTY, MN	\$ 204,718.75	0.02%	99.52%
SEMINOLE COUNTY, FL	\$ 184,117.77	0.02%	99.54%
HAMILTON COUNTY, IN	\$ 179,428.00	0.02%	99.56%
VENTURA COUNTY, CA	\$ 178,489.26	0.02%	99.58%
KINGS COUNTY, NY	\$ 175,000.00	0.02%	99.60%
ADA COUNTY, ID	\$ 172,000.00	0.02%	99.62%
CUMBERLAND COUNTY, ME	\$ 168,170.04	0.02%	99.64%
EL DORADO COUNTY, CA	\$ 164,525.05	0.02%	99.66%
MULTNOMAH COUNTY, OR	\$ 160,449.00	0.02%	99.68%
NORFOLK CITY COUNTY, VA	\$ 150,000.00	0.02%	99.69%
DURHAM COUNTY, NC	\$ 148,754.57	0.02%	99.71%
BREVARD COUNTY, FL	\$ 146,833.02	0.02%	99.72%
HUMBOLDT COUNTY, CA	\$ 136,182.16	0.01%	99.74%
SUFFOLK COUNTY, NY	\$ 131,158.35	0.01%	99.75%
PIMA COUNTY, AZ	\$ 126,374.00	0.01%	99.77%
TULARE COUNTY, CA	\$ 121,920.00	0.01%	99.78%
MIDDLESEX COUNTY, NJ	\$ 121,390.14	0.01%	99.79%
BROOMFIELD COUNTY, CO	\$ 116,362.90	0.01%	99.81%
CHITTENDEN COUNTY, VT	\$ 109,186.18	0.01%	99.82%
NASSAU COUNTY, NY	\$ 101,253.19	0.01%	99.83%
FRANKLIN COUNTY, OH	\$ 98,788.22	0.01%	99.84%
CLACKAMAS COUNTY, OR	\$ 85,134.06	0.01%	99.85%
ST JOSEPH COUNTY, IN	\$ 80,540.32	0.01%	99.86%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
TOMPKINS COUNTY, NY	\$ 77,953.20	0.01%	99.87%
LANE COUNTY, OR	\$ 74,700.00	0.01%	99.88%
CASS COUNTY, ND	\$ 73,772.74	0.01%	99.88%
WINDHAM COUNTY, VT	\$ 70,000.00	0.01%	99.89%
LEON COUNTY, FL	\$ 69,500.04	0.01%	99.90%
WARREN COUNTY, OH	\$ 59,075.00	0.01%	99.91%
MARION COUNTY, IN	\$ 58,496.00	0.01%	99.91%
SHELBY COUNTY, AL	\$ 46,759.46	0.01%	99.92%
MARION COUNTY, OR	\$ 46,720.22	0.01%	99.92%
FRESNO COUNTY, CA	\$ 46,310.05	0.01%	99.93%
CASS COUNTY, MI	\$ 45,764.00	0.01%	99.93%
COLLIN COUNTY, TX	\$ 40,000.00	0.00%	99.94%
SAN LUIS OBISPO COUNTY, CA	\$ 40,000.00	0.00%	99.94%
COCONINO COUNTY, AZ	\$ 36,000.00	0.00%	99.95%
HAMILTON COUNTY, OH	\$ 35,251.01	0.00%	99.95%
WAYNE COUNTY, IN	\$ 31,888.00	0.00%	99.95%
SPOKANE COUNTY, WA	\$ 29,865.00	0.00%	99.96%
ALAMANCE COUNTY, NC	\$ 28,051.25	0.00%	99.96%
NEVADA COUNTY, CA	\$ 27,600.00	0.00%	99.96%
ESSEX COUNTY, MA	\$ 27,440.00	0.00%	99.96%
BENTON COUNTY, WA	\$ 26,680.00	0.00%	99.97%
WILLIAMSON COUNTY, TN	\$ 26,500.00	0.00%	99.97%
LARIMER COUNTY, CO	\$ 26,175.00	0.00%	99.97%
BUNCOMBE COUNTY, NC	\$ 24,677.38	0.00%	99.98%
ERIE COUNTY, NY	\$ 22,500.00	0.00%	99.98%
DAKOTA COUNTY, MN	\$ 22,283.63	0.00%	99.98%
KANE COUNTY, IL	\$ 19,130.00	0.00%	99.98%
SHELBY COUNTY, TN	\$ 18,000.00	0.00%	99.99%
PUEBLO COUNTY, CO	\$ 16,000.01	0.00%	99.99%
CLALLAM COUNTY, WA	\$ 13,995.36	0.00%	99.99%
PALM BEACH COUNTY, FL	\$ 13,500.00	0.00%	99.99%
VIGO COUNTY, IN	\$ 13,300.00	0.00%	99.99%
WAYNE COUNTY, MI	\$ 12,352.00	0.00%	99.99%
CARSON CITY COUNTY, NV	\$ 11,657.46	0.00%	99.99%
MONTGOMERY COUNTY, TX	\$ 11,000.00	0.00%	100.00%
ONONDAGA COUNTY, NY	\$ 10,500.00	0.00%	100.00%
SISKIYOU COUNTY, CA	\$ 9,460.00	0.00%	100.00%
BALTIMORE COUNTY, MD	\$ 7,148.00	0.00%	100.00%
WASHTENAW COUNTY, MI	\$ 6,900.00	0.00%	100.00%
GWINNETT COUNTY, GA	\$ 5,400.00	0.00%	100.00%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
WASHOE COUNTY, NV	\$ 2,200.00	0.00%	100.00%
CHESHIRE COUNTY, NH	\$ 0.01	0.00%	100.00%
DAVISS COUNTY, IN	\$ -	0.00%	100.00%
MENDOCINO COUNTY, CA	\$ -	0.00%	100.00%
PRINCE WILLIAM COUNTY, VA	\$ -	0.00%	100.00%
VANDERBURGH COUNTY, IN	\$ -	0.00%	100.00%
Total	\$910,506,752.68	100%	

TABLE B-4.
SANTA CLARA COUNTY GEOGRAPHIC MARKET AREA
NON-PROFESSIONAL SERVICES FIRMS

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
SANTA CLARA COUNTY, CA	\$ 60,052,054.91	26.95%	26.95%
SAN MATEO COUNTY, CA	\$ 7,376,458.43	3.31%	30.26%
SAN FRANCISCO COUNTY, CA	\$ 4,495,951.46	2.02%	32.27%
ALAMEDA COUNTY, CA	\$ 4,339,189.59	1.95%	34.22%
CONTRA COSTA COUNTY, CA	\$ 3,108,683.10	1.39%	35.61%
SONOMA COUNTY, CA	\$ 749,197.54	0.34%	35.95%
STANISLAUS COUNTY, CA	\$ 475,168.82	0.21%	36.16%
MERCED COUNTY, CA	\$ 198,720.00	0.09%	36.25%
SANTA CRUZ COUNTY, CA	\$ 128,800.00	0.06%	36.31%
SOLANO COUNTY, CA	\$ 118,989.43	0.05%	36.36%
SAN JOAQUIN COUNTY, CA	\$ 100,764.25	0.05%	36.41%
SAN BENITO COUNTY, CA	\$ 39,717.75	0.02%	36.43%
FULTON COUNTY, GA	\$ 23,587,194.40	10.58%	47.01%
LOS ANGELES COUNTY, CA	\$ 19,935,701.29	8.95%	55.96%
COOK COUNTY, IL	\$ 12,603,707.50	5.66%	61.61%
PALM BEACH COUNTY, FL	\$ 9,925,480.24	4.45%	66.06%
DOUGLAS COUNTY, NE	\$ 8,243,271.67	3.70%	69.76%
MARICOPA COUNTY, AZ	\$ 7,128,239.44	3.20%	72.96%
ALLEGHENY COUNTY, PA	\$ 6,387,550.50	2.87%	75.83%
ARAPAHOE COUNTY, CO	\$ 5,589,371.92	2.51%	78.34%
PHILADELPHIA COUNTY, PA	\$ 4,606,713.39	2.07%	80.40%
SACRAMENTO COUNTY, CA	\$ 4,401,003.50	1.97%	82.38%
JEFFERSON COUNTY, CO	\$ 3,534,365.23	1.59%	83.96%
OUTAGAMIE COUNTY, WI	\$ 3,496,856.37	1.57%	85.53%
DUVAL COUNTY, FL	\$ 3,223,775.08	1.45%	86.98%
ORANGE COUNTY, CA	\$ 2,964,957.51	1.33%	88.31%
DUPAGE COUNTY, IL	\$ 2,383,866.28	1.07%	89.38%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
JEFFERSON COUNTY, KY	\$ 2,261,047.57	1.01%	90.39%
CUMBERLAND COUNTY, PA	\$ 2,223,491.99	1.00%	91.39%
DALLAS COUNTY, TX	\$ 2,016,109.87	0.90%	92.30%
SAN DIEGO COUNTY, CA	\$ 1,925,577.91	0.86%	93.16%
KERN COUNTY, CA	\$ 1,470,387.18	0.66%	93.82%
SALT LAKE COUNTY, UT	\$ 1,084,605.71	0.49%	94.31%
HILLSBOROUGH COUNTY, NH	\$ 1,049,513.33	0.47%	94.78%
NASSAU COUNTY, NY	\$ 1,009,566.20	0.45%	95.23%
KINGS COUNTY, NY	\$ 738,875.02	0.33%	95.56%
JOHNSON COUNTY, KS	\$ 738,690.01	0.33%	95.89%
DELAWARE COUNTY, PA	\$ 716,475.80	0.32%	96.22%
FAIRFAX COUNTY, VA	\$ 681,045.86	0.31%	96.52%
KING COUNTY, WA	\$ 594,318.82	0.27%	96.79%
HAMILTON COUNTY, OH	\$ 575,739.46	0.26%	97.05%
NEVADA COUNTY, CA	\$ 561,677.63	0.25%	97.30%
SUFFOLK COUNTY, MA	\$ 543,581.90	0.24%	97.54%
ANNE ARUNDEL COUNTY, MD	\$ 529,089.10	0.24%	97.78%
DESCHUTES COUNTY, OR	\$ 487,070.84	0.22%	98.00%
CLARK COUNTY, WA	\$ 449,575.00	0.20%	98.20%
HARTFORD COUNTY, CT	\$ 335,611.00	0.15%	98.35%
MONTGOMERY COUNTY, OH	\$ 290,548.66	0.13%	98.48%
LANCASTER COUNTY, PA	\$ 266,300.00	0.12%	98.60%
CHESTERFIELD COUNTY, VA	\$ 261,624.31	0.12%	98.72%
COMAL COUNTY, TX	\$ 231,285.40	0.10%	98.82%
TRAVIS COUNTY, TX	\$ 221,632.65	0.10%	98.92%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 176,826.00	0.08%	99.00%
EL PASO COUNTY, TX	\$ 166,536.00	0.07%	99.07%
SAINT LOUIS CITY COUNTY, MO	\$ 149,163.45	0.07%	99.14%
PRINCE WILLIAM COUNTY, VA	\$ 147,413.13	0.07%	99.21%
NEW YORK COUNTY, NY	\$ 144,690.60	0.06%	99.27%
FRESNO COUNTY, CA	\$ 141,251.00	0.06%	99.34%
MONTGOMERY COUNTY, PA	\$ 124,327.32	0.06%	99.39%
WAYNE COUNTY, MI	\$ 99,862.50	0.04%	99.44%
MECKLENBURG COUNTY, NC	\$ 99,101.68	0.04%	99.48%
VENTURA COUNTY, CA	\$ 91,285.50	0.04%	99.52%
LORAIN COUNTY, OH	\$ 91,044.00	0.04%	99.56%
RIVERSIDE COUNTY, CA	\$ 90,479.11	0.04%	99.60%
HARRIS COUNTY, TX	\$ 89,131.25	0.04%	99.64%
BROOMFIELD COUNTY, CO	\$ 88,805.00	0.04%	99.68%
MONTGOMERY COUNTY, MD	\$ 79,387.00	0.04%	99.72%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
SAN BERNARDINO COUNTY, CA	\$ 67,907.45	0.03%	99.75%
NUECES COUNTY, TX	\$ 58,806.75	0.03%	99.78%
BROWARD COUNTY, FL	\$ 56,731.25	0.03%	99.80%
SUMNER COUNTY, TN	\$ 47,520.00	0.02%	99.82%
MACOMB COUNTY, MI	\$ 47,163.42	0.02%	99.84%
BUNCOMBE COUNTY, NC	\$ 41,111.01	0.02%	99.86%
GOOCHLAND COUNTY, VA	\$ 30,321.76	0.01%	99.88%
ESSEX COUNTY, NJ	\$ 23,455.28	0.01%	99.89%
NORFOLK COUNTY, MA	\$ 22,193.00	0.01%	99.90%
SEMINOLE COUNTY, FL	\$ 22,000.00	0.01%	99.91%
SAINT LOUIS COUNTY, MO	\$ 20,880.00	0.01%	99.92%
ERIE COUNTY, NY	\$ 20,327.50	0.01%	99.92%
ESSEX COUNTY, MA	\$ 18,493.01	0.01%	99.93%
INTERNATIONAL	\$ 16,957.50	0.01%	99.94%
PLYMOUTH COUNTY, MA	\$ 16,800.00	0.01%	99.95%
LEXINGTON COUNTY, SC	\$ 15,600.00	0.01%	99.95%
MIDDLESEX COUNTY, CT	\$ 14,251.40	0.01%	99.96%
OHIO COUNTY, WV	\$ 11,718.00	0.01%	99.97%
CLARK COUNTY, NV	\$ 10,212.80	0.00%	99.97%
SAN LUIS OBISPO COUNTY, CA	\$ 10,000.00	0.00%	99.98%
WASHTENAW COUNTY, MI	\$ 9,995.00	0.00%	99.98%
CASS COUNTY, ND	\$ 9,550.72	0.00%	99.98%
HENNEPIN COUNTY, MN	\$ 9,307.50	0.00%	99.99%
MONTGOMERY COUNTY, TX	\$ 6,900.00	0.00%	99.99%
BALTIMORE COUNTY, MD	\$ 6,808.00	0.00%	99.99%
BERNALILLO COUNTY, NM	\$ 6,123.27	0.00%	100.00%
PLACER COUNTY, CA	\$ 2,696.82	0.00%	100.00%
WILLIAMSON COUNTY, TX	\$ 2,440.35	0.00%	100.00%
FRANKLIN COUNTY, VA	\$ 285.76	0.00%	100.00%
SPOKANE COUNTY, WA	\$ 0.01	0.00%	100.00%
FAYETTE COUNTY, KY	\$ -	0.00%	100.00%
GWINNETT COUNTY, GA	\$ -	0.00%	100.00%
HAMILTON COUNTY, IN	\$ -	0.00%	100.00%
PIERCE COUNTY, WA	\$ -	0.00%	100.00%
WARREN COUNTY, KY	\$ -	0.00%	100.00%
Total	\$222,865,051.91	100%	

TABLE B-5.
SANTA CLARA COUNTY GEOGRAPHIC MARKET AREA
GOODS & RELATED SERVICES FIRMS

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
SANTA CLARA COUNTY, CA	\$ 153,015,173.65	32.02%	32.02%
SAN FRANCISCO COUNTY, CA	\$ 56,027,401.47	11.72%	43.75%
ALAMEDA COUNTY, CA	\$ 17,489,325.55	3.66%	47.41%
SONOMA COUNTY, CA	\$ 3,969,154.52	0.83%	48.24%
CONTRA COSTA COUNTY, CA	\$ 3,695,245.49	0.77%	49.01%
SAN JOAQUIN COUNTY, CA	\$ 2,376,956.04	0.50%	49.51%
SAN MATEO COUNTY, CA	\$ 1,904,757.43	0.40%	49.91%
SANTA CRUZ COUNTY, CA	\$ 1,212,365.30	0.25%	50.16%
MERCED COUNTY, CA	\$ 851,888.00	0.18%	50.34%
STANISLAUS COUNTY, CA	\$ 533,466.00	0.11%	50.45%
NAPA COUNTY, CA	\$ 169,850.00	0.04%	50.49%
SOLANO COUNTY, CA	\$ 55,234.50	0.01%	50.50%
MONTEREY COUNTY, CA	\$ 17,775.60	0.00%	50.50%
MARIN COUNTY, CA	\$ 13,109.36	0.00%	50.50%
LOS ANGELES COUNTY, CA	\$ 37,423,933.92	7.83%	58.34%
COOK COUNTY, IL	\$ 28,039,697.44	5.87%	64.20%
PHILADELPHIA COUNTY, PA	\$ 15,585,841.52	3.26%	67.46%
ORANGE COUNTY, CA	\$ 13,870,430.16	2.90%	70.37%
LIMESTONE COUNTY, AL	\$ 13,866,154.00	2.90%	73.27%
FULTON COUNTY, GA	\$ 12,438,907.99	2.60%	75.87%
SAN DIEGO COUNTY, CA	\$ 7,835,128.66	1.64%	77.51%
MARICOPA COUNTY, AZ	\$ 7,755,256.17	1.62%	79.14%
BUTTE COUNTY, CA	\$ 6,709,440.73	1.40%	80.54%
TRAVIS COUNTY, TX	\$ 6,486,936.86	1.36%	81.90%
DALLAS COUNTY, TX	\$ 6,239,482.72	1.31%	83.20%
SACRAMENTO COUNTY, CA	\$ 5,737,386.37	1.20%	84.40%
YOLO COUNTY, CA	\$ 5,594,663.90	1.17%	85.57%
SAINT LOUIS CITY COUNTY, MO	\$ 4,230,819.07	0.89%	86.46%
YUBA COUNTY, CA	\$ 3,704,234.01	0.78%	87.23%
OAKLAND COUNTY, MI	\$ 3,638,987.53	0.76%	88.00%
WAUKESHA COUNTY, WI	\$ 3,380,175.21	0.71%	88.70%
RAMSEY COUNTY, MN	\$ 3,266,821.29	0.68%	89.39%
COLLIN COUNTY, TX	\$ 2,569,923.66	0.54%	89.92%
COWLITZ COUNTY, WA	\$ 2,565,230.80	0.54%	90.46%
SAN BERNARDINO COUNTY, CA	\$ 2,421,194.22	0.51%	90.97%
MAURY COUNTY, TN	\$ 2,398,565.33	0.50%	91.47%
THURSTON COUNTY, WA	\$ 2,194,177.13	0.46%	91.93%
ARAPAHOE COUNTY, CO	\$ 2,045,027.00	0.43%	92.36%
DAVIDSON COUNTY, TN	\$ 1,950,012.28	0.41%	92.77%
PINELLAS COUNTY, FL	\$ 1,540,156.00	0.32%	93.09%
ORANGE COUNTY, FL	\$ 1,452,260.65	0.30%	93.39%
SUFFOLK COUNTY, MA	\$ 1,347,140.74	0.28%	93.67%
JEFFERSON COUNTY, CO	\$ 1,340,428.03	0.28%	93.95%
DAKOTA COUNTY, MN	\$ 1,329,406.14	0.28%	94.23%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
GREENVILLE COUNTY, SC	\$ 1,277,292.35	0.27%	94.50%
FAIRFAX COUNTY, VA	\$ 1,268,870.67	0.27%	94.77%
FRESNO COUNTY, CA	\$ 1,164,439.34	0.24%	95.01%
SUFFOLK COUNTY, NY	\$ 1,155,458.11	0.24%	95.25%
SUMMIT COUNTY, OH	\$ 1,077,984.15	0.23%	95.48%
KENT COUNTY, MI	\$ 1,026,602.25	0.21%	95.69%
BURLINGTON COUNTY, NJ	\$ 847,362.91	0.18%	95.87%
KING COUNTY, WA	\$ 843,253.73	0.18%	96.04%
WASHOE COUNTY, NV	\$ 837,801.80	0.18%	96.22%
MIDDLESEX COUNTY, MA	\$ 805,865.51	0.17%	96.39%
BERKELEY COUNTY, SC	\$ 760,000.00	0.16%	96.55%
HAMILTON COUNTY, OH	\$ 736,190.36	0.15%	96.70%
DENVER COUNTY, CO	\$ 730,653.18	0.15%	96.85%
DUPAGE COUNTY, IL	\$ 701,363.09	0.15%	97.00%
NEW YORK COUNTY, NY	\$ 651,931.83	0.14%	97.14%
BEXAR COUNTY, TX	\$ 643,262.55	0.13%	97.27%
JEFFERSON COUNTY, KY	\$ 636,387.96	0.13%	97.41%
PLACER COUNTY, CA	\$ 635,156.75	0.13%	97.54%
ALLEGHENY COUNTY, PA	\$ 606,280.48	0.13%	97.67%
NEW HAVEN COUNTY, CT	\$ 549,471.67	0.11%	97.78%
BOULDER COUNTY, CO	\$ 522,957.35	0.11%	97.89%
INTERNATIONAL	\$ 448,939.45	0.09%	97.98%
WARREN COUNTY, NJ	\$ 430,946.00	0.09%	98.07%
BERGEN COUNTY, NJ	\$ 430,915.90	0.09%	98.16%
RIVERSIDE COUNTY, CA	\$ 427,644.19	0.09%	98.25%
SHASTA COUNTY, CA	\$ 402,123.66	0.08%	98.34%
WINNEBAGO COUNTY, WI	\$ 388,172.00	0.08%	98.42%
JACKSON COUNTY, OR	\$ 381,000.00	0.08%	98.50%
MORRIS COUNTY, NJ	\$ 377,910.22	0.08%	98.58%
EL DORADO COUNTY, CA	\$ 377,080.00	0.08%	98.66%
LEE COUNTY, AL	\$ 368,639.45	0.08%	98.73%
GWINNETT COUNTY, GA	\$ 362,778.32	0.08%	98.81%
MIDDLESEX COUNTY, CT	\$ 334,217.90	0.07%	98.88%
WINONA COUNTY, MN	\$ 326,352.73	0.07%	98.95%
KINGS COUNTY, CA	\$ 238,995.36	0.05%	99.00%
NASSAU COUNTY, NY	\$ 220,127.17	0.05%	99.04%
BROWARD COUNTY, FL	\$ 216,429.62	0.05%	99.09%
MULTNOMAH COUNTY, OR	\$ 213,459.88	0.04%	99.13%
FAIRFIELD COUNTY, CT	\$ 199,469.50	0.04%	99.18%
HAMILTON COUNTY, IN	\$ 182,605.00	0.04%	99.21%
HARRIS COUNTY, TX	\$ 163,718.09	0.03%	99.25%
LOUDOUN COUNTY, VA	\$ 150,128.88	0.03%	99.28%
KENOSHA COUNTY, WI	\$ 144,841.81	0.03%	99.31%
MECKLENBURG COUNTY, NC	\$ 144,647.90	0.03%	99.34%
WASHINGTON COUNTY, MN	\$ 142,500.03	0.03%	99.37%
SEMINOLE COUNTY, FL	\$ 141,621.22	0.03%	99.40%
SAN LUIS OBISPO COUNTY, CA	\$ 139,032.26	0.03%	99.43%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
MONTGOMERY COUNTY, PA	\$ 134,790.00	0.03%	99.46%
MARTIN COUNTY, FL	\$ 133,639.00	0.03%	99.49%
MIAMI-DADE COUNTY, FL	\$ 126,571.60	0.03%	99.51%
VIRGINIA BEACH CITY COUNTY, VA	\$ 111,463.34	0.02%	99.54%
SAINT LOUIS COUNTY, MO	\$ 108,190.50	0.02%	99.56%
MONTGOMERY COUNTY, MD	\$ 102,762.86	0.02%	99.58%
LIMESTONE COUNTY, TX	\$ 96,013.50	0.02%	99.60%
SAINT JOHNS COUNTY, FL	\$ 93,447.04	0.02%	99.62%
PIERCE COUNTY, WA	\$ 91,763.15	0.02%	99.64%
MONTGOMERY COUNTY, VA	\$ 87,964.00	0.02%	99.66%
WAKE COUNTY, NC	\$ 87,681.32	0.02%	99.67%
MOORE COUNTY, NC	\$ 87,605.55	0.02%	99.69%
MILWAUKEE COUNTY, WI	\$ 81,929.84	0.02%	99.71%
WASHTENAW COUNTY, MI	\$ 80,112.00	0.02%	99.73%
QUEEN ANNES COUNTY, MD	\$ 76,623.60	0.02%	99.74%
GRUNDY COUNTY, IL	\$ 68,889.21	0.01%	99.76%
VENTURA COUNTY, CA	\$ 61,002.00	0.01%	99.77%
TOMPKINS COUNTY, NY	\$ 59,972.31	0.01%	99.78%
KANE COUNTY, IL	\$ 52,965.03	0.01%	99.79%
KENT COUNTY, DE	\$ 50,000.00	0.01%	99.80%
ONEIDA COUNTY, WI	\$ 49,629.95	0.01%	99.81%
INGHAM COUNTY, MI	\$ 48,943.00	0.01%	99.83%
FREMONT COUNTY, CO	\$ 42,475.00	0.01%	99.83%
WAYNE COUNTY, MI	\$ 40,418.90	0.01%	99.84%
SNOHOMISH COUNTY, WA	\$ 38,927.00	0.01%	99.85%
JOHNSON COUNTY, KS	\$ 37,628.23	0.01%	99.86%
CLARK COUNTY, NV	\$ 37,487.10	0.01%	99.87%
HOWARD COUNTY, MD	\$ 36,941.78	0.01%	99.87%
SHELBY COUNTY, TN	\$ 35,231.00	0.01%	99.88%
DISTRICT OF COLUMBIA COUNTY, DC	\$ 30,895.00	0.01%	99.89%
HILLSBOROUGH COUNTY, NH	\$ 28,598.25	0.01%	99.89%
MONTGOMERY COUNTY, AL	\$ 28,502.42	0.01%	99.90%
MERCER COUNTY, WV	\$ 25,980.80	0.01%	99.91%
SPOKANE COUNTY, WA	\$ 23,890.03	0.00%	99.91%
PUEBLO COUNTY, CO	\$ 22,695.64	0.00%	99.91%
HAMILTON COUNTY, TN	\$ 22,630.00	0.00%	99.92%
SANTA FE COUNTY, NM	\$ 22,373.86	0.00%	99.92%
MARION COUNTY, IN	\$ 21,583.00	0.00%	99.93%
SKAGIT COUNTY, WA	\$ 21,355.33	0.00%	99.93%
MONTGOMERY COUNTY, TX	\$ 21,295.00	0.00%	99.94%
JACKSON COUNTY, MO	\$ 21,125.00	0.00%	99.94%
DUVAL COUNTY, FL	\$ 20,544.48	0.00%	99.95%
UTAH COUNTY, UT	\$ 20,000.00	0.00%	99.95%
HENNEPIN COUNTY, MN	\$ 19,665.61	0.00%	99.95%
GREENE COUNTY, MO	\$ 15,500.00	0.00%	99.96%
YAVAPAI COUNTY, AZ	\$ 15,144.65	0.00%	99.96%
CLACKAMAS COUNTY, OR	\$ 14,700.00	0.00%	99.96%

COUNTY, STATE	AMOUNT PAID	PERCENT	CUMULATIVE PERCENTAGE
COLLIER COUNTY, FL	\$ 14,650.00	0.00%	99.97%
CUYAHOGA COUNTY, OH	\$ 14,500.00	0.00%	99.97%
HARRISONBURG CITY COUNTY, VA	\$ 13,350.00	0.00%	99.97%
LEE COUNTY, FL	\$ 13,045.00	0.00%	99.98%
CARSON CITY COUNTY, NV	\$ 12,960.80	0.00%	99.98%
ESSEX COUNTY, MA	\$ 12,500.00	0.00%	99.98%
KINGS COUNTY, NY	\$ 12,030.00	0.00%	99.98%
GENESEE COUNTY, MI	\$ 10,146.06	0.00%	99.99%
POWESHIEK COUNTY, IA	\$ 9,837.93	0.00%	99.99%
DENTON COUNTY, TX	\$ 9,422.53	0.00%	99.99%
MERCER COUNTY, OH	\$ 7,913.30	0.00%	99.99%
YORK COUNTY, VA	\$ 7,776.80	0.00%	99.99%
WARREN COUNTY, NY	\$ 7,485.00	0.00%	99.99%
MIDDLESEX COUNTY, NJ	\$ 6,947.03	0.00%	100.00%
OHIO COUNTY, WV	\$ 5,859.00	0.00%	100.00%
CHEROKEE COUNTY, GA	\$ 5,393.89	0.00%	100.00%
PALM BEACH COUNTY, FL	\$ 4,999.99	0.00%	100.00%
TIPPECANOE COUNTY, IN	\$ 1,365.00	0.00%	100.00%
FRANKLIN COUNTY, NC	\$ 209.15	0.00%	100.00%
WISE COUNTY, TX	\$ -	0.00%	100.00%
Total	\$477,850,343.38	100%	

Appendix C

C. Detailed Utilization, Availability, and Disparity Analysis

TABLE C-1.
SANTA CLARA COUNTY
DETAILED UTILIZATION OF FIRMS

RACE-ETHNICITY-GENDER	PUBLIC WORKS AND CONSTRUCTION	PROFESSIONAL SERVICES	NON-PROFESSIONAL SERVICES	GOODS & RELATED SERVICES	GRAND TOTAL
AFRICAN AMERICAN	\$60,000.00	\$310,715.16	\$5,331,449.08	\$965,579.51	\$6,667,743.75
ASIAN AMERICAN	\$69,474,842.38	\$20,898,333.66	\$8,185,776.04	\$73,095,493.88	\$171,654,445.96
HISPANIC AMERICAN	\$3,336,733.78	\$6,065,126.89	\$321,737.12	\$5,965,035.37	\$15,688,633.16
NATIVE AMERICAN	\$1,525,872.44	\$110,706.75	\$1,470,387.18	\$ -	\$3,106,966.37
MBE	\$74,397,448.60	\$27,384,882.46	\$15,309,349.42	\$80,026,108.77	\$197,117,789.25
NON-MINORITY WOMEN	\$33,216,182.31	\$116,850,197.01	\$8,109,074.24	\$9,573,383.88	\$167,748,837.44
M/WBE	\$107,613,630.91	\$144,235,079.47	\$23,418,423.66	\$89,599,492.65	\$364,866,626.69
UNCLASSIFIED	\$695,022,912.56	\$766,271,673.21	\$199,446,628.24	\$388,250,850.74	\$2,048,992,064.75
Grand Total	\$802,636,543.47	\$910,506,752.68	\$222,865,051.91	\$477,850,343.38	\$2,413,858,691.44

RACE-ETHNICITY-GENDER	PUBLIC WORKS AND CONSTRUCTION	PROFESSIONAL SERVICES	NON-PROFESSIONAL SERVICES	GOODS & RELATED SERVICES	GRAND TOTAL
AFRICAN AMERICAN	0.01%	0.03%	2.39%	0.20%	0.28%
ASIAN AMERICAN	8.66%	2.30%	3.67%	15.30%	7.11%
HISPANIC AMERICAN	0.42%	0.67%	0.14%	1.25%	0.65%
NATIVE AMERICAN	0.19%	0.01%	0.66%	0.00%	0.13%
MBE	9.27%	3.01%	6.87%	16.75%	8.17%
NON-MINORITY WOMEN	4.14%	12.83%	3.64%	2.00%	6.95%
M/WBE	13.41%	15.84%	10.51%	18.75%	15.12%
UNCLASSIFIED	86.59%	84.16%	89.49%	81.25%	84.88%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%

TABLE C-2.
SANTA CLARA COUNTY
DETAILED AVAILABILITY OF FIRMS

RACE-ETHNICITY-GENDER	PUBLIC WORKS AND CONSTRUCTION	PROFESSIONAL SERVICES	NON-PROFESSIONAL SERVICES	GOODS & RELATED SERVICES	TOTAL
AFRICAN AMERICAN	1.21%	1.98%	0.43%	0.13%	1.21%
ASIAN AMERICAN	8.29%	5.42%	6.41%	0.88%	5.57%
HISPANIC AMERICAN	4.70%	3.91%	3.91%	0.12%	3.43%
NATIVE AMERICAN	0.00%	2.05%	0.41%	0.23%	0.85%
MBE	14.20%	13.36%	11.16%	1.36%	11.06%
NON-MINORITY WOMEN	14.26%	25.72%	16.47%	4.45%	16.85%
M/WBE	28.46%	39.08%	27.63%	5.81%	27.91%
UNCLASSIFIED	71.54%	60.92%	72.37%	94.19%	72.09%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%

TABLE C-3.
SANTA CLARA COUNTY
DISPARITY ANALYSIS ON UTILIZATION OF AVAILABLE FIRMS

RACE-ETHNICITY-GENDER	PUBLIC WORKS AND CONSTRUCTION	PROFESSIONAL SERVICES	NON-PROFESSIONAL SERVICES	GOODS & RELATED SERVICES	TOTAL
AFRICAN AMERICAN	0.62	1.72	562.57	153.57	22.76
ASIAN AMERICAN	104.40	42.36	57.26	1740.66	127.75
HISPANIC AMERICAN	8.84	17.02	3.69	1000.53	18.97
NATIVE AMERICAN	6818.39	0.59	160.98	0.00	15.06
MBE	65.26	22.52	61.53	1230.82	73.83
NON-MINORITY WOMEN	29.02	49.89	22.10	45.01	41.25
M/WBE	47.10	40.54	38.03	322.61	54.16
UNCLASSIFIED	121.05	138.14	123.66	86.26	117.74

Appendix D

D. Detailed Product Market Analysis

TABLE D-1.
DETAILED PRODUCT MARKET ANALYSIS

NAICS CODE	NAICS CODE DESCRIPTION	MGT NET SPEND	PERCENT
236220	Commercial and Institutional Building Construction	\$ 482,438,674.92	19.99%
423430	Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	\$ 169,386,246.56	7.02%
621498	All Other Outpatient Care Centers	\$ 141,675,309.42	5.87%
541519	Other Computer Related Services	\$ 125,101,396.72	5.18%
622210	Psychiatric and Substance Abuse Hospitals	\$ 121,286,780.39	5.02%
541310	Architectural Services	\$ 79,782,961.18	3.31%
541330	Engineering Services	\$ 70,731,578.19	2.93%
541690	Other Scientific and Technical Consulting Services	\$ 64,587,356.21	2.68%
621112	Offices of Physicians, Mental Health Specialists	\$ 50,472,580.29	2.09%
621111	Offices of Physicians (except Mental Health Specialists)	\$ 43,508,495.36	1.80%
623110	Nursing Care Facilities (Skilled Nursing Facilities)	\$ 41,617,191.69	1.72%
541611	Administrative Management and General Management Consulting Services	\$ 41,078,807.33	1.70%
541512	Computer Systems Design Services	\$ 38,880,332.12	1.61%
334111	Electronic Computer Manufacturing	\$ 38,617,625.91	1.60%
237310	Highway, Street, and Bridge Construction	\$ 38,307,778.81	1.59%
517919	All Other Telecommunications	\$ 37,134,628.41	1.54%
561320	Temporary Help Services	\$ 35,771,108.97	1.48%
238220	Plumbing, Heating, and Air-Conditioning Contractors	\$ 31,616,115.39	1.31%
541511	Custom Computer Programming Services	\$ 30,320,373.02	1.26%
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	\$ 29,085,709.80	1.20%
423210	Furniture Merchant Wholesalers	\$ 27,402,956.75	1.14%
561311	Employment Placement Agencies	\$ 25,779,110.82	1.07%
624229	Other Community Housing Services	\$ 21,958,568.56	0.91%
236116	New Multifamily Housing Construction (except For-Sale Builders)	\$ 20,703,065.00	0.86%
623990	Other Residential Care Facilities	\$ 20,241,719.00	0.84%
238990	All Other Specialty Trade Contractors	\$ 20,195,077.32	0.84%
511210	Software Publishers	\$ 17,021,975.73	0.71%
624120	Services for the Elderly and Persons with Disabilities	\$ 16,433,444.05	0.68%
423830	Industrial Machinery and Equipment Merchant Wholesalers	\$ 15,023,621.55	0.62%
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	\$ 14,522,002.64	0.60%
541810	Advertising Agencies	\$ 14,418,602.26	0.60%
337127	Institutional Furniture Manufacturing	\$ 14,288,311.38	0.59%
622110	General Medical and Surgical Hospitals	\$ 14,215,589.49	0.59%
518210	Data Processing, Hosting, and Related Services	\$ 14,005,382.05	0.58%
621420	Outpatient Mental Health and Substance Abuse Centers	\$ 13,040,071.83	0.54%
541618	Other Management Consulting Services	\$ 11,968,910.91	0.50%
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	\$ 11,018,972.93	0.46%
236118	Residential Remodelers	\$ 10,922,764.69	0.45%
561612	Security Guards and Patrol Services	\$ 10,682,095.15	0.44%
212321	Construction Sand and Gravel Mining	\$ 10,291,758.02	0.43%
424120	Stationery and Office Supplies Merchant Wholesalers	\$ 10,011,901.57	0.41%

NAICS CODE	NAICS CODE DESCRIPTION	MGT NET SPEND	PERCENT
561621	Security Systems Services (except Locksmiths)	\$ 9,454,922.20	0.39%
238210	Electrical Contractors and Other Wiring Installation Contractors	\$ 9,394,745.52	0.39%
238290	Other Building Equipment Contractors	\$ 9,296,143.50	0.39%
623312	Assisted Living Facilities for the Elderly	\$ 9,236,429.12	0.38%
441110	New Car Dealers	\$ 7,295,899.06	0.30%
324121	Asphalt Paving Mixture and Block Manufacturing	\$ 7,274,813.23	0.30%
424420	Packaged Frozen Food Merchant Wholesalers	\$ 7,158,383.52	0.30%
621330	Offices of Mental Health Practitioners (except Physicians)	\$ 7,143,923.54	0.30%
423420	Office Equipment Merchant Wholesalers	\$ 7,092,084.35	0.29%
424710	Petroleum Bulk Stations and Terminals	\$ 7,072,105.10	0.29%
238910	Site Preparation Contractors	\$ 6,523,582.10	0.27%
811310	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	\$ 6,413,499.51	0.27%
541620	Environmental Consulting Services	\$ 6,215,831.41	0.26%
541219	Other Accounting Services	\$ 5,391,394.21	0.22%
333318	Other Commercial and Service Industry Machinery Manufacturing	\$ 5,369,146.97	0.22%
562112	Hazardous Waste Collection	\$ 5,324,602.95	0.22%
562111	Solid Waste Collection	\$ 5,075,583.46	0.21%
561730	Landscaping Services	\$ 4,656,093.01	0.19%
448150	Clothing Accessories Stores	\$ 4,601,088.54	0.19%
424480	Fresh Fruit and Vegetable Merchant Wholesalers	\$ 4,457,542.99	0.18%
238190	Other Foundation, Structure, and Building Exterior Contractors	\$ 4,425,665.63	0.18%
334519	Other Measuring and Controlling Device Manufacturing	\$ 4,370,176.13	0.18%
561720	Janitorial Services	\$ 4,361,257.73	0.18%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	\$ 4,230,819.07	0.18%
624210	Community Food Services	\$ 4,191,512.64	0.17%
623311	Continuing Care Retirement Communities	\$ 4,157,586.98	0.17%
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	\$ 4,113,345.00	0.17%
522110	Commercial Banking	\$ 4,037,145.94	0.17%
541990	All Other Professional, Scientific, and Technical Services	\$ 3,808,484.08	0.16%
562211	Hazardous Waste Treatment and Disposal	\$ 3,800,977.75	0.16%
423690	Other Electronic Parts and Equipment Merchant Wholesalers	\$ 3,641,481.92	0.15%
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing	\$ 3,575,812.85	0.15%
441120	Used Car Dealers	\$ 3,559,613.21	0.15%
541110	Offices of Lawyers	\$ 3,540,643.26	0.15%
323111	Commercial Printing (except Screen and Books)	\$ 3,516,593.60	0.15%
523930	Investment Advice	\$ 3,348,206.85	0.14%
541211	Offices of Certified Public Accountants	\$ 3,308,249.53	0.14%
611430	Professional and Management Development Training	\$ 3,291,024.29	0.14%
812930	Parking Lots and Garages	\$ 3,229,362.35	0.13%
484210	Used Household and Office Goods Moving	\$ 3,223,775.08	0.13%
623220	Residential Mental Health and Substance Abuse Facilities	\$ 3,116,570.00	0.13%
541380	Testing Laboratories	\$ 3,003,533.82	0.12%
454390	Other Direct Selling Establishments	\$ 2,973,248.21	0.12%
523920	Portfolio Management	\$ 2,766,794.57	0.11%
532490	Other Commercial and Industrial Machinery and Equipment Rental and Leasing	\$ 2,743,956.54	0.11%
334419	Other Electronic Component Manufacturing	\$ 2,739,764.00	0.11%
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	\$ 2,679,971.76	0.11%
541613	Marketing Consulting Services	\$ 2,638,376.50	0.11%
541410	Interior Design Services	\$ 2,635,303.00	0.11%

NAICS CODE	NAICS CODE DESCRIPTION	MGT NET SPEND	PERCENT
237990	Other Heavy and Civil Engineering Construction	\$ 2,631,356.09	0.11%
523110	Investment Banking and Securities Dealing	\$ 2,563,001.13	0.11%
561422	Telemarketing Bureaus and Other Contact Centers	\$ 2,550,374.53	0.11%
445299	All Other Specialty Food Stores	\$ 2,519,561.68	0.10%
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	\$ 2,504,953.54	0.10%
335122	Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing	\$ 2,376,002.18	0.10%
424430	Dairy Product (except Dried or Canned) Merchant Wholesalers	\$ 2,373,863.41	0.10%
424130	Industrial and Personal Service Paper Merchant Wholesalers	\$ 2,233,057.73	0.09%
337214	Office Furniture (except Wood) Manufacturing	\$ 2,224,087.41	0.09%
519190	All Other Information Services	\$ 2,168,250.27	0.09%
332994	Small Arms, Ordnance, and Ordnance Accessories Manufacturing	\$ 2,145,951.46	0.09%
722310	Food Service Contractors	\$ 2,117,942.80	0.09%
445291	Baked Goods Stores	\$ 2,100,502.10	0.09%
561110	Office Administrative Services	\$ 2,069,160.55	0.09%
541320	Landscape Architectural Services	\$ 1,985,473.98	0.08%
624190	Other Individual and Family Services	\$ 1,957,830.84	0.08%
238130	Framing Contractors	\$ 1,910,851.65	0.08%
562910	Remediation Services	\$ 1,888,782.22	0.08%
334290	Other Communications Equipment Manufacturing	\$ 1,848,644.45	0.08%
561440	Collection Agencies	\$ 1,813,967.66	0.08%
423390	Other Construction Material Merchant Wholesalers	\$ 1,776,609.94	0.07%
561611	Investigation Services	\$ 1,765,545.18	0.07%
441310	Automotive Parts and Accessories Stores	\$ 1,760,794.08	0.07%
541930	Translation and Interpretation Services	\$ 1,758,510.65	0.07%
711211	Sports Teams and Clubs	\$ 1,643,207.38	0.07%
337211	Wood Office Furniture Manufacturing	\$ 1,618,072.51	0.07%
561710	Exterminating and Pest Control Services	\$ 1,615,257.64	0.07%
238120	Structural Steel and Precast Concrete Contractors	\$ 1,540,403.20	0.06%
531320	Offices of Real Estate Appraisers	\$ 1,441,352.21	0.06%
423440	Other Commercial Equipment Merchant Wholesalers	\$ 1,429,941.89	0.06%
924110	Administration of Air and Water Resource and Solid Waste Management Programs	\$ 1,343,089.14	0.06%
541910	Marketing Research and Public Opinion Polling	\$ 1,320,365.14	0.05%
541850	Outdoor Advertising	\$ 1,291,720.71	0.05%
561790	Other Services to Buildings and Dwellings	\$ 1,251,454.42	0.05%
445292	Confectionery and Nut Stores	\$ 1,202,292.90	0.05%
333249	Other Industrial Machinery Manufacturing	\$ 1,178,638.33	0.05%
454310	Fuel Dealers	\$ 1,163,117.48	0.05%
562920	Materials Recovery Facilities	\$ 1,080,382.29	0.04%
441320	Tire Dealers	\$ 1,077,984.15	0.04%
423820	Farm and Garden Machinery and Equipment Merchant Wholesalers	\$ 1,076,329.18	0.04%
334310	Audio and Video Equipment Manufacturing	\$ 1,042,370.43	0.04%
325412	Pharmaceutical Preparation Manufacturing	\$ 981,217.99	0.04%
238221	Residential Plumbing, Heating, and Air-Conditioning Contractors	\$ 962,913.60	0.04%
238110	Poured Concrete Foundation and Structure Contractors	\$ 945,501.40	0.04%
238340	Tile and Terrazzo Contractors	\$ 938,871.45	0.04%
562998	All Other Miscellaneous Waste Management Services	\$ 936,910.71	0.04%
541614	Process, Physical Distribution, and Logistics Consulting Services	\$ 912,191.30	0.04%
721110	Hotels (except Casino Hotels) and Motels	\$ 905,781.77	0.04%
621512	Diagnostic Imaging Centers	\$ 873,798.35	0.04%

NAICS CODE	NAICS CODE DESCRIPTION	MGT NET SPEND	PERCENT
332311	Prefabricated Metal Building and Component Manufacturing	\$ 867,364.00	0.04%
541820	Public Relations Agencies	\$ 858,083.23	0.04%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	\$ 856,019.96	0.04%
336320	Motor Vehicle Electrical and Electronic Equipment Manufacturing	\$ 796,101.80	0.03%
424340	Footwear Merchant Wholesalers	\$ 784,020.68	0.03%
488991	Packing and Crating	\$ 780,483.96	0.03%
332420	Metal Tank (Heavy Gauge) Manufacturing	\$ 773,091.73	0.03%
221114	Solar Electric Power Generation	\$ 772,116.40	0.03%
813312	Environment, Conservation and Wildlife Organizations	\$ 762,427.13	0.03%
713940	Fitness and Recreational Sports Centers	\$ 748,751.16	0.03%
519120	Libraries and Archives	\$ 745,602.02	0.03%
311991	Perishable Prepared Food Manufacturing	\$ 744,016.13	0.03%
621493	Freestanding Ambulatory Surgical and Emergency Centers	\$ 735,502.01	0.03%
511120	Periodical Publishers	\$ 726,436.29	0.03%
238320	Painting and Wall Covering Contractors	\$ 723,333.90	0.03%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	\$ 720,673.69	0.03%
812320	Drycleaning and Laundry Services (except Coin-Operated)	\$ 681,359.13	0.03%
621410	Family Planning Centers	\$ 662,263.15	0.03%
621910	Ambulance Services	\$ 653,338.53	0.03%
611519	Other Technical and Trade Schools	\$ 646,434.36	0.03%
541612	Human Resources Consulting Services	\$ 644,182.36	0.03%
922160	Fire Protection	\$ 635,569.71	0.03%
524114	Direct Health and Medical Insurance Carriers	\$ 634,759.31	0.03%
312112	Bottled Water Manufacturing	\$ 627,021.24	0.03%
453220	Gift, Novelty, and Souvenir Stores	\$ 602,932.77	0.02%
325611	Soap and Other Detergent Manufacturing	\$ 578,772.15	0.02%
624110	Child and Youth Services	\$ 564,692.72	0.02%
722320	Caterers	\$ 556,850.81	0.02%
541890	Other Services Related to Advertising	\$ 533,313.36	0.02%
334517	Irradiation Apparatus Manufacturing	\$ 500,633.28	0.02%
423910	Sporting and Recreational Goods and Supplies Merchant Wholesalers	\$ 488,533.38	0.02%
316210	Footwear Manufacturing	\$ 486,865.65	0.02%
812331	Linen Supply	\$ 481,407.19	0.02%
325413	In-Vitro Diagnostic Substance Manufacturing	\$ 469,126.08	0.02%
561431	Private Mail Centers	\$ 464,025.90	0.02%
322299	All Other Converted Paper Product Manufacturing	\$ 462,922.85	0.02%
424950	Paint, Varnish, and Supplies Merchant Wholesalers	\$ 460,638.09	0.02%
238330	Flooring Contractors	\$ 459,009.50	0.02%
524210	Insurance Agencies and Brokerages	\$ 455,627.75	0.02%
488190	Other Support Activities for Air Transportation	\$ 452,315.65	0.02%
541940	Veterinary Services	\$ 451,137.09	0.02%
315210	Cut and Sew Apparel Contractors	\$ 437,093.52	0.02%
423460	Ophthalmic Goods Merchant Wholesalers	\$ 435,072.04	0.02%
423110	Automobile and Other Motor Vehicle Merchant Wholesalers	\$ 434,369.19	0.02%
812990	All Other Personal Services	\$ 429,432.00	0.02%
339113	Surgical Appliance and Supplies Manufacturing	\$ 404,997.13	0.02%
315990	Apparel Accessories and Other Apparel Manufacturing	\$ 402,976.33	0.02%
522130	Credit Unions	\$ 402,497.35	0.02%
485410	School and Employee Bus Transportation	\$ 401,685.36	0.02%
336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing	\$ 400,779.63	0.02%

NAICS CODE	NAICS CODE DESCRIPTION	MGT NET SPEND	PERCENT
311999	All Other Miscellaneous Food Manufacturing	\$ 388,172.00	0.02%
238390	Other Building Finishing Contractors	\$ 356,910.49	0.01%
524298	All Other Insurance Related Activities	\$ 355,286.66	0.01%
336611	Ship Building and Repairing	\$ 354,860.00	0.01%
541199	All Other Legal Services	\$ 333,852.98	0.01%
922190	Other Justice, Public Order, and Safety Activities	\$ 323,872.92	0.01%
333413	Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing	\$ 317,920.22	0.01%
238150	Glass and Glazing Contractors	\$ 317,176.76	0.01%
541490	Other Specialized Design Services	\$ 316,356.69	0.01%
611420	Computer Training	\$ 315,928.00	0.01%
335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing	\$ 310,840.00	0.01%
611692	Automobile Driving Schools	\$ 300,898.37	0.01%
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	\$ 293,200.48	0.01%
488410	Motor Vehicle Towing	\$ 290,918.89	0.01%
811412	Appliance Repair and Maintenance	\$ 290,566.32	0.01%
611710	Educational Support Services	\$ 289,602.51	0.01%
424110	Printing and Writing Paper Merchant Wholesalers	\$ 288,124.47	0.01%
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	\$ 275,312.91	0.01%
423490	Other Professional Equipment and Supplies Merchant Wholesalers	\$ 273,980.81	0.01%
561210	Facilities Support Services	\$ 269,593.79	0.01%
424990	Other Miscellaneous Nondurable Goods Merchant Wholesalers	\$ 266,309.07	0.01%
611310	Colleges, Universities, and Professional Schools	\$ 265,063.33	0.01%
424440	Poultry and Poultry Product Merchant Wholesalers	\$ 264,057.88	0.01%
442110	Furniture Stores	\$ 257,512.67	0.01%
445120	Convenience Stores	\$ 250,878.80	0.01%
541830	Media Buying Agencies	\$ 250,321.44	0.01%
541350	Building Inspection Services	\$ 247,256.04	0.01%
561312	Executive Search Services	\$ 246,771.30	0.01%
813940	Political Organizations	\$ 244,000.02	0.01%
334516	Analytical Laboratory Instrument Manufacturing	\$ 241,016.07	0.01%
335312	Motor and Generator Manufacturing	\$ 239,614.40	0.01%
325520	Adhesive Manufacturing	\$ 232,751.78	0.01%
311930	Flavoring Syrup and Concentrate Manufacturing	\$ 232,225.68	0.01%
325320	Pesticide and Other Agricultural Chemical Manufacturing	\$ 230,623.90	0.01%
541430	Graphic Design Services	\$ 229,185.17	0.01%
515120	Television Broadcasting	\$ 227,773.64	0.01%
812210	Funeral Homes and Funeral Services	\$ 214,224.00	0.01%
485210	Interurban and Rural Bus Transportation	\$ 213,541.81	0.01%
512120	Motion Picture and Video Distribution	\$ 212,830.02	0.01%
221118	Other Electric Power Generation	\$ 209,728.38	0.01%
332710	Machine Shops	\$ 208,465.38	0.01%
551112	Offices of Other Holding Companies	\$ 206,573.15	0.01%
488490	Other Support Activities for Road Transportation	\$ 206,263.03	0.01%
236210	Industrial Building Construction	\$ 200,001.00	0.01%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	\$ 199,493.39	0.01%
423840	Industrial Supplies Merchant Wholesalers	\$ 198,630.26	0.01%
336360	Motor Vehicle Seating and Interior Trim Manufacturing	\$ 197,000.00	0.01%
811191	Automotive Oil Change and Lubrication Shops	\$ 196,109.04	0.01%
922120	Police Protection	\$ 181,120.00	0.01%

NAICS CODE	NAICS CODE DESCRIPTION	MGT NET SPEND	PERCENT
811192	Car Washes	\$ 179,482.00	0.01%
541191	Title Abstract and Settlement Offices	\$ 175,724.25	0.01%
336999	All Other Transportation Equipment Manufacturing	\$ 169,850.00	0.01%
562991	Septic Tank and Related Services	\$ 168,553.00	0.01%
562219	Other Nonhazardous Waste Treatment and Disposal	\$ 168,450.88	0.01%
492110	Couriers and Express Delivery Services	\$ 162,278.37	0.01%
813319	Other Social Advocacy Organizations	\$ 162,053.25	0.01%
335220	Major Household Appliance Manufacturing	\$ 154,672.12	0.01%
541213	Tax Preparation Services	\$ 148,796.45	0.01%
485320	Limousine Service	\$ 146,030.00	0.01%
332992	Small Arms Ammunition Manufacturing	\$ 145,604.15	0.01%
441228	Motorcycle, ATV, and All Other Motor Vehicle Dealers	\$ 145,343.66	0.01%
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers	\$ 140,904.54	0.01%
423620	Household Appliances, Electric Housewares, and Consumer Electronics Merchant Wholesalers	\$ 140,873.48	0.01%
621399	Offices of All Other Miscellaneous Health Practitioners	\$ 139,550.73	0.01%
323120	Support Activities for Printing	\$ 138,035.58	0.01%
523999	Miscellaneous Financial Investment Activities	\$ 136,321.05	0.01%
611699	All Other Miscellaneous Schools and Instruction	\$ 134,878.06	0.01%
811211	Consumer Electronics Repair and Maintenance	\$ 128,800.00	0.01%
444130	Hardware Stores	\$ 128,024.78	0.01%
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	\$ 126,900.02	0.01%
423810	Construction and Mining (except Oil Well) Machinery and Equipment Merchant Wholesalers	\$ 126,286.00	0.01%
921110	Executive Offices	\$ 125,393.00	0.01%
813410	Civic and Social Organizations	\$ 125,157.57	0.01%
561421	Telephone Answering Services	\$ 124,327.32	0.01%
621610	Home Health Care Services	\$ 123,987.50	0.01%
517410	Satellite Telecommunications	\$ 122,626.79	0.01%
325992	Photographic Film, Paper, Plate, and Chemical Manufacturing	\$ 120,471.10	0.00%
624221	Temporary Shelters	\$ 120,000.00	0.00%
621210	Offices of Dentists	\$ 119,120.00	0.00%
334118	Computer Terminal and Other Computer Peripheral Equipment Manufacturing	\$ 113,620.05	0.00%
454110	Electronic Shopping and Mail-Order Houses	\$ 110,100.00	0.00%
812332	Industrial Launderers	\$ 108,189.43	0.00%
313310	Textile and Fabric Finishing Mills	\$ 105,750.83	0.00%
811212	Computer and Office Machine Repair and Maintenance	\$ 103,943.00	0.00%
811219	Other Electronic and Precision Equipment Repair and Maintenance	\$ 102,645.35	0.00%
237110	Water and Sewer Line and Related Structures Construction	\$ 100,681.05	0.00%
339920	Sporting and Athletic Goods Manufacturing	\$ 100,362.49	0.00%
511110	Newspaper Publishers	\$ 98,951.51	0.00%
561330	Professional Employer Organizations	\$ 96,760.00	0.00%
451140	Musical Instrument and Supplies Stores	\$ 96,013.50	0.00%
561990	All Other Support Services	\$ 94,145.96	0.00%
333993	Packaging Machinery Manufacturing	\$ 93,476.00	0.00%
339950	Sign Manufacturing	\$ 92,018.17	0.00%
561910	Packaging and Labeling Services	\$ 91,044.00	0.00%
621999	All Other Miscellaneous Ambulatory Health Care Services	\$ 90,064.08	0.00%
611110	Elementary and Secondary Schools	\$ 89,800.00	0.00%
442291	Window Treatment Stores	\$ 87,695.54	0.00%

NAICS CODE	NAICS CODE DESCRIPTION	MGT NET SPEND	PERCENT
337110	Wood Kitchen Cabinet and Countertop Manufacturing	\$ 85,130.00	0.00%
335313	Switchgear and Switchboard Apparatus Manufacturing	\$ 81,929.84	0.00%
322230	Stationery Product Manufacturing	\$ 80,939.39	0.00%
481211	Nonscheduled Chartered Passenger Air Transportation	\$ 78,446.00	0.00%
327910	Abrasive Product Manufacturing	\$ 75,920.00	0.00%
512131	Motion Picture Theaters (except Drive-Ins)	\$ 75,000.00	0.00%
622310	Specialty (except Psychiatric and Substance Abuse) Hospitals	\$ 74,841.50	0.00%
485510	Charter Bus Industry	\$ 73,490.00	0.00%
541370	Surveying and Mapping (except Geophysical) Services	\$ 71,936.25	0.00%
314120	Curtain and Linen Mills	\$ 71,655.79	0.00%
541922	Commercial Photography	\$ 71,351.63	0.00%
711410	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	\$ 71,000.00	0.00%
326199	All Other Plastics Product Manufacturing	\$ 70,268.35	0.00%
335929	Other Communication and Energy Wire Manufacturing	\$ 68,889.21	0.00%
325120	Industrial Gas Manufacturing	\$ 67,021.21	0.00%
561410	Document Preparation Services	\$ 66,603.10	0.00%
337215	Showcase, Partition, Shelving, and Locker Manufacturing	\$ 63,504.64	0.00%
424520	Livestock Merchant Wholesalers	\$ 63,091.82	0.00%
314910	Textile Bag and Canvas Mills	\$ 56,285.00	0.00%
561499	All Other Business Support Services	\$ 52,977.50	0.00%
512290	Other Sound Recording Industries	\$ 49,259.58	0.00%
493110	General Warehousing and Storage	\$ 47,520.00	0.00%
485310	Taxi Service	\$ 45,264.11	0.00%
423740	Refrigeration Equipment and Supplies Merchant Wholesalers	\$ 44,357.64	0.00%
321991	Manufactured Home (Mobile Home) Manufacturing	\$ 44,262.00	0.00%
332215	Metal Kitchen Cookware, Utensil, Cutlery, and Flatware (except Precious) Manufacturing	\$ 43,877.04	0.00%
812220	Cemeteries and Crematories	\$ 43,700.00	0.00%
532411	Commercial Air, Rail, and Water Transportation Equipment Rental and Leasing	\$ 43,047.20	0.00%
519130	Internet Publishing and Broadcasting and Web Search Portals	\$ 42,609.00	0.00%
453210	Office Supplies and Stationery Stores	\$ 40,632.00	0.00%
423410	Photographic Equipment and Supplies Merchant Wholesalers	\$ 40,361.54	0.00%
326220	Rubber and Plastics Hoses and Belting Manufacturing	\$ 39,776.00	0.00%
922130	Legal Counsel and Prosecution	\$ 39,454.41	0.00%
451110	Sporting Goods Stores	\$ 38,927.00	0.00%
321911	Wood Window and Door Manufacturing	\$ 38,917.03	0.00%
522310	Mortgage and Nonmortgage Loan Brokers	\$ 38,750.00	0.00%
532420	Office Machinery and Equipment Rental and Leasing	\$ 38,357.50	0.00%
237130	Power and Communication Line and Related Structures Construction	\$ 37,134.92	0.00%
332312	Fabricated Structural Metal Manufacturing	\$ 37,014.00	0.00%
331512	Steel Investment Foundries	\$ 36,750.00	0.00%
712120	Historical Sites	\$ 36,000.00	0.00%
238310	Drywall and Insulation Contractors	\$ 34,850.00	0.00%
331511	Iron Foundries	\$ 34,172.49	0.00%
511130	Book Publishers	\$ 32,794.00	0.00%
333241	Food Product Machinery Manufacturing	\$ 30,464.00	0.00%
541513	Computer Facilities Management Services	\$ 30,000.00	0.00%
335314	Relay and Industrial Control Manufacturing	\$ 28,020.00	0.00%
424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers	\$ 27,811.96	0.00%
517311	Wired Telecommunications Carriers	\$ 27,537.37	0.00%

NAICS CODE	NAICS CODE DESCRIPTION	MGT NET SPEND	PERCENT
532289	All Other Consumer Goods Rental	\$ 26,174.00	0.00%
811111	General Automotive Repair	\$ 25,348.01	0.00%
511199	All Other Publishers	\$ 25,180.00	0.00%
448190	Other Clothing Stores	\$ 24,650.00	0.00%
331110	Iron and Steel Mills and Ferroalloy Manufacturing	\$ 23,841.93	0.00%
339115	Ophthalmic Goods Manufacturing	\$ 23,659.00	0.00%
813920	Professional Organizations	\$ 22,000.00	0.00%
321992	Prefabricated Wood Building Manufacturing	\$ 21,583.00	0.00%
532412	Construction, Mining, and Forestry Machinery and Equipment Rental and Leasing	\$ 21,483.72	0.00%
424470	Meat and Meat Product Merchant Wholesalers	\$ 21,400.00	0.00%
512110	Motion Picture and Video Production	\$ 21,150.00	0.00%
314999	All Other Miscellaneous Textile Product Mills	\$ 21,125.00	0.00%
541720	Research and Development in the Social Sciences and Humanities	\$ 21,042.26	0.00%
316998	All Other Leather Good and Allied Product Manufacturing	\$ 20,544.48	0.00%
334515	Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals	\$ 19,500.00	0.00%
624230	Emergency and Other Relief Services	\$ 18,936.00	0.00%
517312	Wireless Telecommunications Carriers (except Satellite)	\$ 18,820.78	0.00%
562119	Other Waste Collection	\$ 16,922.96	0.00%
453910	Pet and Pet Supplies Stores	\$ 16,626.00	0.00%
336211	Motor Vehicle Body Manufacturing	\$ 15,270.86	0.00%
621391	Offices of Podiatrists	\$ 15,000.00	0.00%
332439	Other Metal Container Manufacturing	\$ 14,810.12	0.00%
221310	Water Supply and Irrigation Systems	\$ 14,500.00	0.00%
423330	Roofing, Siding, and Insulation Material Merchant Wholesalers	\$ 14,125.00	0.00%
611513	Apprenticeship Training	\$ 13,745.00	0.00%
333244	Printing Machinery and Equipment Manufacturing	\$ 13,327.00	0.00%
333120	Construction Machinery Manufacturing	\$ 12,960.80	0.00%
332410	Power Boiler and Heat Exchanger Manufacturing	\$ 12,927.98	0.00%
327991	Cut Stone and Stone Product Manufacturing	\$ 12,792.57	0.00%
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	\$ 12,773.74	0.00%
442299	All Other Home Furnishings Stores	\$ 12,732.00	0.00%
811121	Automotive Body, Paint, and Interior Repair and Maintenance	\$ 12,412.95	0.00%
493120	Refrigerated Warehousing and Storage	\$ 12,050.00	0.00%
337212	Custom Architectural Woodwork and Millwork Manufacturing	\$ 11,652.80	0.00%
333111	Farm Machinery and Equipment Manufacturing	\$ 11,065.60	0.00%
326112	Plastics Packaging Film and Sheet (including Laminated) Manufacturing	\$ 10,980.00	0.00%
611410	Business and Secretarial Schools	\$ 10,500.00	0.00%
339940	Office Supplies (except Paper) Manufacturing	\$ 10,146.06	0.00%
336612	Boat Building	\$ 9,695.00	0.00%
481111	Scheduled Passenger Air Transportation	\$ 9,555.00	0.00%
481112	Scheduled Freight Air Transportation	\$ 9,300.50	0.00%
531130	Lessors of Miniwarehouses and Self-Storage Units	\$ 9,000.00	0.00%
325920	Explosives Manufacturing	\$ 8,951.00	0.00%
424450	Confectionery Merchant Wholesalers	\$ 8,330.00	0.00%
322130	Paperboard Mills	\$ 7,949.88	0.00%
424910	Farm Supplies Merchant Wholesalers	\$ 7,916.00	0.00%
444190	Other Building Material Dealers	\$ 7,913.30	0.00%
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	\$ 7,776.80	0.00%
711310	Promoters of Performing Arts, Sports, and Similar Events with Facilities	\$ 7,592.50	0.00%

NAICS CODE	NAICS CODE DESCRIPTION	MGT NET SPEND	PERCENT
221320	Sewage Treatment Facilities	\$ 7,258.00	0.00%
311423	Dried and Dehydrated Food Manufacturing	\$ 7,014.00	0.00%
334210	Telephone Apparatus Manufacturing	\$ 6,990.00	0.00%
325199	All Other Basic Organic Chemical Manufacturing	\$ 6,100.00	0.00%
333618	Other Engine Equipment Manufacturing	\$ 6,095.07	0.00%
323117	Books Printing	\$ 5,996.00	0.00%
333316	Photographic and Photocopying Equipment Manufacturing	\$ 5,644.00	0.00%
424310	Piece Goods, Notions, and Other Dry Goods Merchant Wholesalers	\$ 5,300.00	0.00%
712190	Nature Parks and Other Similar Institutions	\$ 5,262.50	0.00%
486210	Pipeline Transportation of Natural Gas	\$ 5,202.80	0.00%
332321	Metal Window and Door Manufacturing	\$ 5,184.00	0.00%
337920	Blind and Shade Manufacturing	\$ 4,999.99	0.00%
424490	Other Grocery and Related Products Merchant Wholesalers	\$ 4,839.80	0.00%
812191	Diet and Weight Reducing Centers	\$ 3,579.38	0.00%
722513	Limited-Service Restaurants	\$ 2,998.80	0.00%
531110	Lessors of Residential Buildings and Dwellings	\$ 700.00	0.00%
424690	Other Chemical and Allied Products Merchant Wholesalers	\$ 155.23	0.00%
541921	Photography Studios, Portrait	\$ 150.00	0.00%
711500	Independent Artists, Writers, and Performers	\$ 121.00	0.00%
332919	Other Metal Valve and Pipe Fitting Manufacturing	\$ 65.02	0.00%
621511	Medical Laboratories	\$ 3.00	0.00%
921140	Executive and Legislative Offices, Combined	\$ 0.01	0.00%
238350	Finish Carpentry Contractors	\$ -	0.00%
423510	Metal Service Centers and Other Metal Merchant Wholesalers	\$ -	0.00%
511191	Greeting Card Publishers	\$ -	0.00%
541714	Research and Development in Biotechnology (except Nanobiotechnology)	\$ -	0.00%
812199	Other Personal Care Services	\$ -	0.00%
921130	Public Finance Activities	\$ -	0.00%
923120	Administration of Public Health Programs	\$ -	0.00%

Appendix E

E. Private Sector Analysis In-Depth Results – (PUM) Regression Analysis

Results of Linear Regression- Individual Wages

TABLE E-1.
LINEAR REGRESSION INDIVIDUAL WAGES
SANTA CLARA MARKETPLACE
OVERALL

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.344 (0.00)	-0.344 (0.00)	-0.344 (0.00)
HISPANIC AMERICAN	-0.237 (0.00)	-0.235 (0.00)	-0.235 (0.00)
ASIAN AMERICAN	-0.270 (0.00)	-0.282 (0.00)	-0.282 (0.00)
NATIVE AMERICAN	-0.244 (0.00)	-0.243 (0.00)	-0.242 (0.00)
OTHER	-0.328 (0.00)	-0.327 (0.00)	-0.328 (0.00)
WHITE WOMAN	-0.396 (0.00)	-0.397 (0.00)	-0.397 (0.00)
Age	0.180 (0.00)	0.180 (0.00)	0.180 (0.00)
Age ²	-0.002 (0.00)	-0.002 (0.00)	-0.002 (0.00)
SANTA CLARA	0.121 (0.00)	0.084 (0.00)	0.085 (0.00)
SANTA CLARA*AFRICAN AMERICAN		0.017 (0.352)	
SANTA CLARA* HISPANIC AMERICAN		-0.035 (0.00)	-0.036 (0.00)
SANTA CLARA*ASIAN AMERICAN		0.118 (0.00)	0.116 (0.00)
SANTA CLARA*NATIVE AMERICAN		-0.156 (0.031)	-0.157 (0.029)
SANTA CLARA*OTHER		-0.024 (0.430)	
SANTA CLARA*WHITE WOMEN		0.041 (0.00)	0.016 (0.00)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE E-2.
LINEAR REGRESSION INDIVIDUAL WAGES
SANTA CLARA MARKETPLACE
CONSTRUCTION

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.284 (0.00)	-0.284 (0.00)	-0.284 (0.00)
HISPANIC AMERICAN	-0.107 (0.00)	-0.105 (0.00)	-0.105 (0.00)
ASIAN AMERICAN	-0.221 (0.00)	-0.226 (0.00)	-0.226 (0.00)
NATIVE AMERICAN	-0.156 (0.00)	-0.149 (0.00)	-0.149 (0.00)
OTHER	-0.206 (0.00)	-0.209 (0.00)	-0.209 (0.00)
WHITE WOMAN	-0.446 (0.00)	-0.447 (0.00)	-0.447 (0.00)
Age	0.129 (0.00)	0.129 (0.00)	0.129 (0.00)
Age²	-0.001 (0.00)	-0.001 (0.00)	-0.001 (0.00)
SANTA CLARA	0.112 (0.00)	0.104 (0.00)	0.103 (0.00)
SANTA CLARA*AFRICAN AMERICAN		-0.039 (0.640)	
SANTA CLARA* HISPANIC AMERICAN		-0.028 (0.293)	
SANTA CLARA*ASIAN AMERICAN		0.039 (0.355)	
SANTA CLARA*NATIVE AMERICAN		-0.758 (0.00)	-0.756 (0.03)
SANTA CLARA*OTHER		0.086 (0.715)	
SANTA CLARA*WHITE WOMAN		0.090 (0.029)	0.090 (0.028)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE E-3.
LINEAR REGRESSION INDIVIDUAL WAGES
SANTA CLARA MARKETPLACE
ARCHITECTURE & ENGINEERING

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.184 (0.00)	-0.187 (0.00)	-0.187 (0.00)
HISPANIC AMERICAN	-0.144 (0.00)	-0.144 (0.00)	-0.145 (0.00)
ASIAN AMERICAN	-0.159 (0.00)	-0.152 (0.00)	-0.152 (0.00)
NATIVE AMERICAN	-0.269 (0.00)	-0.272 (0.00)	-0.272 (0.00)
OTHER	-0.114 (0.152)	-0.121 (0.138)	-0.121 (0.137)
WHITE WOMAN	-0.405 (0.00)	-0.406 (0.00)	-0.406 (0.00)
Age	0.154 (0.00)	0.154 (0.00)	0.154 (0.00)
Age²	-0.002 (0.00)	-0.002 (0.00)	-0.002 (0.00)
SANTA CLARA	0.053 (0.020)	0.051 (0.121)	0.051 (0.119)
SANTA CLARA*AFRICAN AMERICAN		0.182 (0.249)	0.084 (0.002)
SANTA CLARA* HISPANIC AMERICAN		0.042 (0.554)	0.060 (0.103)
SANTA CLARA*ASIAN AMERICAN		-0.043 (0.380)	
SANTA CLARA*NATIVE AMERICAN		0.104 (0.806)	
SANTA CLARA*OTHER		0.157 (0.680)	
SANTA CLARA*WHITE WOMAN		0.032 (0.571)	0.085 (0.00)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE E-4.
LINEAR REGRESSION INDIVIDUAL WAGES
SANTA CLARA MARKETPLACE
PROFESSIONAL SERVICES

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.351 (0.00)	-0.351 (0.00)	-0.351 (0.00)
HISPANIC AMERICAN	-0.320 (0.00)	-0.319 (0.00)	-0.319 (0.00)
ASIAN AMERICAN	-0.218 (0.00)	-0.217 (0.00)	-0.217 (0.00)
NATIVE AMERICAN	-0.262 (0.00)	-0.262 (0.00)	-0.262 (0.00)
OTHER	-0.345 (0.00)	-0.349 (0.00)	-0.349 (0.00)
WHITE WOMAN	-0.410 (0.00)	-0.410 (0.00)	-0.410 (0.00)
Age	0.150 (0.00)	0.150 (0.00)	0.150 (0.00)
Age²	-0.002 (0.00)	-0.002 (0.00)	-0.002 (0.00)
SANTA CLARA	0.070 (0.00)	0.078 (0.00)	0.077 (0.00)
SANTA CLARA*AFRICAN AMERICAN		0.027 (0.350)	
SANTA CLARA* HISPANIC AMERICAN		-0.038 (0.022)	-0.039 (0.021)
SANTA CLARA*ASIAN AMERICAN		-0.015 (0.302)	
SANTA CLARA*NATIVE AMERICAN		0.055 (0.696)	
SANTA CLARA*OTHER		0.110 (0.262)	
SANTA CLARA*WHITE WOMAN		-0.007 (0.593)	

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE E-5.
LINEAR REGRESSION INDIVIDUAL WAGES
SANTA CLARA MARKETPLACE
GOODS & SERVICES

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.337 (0.00)	-0.337 (0.00)	-0.337 (0.00)
HISPANIC AMERICAN	-0.220 (0.00)	-0.216 (0.00)	-0.216 (0.00)
ASIAN AMERICAN	-0.344 (0.00)	-0.360 (0.00)	-0.360 (0.02)
NATIVE AMERICAN	-0.253 (0.00)	-0.251 (0.00)	-0.251 (0.00)
OTHER	-0.321 (0.00)	-0.317 (0.00)	-0.317 (0.00)
WHITE WOMAN	-0.514 (0.00)	-0.516 (0.00)	-0.516 (0.00)
Age	0.181 (0.00)	0.181 (0.00)	0.181 (0.00)
Age²	-0.002 (0.00)	-0.002 (0.00)	-0.002 (0.00)
SANTA CLARA	0.068 (0.00)	0.014 (0.305)	0.013 (0.311)
SANTA CLARA*AFRICAN AMERICAN		0.022 (0.625)	
SANTA CLARA* HISPANIC AMERICAN		-0.042 (0.022)	-0.042 (0.021)
SANTA CLARA*ASIAN AMERICAN		0.169 (0.211)	
SANTA CLARA*NATIVE AMERICAN		-0.244 (0.041)	
SANTA CLARA*OTHER		-0.085 (0.493)	
SANTA CLARA*WHITE WOMAN		0.122 (0.00)	0.122 (0.00)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

Results of Linear Regression-Business Owner's Earnings

TABLE E-6.
LINEAR REGRESSION BUSINESS OWNER'S EARNINGS
SANTA CLARA MARKETPLACE
OVERALL

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.172 (0.00)	-0.171 (0.00)	-0.171 (0.00)
HISPANIC AMERICAN	-0.184 (0.00)	-0.183 (0.00)	-0.183 (0.00)
ASIAN AMERICAN	-0.203 (0.00)	-0.185 (0.00)	-0.186 (0.00)
NATIVE AMERICAN	-0.171 (0.00)	-0.171 (0.00)	-0.171 (0.00)
OTHER	-0.160 (0.00)	-0.160 (0.00)	-0.160 (0.00)
WHITE WOMAN	-0.172 (0.00)	-0.172 (0.00)	-0.172 (0.00)
Age	0.008 (0.00)	0.008 (0.00)	0.008 (0.00)
Age²	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
SANTA CLARA	-0.056 (0.00)	-0.048 (0.753)	-0.047 (0.647)
SANTA CLARA*AFRICAN AMERICAN		0.021 (0.507)	
SANTA CLARA* HISPANIC AMERICAN		0.012 (0.442)	
SANTA CLARA*ASIAN AMERICAN		-0.120 (0.00)	-0.122 (0.01)
SANTA CLARA*NATIVE AMERICAN		0.122 (0.334)	
SANTA CLARA*OTHER		0.040 (0.686)	
SANTA CLARA*WHITE WOMAN		0.089 (0.00)	0.123 (0.002)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE E-7.
LINEAR REGRESSION BUSINESS OWNER'S EARNINGS
SANTA CLARA MARKETPLACE
CONSTRUCTION

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.175 (0.00)	-0.174 (0.00)	-0.174 (0.00)
HISPANIC AMERICAN	-0.194 (0.00)	-0.193 (0.003)	-0.193 (0.005)
ASIAN AMERICAN	-0.235 (0.00)	-0.216 (0.193)	-0.216 (0.186)
NATIVE AMERICAN	-0.221 (0.00)	-0.225 (0.002)	-0.225 (0.002)
OTHER	-0.215 (0.030)	-0.215 (0.029)	-0.215 (0.030)
WHITE WOMAN	-0.280 (0.00)	-0.277 (0.00)	-0.277 (0.00)
Age	0.019 (0.00)	0.019 (0.00)	0.019 (0.00)
Age²	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
SANTA CLARA	-0.036 (0.237)	0.009 (0.827)	0.009 (0.827)
SANTA CLARA*AFRICAN AMERICAN		0.067 (0.727)	
SANTA CLARA* HISPANIC AMERICAN		-0.031 (0.615)	
SANTA CLARA*ASIAN AMERICAN		-0.154 (0.214)	-0.156 (0.121)
SANTA CLARA*NATIVE AMERICAN		0.485 (0.313)	1.059 (0.121)
SANTA CLARA*OTHER		-0.625 (0.242)	
SANTA CLARA*WHITE WOMAN		-0.154 (0.304)	

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE E-8.
LINEAR REGRESSION BUSINESS OWNER'S EARNINGS
SANTA CLARA MARKETPLACE
ARCHITECTURE & ENGINEERING

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.184 (0.001)	-0.195 (0.00)	-0.195 (0.00)
HISPANIC AMERICAN	-0.126 (0.001)	-0.118 (0.003)	-0.118 (0.003)
ASIAN AMERICAN	-0.223 (0.00)	-0.206 (0.00)	-0.206 (0.00)
NATIVE AMERICAN	-0.001 (0.994)	0.018 (0.923)	0.018 (0.921)
OTHER	0.060 (0.777)	0.064 (0.828)	0.065 (0.829)
WHITE WOMAN	-0.162 (0.00)	-0.162 (0.00)	-0.162 (0.00)
Age	0.014 (0.002)	0.014 (0.002)	0.014 (0.002)
Age²	0.000 (0.573)	0.000 (0.574)	0.000 (0.577)
SANTA CLARA	-0.125 (0.041)	-0.063 (0.475)	-0.063 (0.475)
SANTA CLARA*AFRICAN AMERICAN		0.068 (0.335)	-0.350 (0.05)
SANTA CLARA* HISPANIC AMERICAN		-0.199 (0.289)	
SANTA CLARA*ASIAN AMERICAN		-0.161 (0.223)	0.519 (0.05)
SANTA CLARA*NATIVE AMERICAN		-0.723 (0.521)	
SANTA CLARA*OTHER		-0.646 (0.516)	
SANTA CLARA*WHITE WOMAN		-0.014 (0.925)	0.191 (0.028)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE E-9.
LINEAR REGRESSION BUSINESS OWNER'S EARNINGS
SANTA CLARA MARKETPLACE
PROFESSIONAL SERVICES

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.302 (0.00)	-0.298 (0.00)	-0.298 (0.00)
HISPANIC AMERICAN	-0.292 (0.00)	-0.290 (0.193)	-0.290 (0.194)
ASIAN AMERICAN	-0.305 (0.00)	-0.292 (0.110)	-0.291 (0.112)
NATIVE AMERICAN	-0.293 (0.00)	-0.291 (0.016)	-0.291 (0.016)
OTHER	-0.301 (0.00)	-0.302 (0.00)	-0.302 (0.00)
WHITE WOMAN	-0.310 (0.00)	-0.309 (0.00)	-0.309 (0.00)
Age	0.002 (0.002)	0.002 (0.002)	0.002 (0.002)
Age²	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
SANTA CLARA	-0.021 (0.059)	-0.024 (0.261)	-0.024 (0.299)
SANTA CLARA*AFRICAN AMERICAN		-0.035 (0.540)	0.491 (0.142)
SANTA CLARA* HISPANIC AMERICAN		0.038 (0.246)	
SANTA CLARA*ASIAN AMERICAN		-0.066 (0.013)	-0.069 (0.015)
SANTA CLARA*NATIVE AMERICAN		-0.004 (0.990)	
SANTA CLARA*OTHER		-0.062 (0.747)	
SANTA CLARA*WHITE WOMAN		0.048 (0.071)	0.048 (0.072)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE E-10.
LINEAR REGRESSION BUSINESS OWNER'S EARNINGS
SANTA CLARA MARKETPLACE
GOODS & SERVICES

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.138 (0.00)	-0.137 (0.00)	-0.137 (0.00)
HISPANIC AMERICAN	-0.173 (0.00)	-0.169 (0.00)	-0.170 (0.00)
ASIAN AMERICAN	-0.151 (0.00)	-0.131 (0.00)	-0.131 (0.02)
NATIVE AMERICAN	-0.102 (0.00)	-0.105 (0.00)	-0.105 (0.00)
OTHER	-0.124 (0.001)	-0.123 (0.001)	-0.123 (0.001)
WHITE WOMAN	-0.147 (0.00)	-0.148 (0.00)	-0.148 (0.00)
Age	0.007 (0.00)	0.007 (0.00)	0.007 (0.00)
Age²	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
SANTA CLARA	-0.061 (0.00)	-0.032 (0.12)	-0.033 (0.18)
SANTA CLARA*AFRICAN AMERICAN		-0.093 (0.292)	
SANTA CLARA* HISPANIC AMERICAN		-0.033 (0.253)	
SANTA CLARA*ASIAN AMERICAN		-0.165 (0.00)	-0.165 (0.00)
SANTA CLARA*NATIVE AMERICAN		0.354 (0.282)	
SANTA CLARA*OTHER		-0.217 (0.264)	
SANTA CLARA*WHITE WOMAN		0.079 (0.213)	

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

Results of Logistics Regression-Formation Rates

TABLE E-11.
LOGISTIC REGRESSION FORMATION RATES
SANTA CLARA MARKETPLACE
OVERALL

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.688 (0.00)	-0.692 (0.00)	-0.692 (0.00)
HISPANIC AMERICAN	-0.566 (0.00)	-0.565 (0.00)	-0.565 (0.00)
ASIAN AMERICAN	-0.403 (0.00)	-0.369 (0.00)	-0.368 (0.00)
NATIVE AMERICAN	-0.645 (0.00)	-0.654 (0.00)	-0.653 (0.00)
OTHER	-0.256 (0.00)	-0.260 (0.00)	-0.260 (0.00)
WHITE WOMAN	-0.466 (0.00)	-0.472 (0.00)	-0.472 (0.00)
Age	0.070 (0.00)	0.070 (0.00)	0.070 (0.00)
Age²	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
SANTA CLARA	-0.430 (0.00)	-0.444 (0.00)	-0.436 (0.00)
SANTA CLARA*AFRICAN AMERICAN		0.299 (0.01)	0.299 (0.01)
SANTA CLARA* HISPANIC AMERICAN		0.033 (0.43)	0.000 (0.00)
SANTA CLARA*ASIAN AMERICAN		-0.285 (0.002)	-0.293 (0.00)
SANTA CLARA*NATIVE AMERICAN		0.642 (0.036)	0.634 (0.038)
SANTA CLARA*OTHER		0.123 (0.597)	
SANTA CLARA*WHITE WOMAN		0.304 (0.00)	0.299 (0.00)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE E-12.
LOGISTIC REGRESSION FORMATION RATES
SANTA CLARA MARKETPLACE
CONSTRUCTION

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.513 (0.00)	-0.513 (0.00)	-0.513 (0.00)
HISPANIC AMERICAN	-0.530 (0.00)	-0.519 (0.00)	-0.519 (0.00)
ASIAN AMERICAN	-0.446 (0.00)	-0.405 (0.00)	-0.405 (0.02)
NATIVE AMERICAN	-0.617 (0.00)	-0.639 (0.00)	-0.639 (0.00)
OTHER	0.096 (0.46)	0.083 (0.530)	0.083 (0.511)
WHITE WOMAN	-0.355 (0.00)	-0.356 (0.00)	-0.356 (0.00)
Age	0.097 (0.00)	0.097 (0.00)	0.097 (0.00)
Age²	-0.001 (0.00)	-0.001 (0.00)	-0.001 (0.00)
SANTA CLARA	-0.366 (0.00)	-0.276 (0.00)	-0.257 (0.00)
SANTA CLARA*AFRICAN AMERICAN		0.007 (0.983)	
SANTA CLARA* HISPANIC AMERICAN		-0.296 (0.006)	-0.296 (0.010)
SANTA CLARA*ASIAN AMERICAN		-0.416 (0.007)	-0.417 (0.005)
SANTA CLARA*NATIVE AMERICAN		1.489 (0.011)	1.489 (0.012)
SANTA CLARA*OTHER		0.376 (0.585)	
SANTA CLARA*WHITE WOMAN		0.053 (0.687)	

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE E-13.
LOGISTIC REGRESSION FORMATION RATES
SANTA CLARA MARKETPLACE
ARCHITECTURE & ENGINEERING

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.367 (0.01)	-0.386 (0.00)	-0.386 (0.00)
HISPANIC AMERICAN	-0.122 (0.078)	-0.103 (0.143)	-0.103 (0.00)
ASIAN AMERICAN	-0.434 (0.00)	-0.404 (0.00)	-0.404 (0.00)
NATIVE AMERICAN	-0.075 (0.825)	-0.024 (0.944)	-0.024 (0.964)
OTHER	0.098 (0.750)	0.136 (0.661)	0.136 (0.641)
WHITE WOMAN	-0.386 (0.00)	-0.405 (0.00)	-0.405 (0.00)
Age	0.105 (0.00)	0.105 (0.00)	0.105 (0.00)
Age²	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
SANTA CLARA	-0.166 (0.075)	-0.151 (0.219)	-0.151 (0.220)
SANTA CLARA*AFRICAN AMERICAN		0.638 (0.272)	
SANTA CLARA* HISPANIC AMERICAN		-0.393 (0.282)	
SANTA CLARA*ASIAN AMERICAN		-0.208 (0.366)	
SANTA CLARA*NATIVE AMERICAN		-1.902 (0.998)	
SANTA CLARA*OTHER		-0.620 (0.999)	
SANTA CLARA*WHITE WOMAN		0.438 (0.033)	0.438 (0.04)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE E-14.
LOGISTIC REGRESSION FORMATION RATES
SANTA CLARA MARKETPLACE
PROFESSIONAL SERVICES

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.957 (0.00)	-0.964 (0.00)	-0.964 (0.00)
HISPANIC AMERICAN	-0.688 (0.00)	-0.690 (0.00)	-0.690 (0.00)
ASIAN AMERICAN	-0.655 (0.00)	-0.648 (0.00)	-0.647 (0.00)
NATIVE AMERICAN	-0.911 (0.00)	-0.917 (0.00)	-0.917 (0.00)
OTHER	-0.502 (0.00)	-0.514 (0.00)	-0.514 (0.00)
WHITE WOMAN	-0.850 (0.00)	-0.857 (0.00)	-0.857 (0.00)
Age	0.056 (0.00)	0.056 (0.00)	0.056 (0.00)
Age²	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
SANTA CLARA	-0.417 (0.00)	-0.511 (0.00)	-0.511 (0.00)
SANTA CLARA*AFRICAN AMERICAN		0.397 (0.007)	0.394 (0.010)
SANTA CLARA * HISPANIC AMERICAN		0.095 (0.263)	
SANTA CLARA*ASIAN AMERICAN		-0.007 (0.906)	
SANTA CLARA*NATIVE AMERICAN		0.412 (0.581)	
SANTA CLARA*OTHER		0.291 (0.466)	
SANTA CLARA*WHITE WOMAN		0.268 (0.00)	0.268 (0.00)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

TABLE E-15.
LOGISTIC REGRESSION FORMATION RATES
SANTA CLARA MARKETPLACE
GOODS & SERVICES

Independent Variables	Specifications		
	(1)	(2)	(3)
AFRICAN AMERICAN	-0.967 (0.00)	-0.962 (0.00)	-0.962 (0.00)
HISPANIC AMERICAN	-0.781 (0.00)	-0.777 (0.00)	-0.777 (0.00)
ASIAN AMERICAN	-0.273 (0.00)	-0.234 (0.00)	-0.231 (0.00)
NATIVE AMERICAN	-0.470 (0.00)	-0.476 (0.00)	-0.477 (0.00)
OTHER	-0.523 (0.00)	-0.482 (0.00)	-0.482 (0.00)
WHITE WOMAN	-0.344 (0.00)	-0.349 (0.00)	-0.349 (0.00)
Age	0.047 (0.00)	0.047 (0.00)	0.047 (0.00)
Age²	0.000 (0.00)	0.000 (0.00)	0.000 (0.00)
SANTA CLARA	-0.560 (0.00)	-0.512 (0.00)	-0.511 (0.019)
SANTA CLARA*AFRICAN AMERICAN		-0.518 (0.214)	0 (0.00)
SANTA CLARA* HISPANIC AMERICAN		-0.057 (0.601)	
SANTA CLARA*ASIAN AMERICAN		-0.476 (0.00)	-0.476 (0.00)
SANTA CLARA*NATIVE AMERICAN		0.623 (0.401)	0 (0.008)
SANTA CLARA*OTHER		-1.790 (0.997)	0 (0.055)
SANTA CLARA*WHITE WOMAN		0.293 (0.000)	0.292 (0.001)

Source: The Public Use Microdata Samples (PUMS) data from 2016-2020 American Community Survey and Calculations using SPSS.

Appendix F

F. Business Survey Instrument

Santa Clara County Vendor Survey

Introduction

Contact: _____
DUNS #: _____ MGT Vendor ID: _____ Gender: _____

Ethnicity: _____
Certification: Cert. 1: _____ Cert. 2: _____

Hello, my name is _____ and I am calling on behalf of the **COUNTY OF SANTA CLARA**. We are conducting a Disparity Study to examine how the County does business with firms in the marketplace.

Is this _____ (Company's name)? IF COMPANY NAME VERIFIED, CONTINUE

May I speak with _____? IF NOT AVAILABLE OR NO LONGER WITH THE COMPANY ASK:

Is there someone else I can talk to who could answer some questions about the business and procurement activities?

IF OWNER or OTHER DECISION MAKER IS PUT ON THE LINE: CONTINUE

Are you the owner or an authorized decision maker in your company?

IF NO OR TRANSFERRED TO ANOTHER PARTY (CFO, MANAGER, ETC): Are you able to answer questions concerning ownership and business practices for this company? IF YES, CONTINUE WITH SURVEY and read the following statement: **This call may be monitored for training and quality assurance purposes.**

IF NO: Is there someone else I can talk to who could answer some questions about the business and procurement activities?

IF NO, SCHEDULE CALL-BACK?

IF NEEDED:

The County of Santa Clara has engaged MGT Consulting, a consulting firm to perform the County's first disparity study. This study aims to increase opportunities for diverse businesses to contract with the County. To achieve that goal, the Study will collect and use data to identify potential disparities between the availability of diverse businesses and how they are selected as contractors for the County. This will provide us with baseline data to increase supplier diversity. We want to know if you have experienced barriers or discriminatory conduct while doing, attempting to do business with the County, such as discrimination in bonding, lending, and contracting opportunities, or if you have otherwise felt excluded from the County's contracting activities. Information will be collected through a brief 15-minute survey and all identifying information will remain confidential. **Responses are considered confidential except to the extent disclosure is required by law.** Your responses to this research survey will be combined with all other businesses that respond for an overall analysis and used only for the disparity study. This study will incorporate your voice to improve access to County business opportunities for our entire vendor community, including minority-, women-, LGBTQ-, and disabled veteran-owned business.

MGT Santa Clara County Vendor Questionnaire

Questionnaire # _____

Q.1 DO NOT ASK; JUST NOTE

GENDER: _____

[REQUIRE ANSWER]

Male	1
Female	2

Q.2 May I please have your NAME just in case we have any further questions?

[REQUIRE ANSWER]

Q.3 What is your OFFICIAL TITLE?

[REQUIRE ANSWER]

Owner/Principal/Partner/Founder	1
Chief Executive Officer (CEO)/President	2
Manager/Financial Officer/COO	3
Other	4

[S - IF THE ANSWER IS NOT 4, THEN SKIP TO QUESTION 5]

Q.4 Specify Other: OFFICIAL COMPANY TITLE

[REQUIRE ANSWER]

Q.5 Does your company operate PRIMARILY as a PRIME CONTRACTOR/VENDOR/CONSULTANT, SUBCONTRACTOR/SUPPLIER or BOTH?

[REQUIRE ANSWER]

Prime Contractor/Direct Vendor/Consultant	1
Subcontractor/Supplier	2
Both	3
Unsure	4

Q.6 Between 2017 and 2021, has your company SUBMITTED BIDS, QUOTES, or PROPOSALS (attempted to do work) on COUNTY OF SANTA CLARA contracts or BEEN INCLUDED AS A SUBCONTRACTOR on contracts/projects with the COUNTY?

[REQUIRE ANSWER]

- | | |
|---|---|
| Yes | 1 |
| No | 2 |
| Not Interested in Working on County Contracts | 3 |
| Unsure | 4 |

[S - IF THE ANSWER IS 1 OR 4, THEN SKIP TO QUESTION 9]

[S - IF THE ANSWER IS 2-3, THEN SKIP TO QUESTION 7]

Q.7 For which of the following reasons have you NOT ATTEMPTED to do business on SANTA CLARA COUNTY contracts or projects between 2017 and 2021?

[REQUIRE ANSWER]

- | | |
|---|---|
| Do not work for public agencies | 1 |
| The County or its prime contractors takes too long to pay its vendors | 2 |
| Unfavorable experience(s) of discriminatory behavior | 3 |
| Other (Please specify other reasons you did not attempt to do business on County contracts or projects) | 4 |
| Unsure | 5 |

[S - IF THE ANSWER IS 1, THEN SKIP TO QUESTION 20]

[S - IF THE ANSWER IS 2-3 OR 5, THEN SKIP TO QUESTION 10]

Q.8 Specify OTHER: REASON YOUR COMPANY HAS NOT ATTEMPTED TO DO BUSINESS ON COUNTY OF SANTA CLARA CONTRACTS.

[REQUIRE ANSWER]

[A - IF THE ANSWER TO QUESTION 7 IS 4, THEN SKIP TO QUESTION 10]

Q.9 Between 2017 and 2021, has your firm BEEN AWARDED a CONTRACT with the COUNTY OF SANTA CLARA, or has your company WORKED on a COUNTY contract or project as a subcontractor?

[REQUIRE ANSWER]

- Yes 1
- No 2
- Unsure 3

Q.10 Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects?

[REQUIRE ANSWER]

	Yes	No	Unsure
Prequalification requirements	1	2	3
An informal network of prime contractors and subcontractors that has excluded my company from doing business ("good ole boy" network)	1	2	3
Use of racial slurs or workplace violence, intimidation, or sabotage	1	2	3
Because of your LGBTQ identity	1	2	3
Because of your disability status	1	2	3
Refusal by agencies, primes, suppliers and/or customers to deal with minorities or women	1	2	3
Harassment on the Jobsite	1	2	3
Double standards in measuring performance	1	2	3
Denial of opportunity to bid	1	2	3
Unfair denial of contract award	1	2	3
Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment	1	2	3
Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies	1	2	3
Other: (Please describe other discriminatory behaviors experienced)	1	2	3

[A - IF THE ANSWER TO SUB-QUESTION 13 OF QUESTION 10 IS NOT 1, THEN SKIP TO QUESTION 12]

Q.11 Specify Other: DISCRIMINATORY BEHAVIOR EXPERIENCED WORKING OR ATTEMPTING TO DO WORK ON COUNTY OF SANTA CLARA CONTRACTS OR PROJECTS

[REQUIRE ANSWER]

[A - IF THE ANSWER TO SUB-QUESTION 1 OF QUESTION 10 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 2 OF QUESTION 10 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 3 OF QUESTION 10 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 4 OF QUESTION 10 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 5 OF QUESTION 10 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 6 OF QUESTION 10 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 7 OF QUESTION 10 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 8 OF QUESTION 10 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 9 OF QUESTION 10 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 10 OF QUESTION 10 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 11 OF QUESTION 10 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 12 OF QUESTION 10 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 13 OF QUESTION 10 IS NOT 1, THEN SKIP TO QUESTION 16]

Q.12 How did you become AWARE OF THE DISCRIMINATION against your company while working on or attempting to do work on COUNTY OF SANTA CLARA contracts or projects?

[REQUIRE ANSWER]

	Yes	No	Unsure
Verbal comment	1	2	3
Written statement/documents	1	2	3
Action was taken against the company	1	2	3
Other action (Specify another way you became aware of discrimination against your company)	1	2	3

[A - IF THE ANSWER TO SUB-QUESTION 4 OF QUESTION 12 IS NOT 1, THEN SKIP TO QUESTION 14]

Q.13 Specify Other: WAY YOU BECAME AWARE OF THE DISCRIMINATION AGAINST YOUR COMPANY

[REQUIRE ANSWER]

Q.14 Which of the following do you consider the PRIMARY REASON for your company BEING DISCRIMINATED AGAINST while attempting to do work or working on COUNTY OF SANTA CLARA contracts or projects as a PRIME CONTRACTOR/VENDOR?

[REQUIRE ANSWER]

- Owner's Race or Ethnicity 1
- Owner's Gender 2
- Both Owner's Race and Gender 3
- Other reason (Please explain the reason you believe your company was discriminated against) 4
- Prefer Not to Answer 5
- Unsure 6

[S - IF THE ANSWER IS NOT 4, THEN SKIP TO QUESTION 16]

Q.15 Specify Other: REASON WHY YOU FEEL YOUR COMPANY WAS DISCRIMINATED AGAINST

[REQUIRE ANSWER]

Q.16 In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects?

[REQUIRE ANSWER]

	Yes	No	Unsure
Proposal/bid specifications	01	02	03
Short or limited time given to prepare bid package or quote	01	02	03
Restrictive contract specifications	01	02	03
Selection process/evaluation criteria	01	02	03
Insurance requirements (general liability, professional liability, etc.)	01	02	03
Competing with large companies	01	02	03
Contract too large	01	02	03
Changes in the scope of work (after work began)	01	02	03
Slow payment or non-payment for project work	01	02	03
Other (please explain what barriers your company has experienced)	01	02	03

[A - IF THE ANSWER TO SUB-QUESTION 10 OF QUESTION 16 IS NOT 1, THEN SKIP TO QUESTION 18]

Q.17 Please describe OTHER BARRIERS.

[REQUIRE ANSWER]

Q.18 While working on a COUNTY OF SANTA CLARA contract or project, have you experienced a situation where a PROJECT MANAGER REFUSED TO DEAL WITH MINORITIES OR WOMEN?

[REQUIRE ANSWER]

- | | |
|----------------------|---|
| Yes | 1 |
| No | 2 |
| Prefer Not to Answer | 3 |
| Unsure | 4 |

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 20]

Q.19 Please describe the situation.

Reminder: Here, the "situation" is a time where the respondent experienced a PROJECT MANAGER REFUSING TO DEAL WITH MINORITIES OR WOMEN while the respondent was working on a COUNTY OF SANTA CLARA contract or project.

BE BRIEF. (PROBE)

[REQUIRE ANSWER]

Q.20 Does your business require BONDING for the type of work you bid on?

[REQUIRE ANSWER]

- | | |
|--|---|
| Yes | 1 |
| No - Our line of work does not require bonding | 2 |
| Prefer Not to Answer | 3 |
| Unsure | 4 |

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 22]

Q.21 What is your current AGGREGATE (TOTAL) BONDING CAPACITY?

[REQUIRE ANSWER]

Below \$100,000?	01
\$100,001 to \$250,000?	02
\$250,001 to \$500,000?	03
\$500,001 to \$1 million?	04
\$1 million to \$1.5 million?	05
\$1.5 million to \$3 million?	06
\$3 million to \$5 million?	07
Over \$5 million?	08
Prefer Not to Answer	09
Unsure	10

Q.22 CREDIT ACCESS

Has your company applied for a LOAN or BUSINESS CREDIT in the last 12 months?

[REQUIRE ANSWER]

Yes	1
No	2
Unsure	3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 26]

Q.23 Was your LOAN or CREDIT APPLICATION APPROVED?

[REQUIRE ANSWER]

Yes	1
No	2
Prefer Not to Answer	3
Unsure	4

[S - IF THE ANSWER IS NOT 2, THEN SKIP TO QUESTION 26]

Q.24 Why do you think your LOAN or CREDIT APPLICATION WAS DENIED?

[REQUIRE ANSWER]

- | | |
|--|---|
| Race or Ethnicity of Owner | 1 |
| Gender of Owner | 2 |
| Both Race and Gender of Owner | 3 |
| Other (Please specify other reasons why you think your loan or
Credit app was denied) | 4 |
| Prefer Not to Answer | 5 |
| Unsure | 6 |

[S - IF THE ANSWER IS NOT 4, THEN SKIP TO QUESTION 26]

Q.25 Specify Other: REASON WHY YOU THINK YOUR CREDIT APPLICATION WAS DENIED

[REQUIRE ANSWER]

Q.26 Do PRIME CONTRACTORS or DIRECT VENDORS who contract with your company on public sector or government projects with M/WBE CONTRACT GOALS also solicit your company on projects (private or public) WITHOUT M/WBE CONTRACT GOALS?

[REQUIRE ANSWER]

- | | |
|----------------------|---|
| Yes | 1 |
| No | 2 |
| Prefer Not to Answer | 3 |
| Unsure | 4 |

[A - IF THE ANSWER TO QUESTION 5 IS 2 OR 4, THEN SKIP TO QUESTION 28]

Q.27 DOING BUSINESS IN THE PRIVATE SECTOR:

As a PRIME CONTRACTOR or DIRECT VENDOR, do you SOLICIT QUOTES from MINORITY-OWNED or WOMEN-OWNED BUSINESS ENTERPRISES on private (non-governmental) contracts?

[REQUIRE ANSWER]

- | | |
|--|---|
| Yes | 1 |
| No | 2 |
| Not Applicable - Do Not Work in Private Sector | 3 |
| Unsure | 4 |

[S - IF THE ANSWER IS 3, THEN SKIP TO QUESTION 35]

Q.28 Have you or your company experienced any DISCRIMINATORY BEHAVIOR when attempting to do work or working on PRIVATE SECTOR (non-governmental) contracts or projects?

[REQUIRE ANSWER]

- Yes 1
- No 2
- Not Applicable - Do not work in the Private Sector 3
- Unsure 4

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 35]

Q.29 Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)?

[REQUIRE ANSWER]

	Yes	No	Unsure
Harassment on the Jobsite	1	2	3
Prequalification requirements	1	2	3
An informal network of prime contractors and subcontractors that has excluded my company from doing business ("good ole boy" network)	1	2	3
Use of racial slurs or workplace violence, intimidation, or sabotage	1	2	3
Exclusion from events, organizations, or business networks	1	2	3
Collusion and conspiracy by trade by competitors and suppliers	1	2	3
Refusal by agencies, primes, suppliers and/or customers to deal with minorities or women	1	2	3
Obtaining Insurance (general liability, professional liability, etc.)	1	2	3
Double standards in measuring performance	1	2	3
Denial of the opportunity to bid	1	2	3
Unfair denial of contract award	1	2	3
Slow payment or non-payment for project work	1	2	3
Unfair contract termination	1	2	3
Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment	1	2	3
Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies	1	2	3
Other: (Please describe other discriminatory behaviors experienced)	1	2	3

[A - IF THE ANSWER TO SUB-QUESTION 16 OF QUESTION 29 IS NOT 1, THEN SKIP TO QUESTION 31]

Q.30 Specify OTHER: DISCRIMINATORY BEHAVIOR experienced while working or attempting to do work in the PRIVATE SECTOR

[REQUIRE ANSWER]

[A - IF THE ANSWER TO SUB-QUESTION 1 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 2 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 3 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 4 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 5 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 6 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 7 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 8 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 9 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 10 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 11 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 12 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 13 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 14 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 15 OF QUESTION 29 IS NOT 1, AND...]
 [A - IF THE ANSWER TO SUB-QUESTION 16 OF QUESTION 29 IS NOT 1, THEN SKIP TO QUESTION 35]

Q.31 How did you become AWARE OF THE DISCRIMINATION against your company in the PRIVATE SECTOR?

[REQUIRE ANSWER]

	Yes	No	Unsure
Verbal comment	1	2	3
Written statement/documents	1	2	3
Action was taken against the company	1	2	3
Other action (Specify another way you became aware of discrimination against your company)	1	2	3

[A - IF THE ANSWER TO SUB-QUESTION 4 OF QUESTION 31 IS NOT 1, THEN SKIP TO QUESTION 33]

Q.32 Specify Other: WAY YOU BECAME AWARE OF PRIVATE SECTOR DISCRIMINATION

[REQUIRE ANSWER]

Q.33 Which of the following do you consider the PRIMARY REASON for your company BEING DISCRIMINATED AGAINST in the PRIVATE SECTOR?

[REQUIRE ANSWER]

Owner's Race or Ethnicity

1

Owner's Gender

2

Both Race and Gender

3

Other Reason (Specify the reason you believe your company was discriminated against)

4

Unsure

5

[S - IF THE ANSWER IS NOT 4, THEN SKIP TO QUESTION 35]

Q.34 Specify Other: REASON WHY YOU BELIEVE YOUR COMPANY WAS DISCRIMINATED AGAINST IN THE PRIVATE SECTOR

[REQUIRE ANSWER]

Q.35 Have you experienced or observed a situation in which a prime contractor or direct vendor INCLUDES MINORITY OR WOMEN SUBCONTRACTORS on a bid or proposal (to satisfy the "good faith effort" requirements) and then DROPS AND/OR REPLACES the company as a subcontractor after winning the award for no legitimate reason?

[REQUIRE ANSWER]

Yes 1

No 2

Unsure 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 37]

Q.36 Please describe the situation.

Reminder: Here the "situation" is where a prime contractor or direct vendor INCLUDED MINORITY OR WOMEN SUBCONTRACTORS on a bid or proposal to satisfy the "good faith effort" requirements and then DROPPED AND/OR REPLACED the company as a subcontractor after winning the award for no legitimate reason.

BE BRIEF. (PROBE).

[REQUIRE ANSWER]

Q.37 BUSINESS DEMOGRAPHICS:

What is the ZIP CODE where your business is located?

If you have multiple locations, please specify the zip code for the business location closest to the COUNTY OF SANTA CLARA.

[REQUIRE ANSWER]

[S - IF THE ANSWER IS 0-00501, THEN SKIP TO QUESTION 37]

[S - IF THE ANSWER IS 99951-99999, THEN SKIP TO QUESTION 37]

Q.38 For the zip code you provided, what is the CITY where your business is located?

[REQUIRE ANSWER]

Q.39 What is your company's PRIMARY LINE OF BUSINESS?

[REQUIRE ANSWER]

- Public Works & Construction-Related Services: (ex. highway, general construction, excavating, mechanical, carpentry, site work, electrical, etc.) 1
- Non-Professional Services: (ex. maintenance, janitorial, security, auto repair, etc.) 2
- Professional Services: (ex. accounting, legal services, medical services, construction management, IT consulting, consultant, Architectural and Engineering Services, etc.) 3
- Goods and Related Services: (ex. furniture, computers, equipment, etc.) 4
- Other (Please specify your company's primary line of business.) 5

[S - IF THE ANSWER IS NOT 5, THEN SKIP TO QUESTION 41]

Q.40 Specify Other: Primary Line of Business.

[REQUIRE ANSWER]

Q.41 What is the average NUMBER OF EMPLOYEES on your company's payroll, including full-time and part-time staff?

PROMPT! Best guess

Would you say the # of employees falls between.. read list below.

[REQUIRE ANSWER]

- | | |
|-------------------|---|
| None | 1 |
| 1-20 employees | 2 |
| 21-50 employees | 3 |
| 51-75 employees | 4 |
| 76-100 employees | 5 |
| 101-300 employees | 6 |
| 301-500 employees | 7 |
| 500+ | 8 |
| Unsure | 9 |

Q.42 Is at least 51 percent of your company owned, managed, and controlled by a WOMAN or WOMEN?

[REQUIRE ANSWER]

- | | |
|--------|---|
| Yes | 1 |
| No | 2 |
| Unsure | 3 |

Q.43 Is at least 51 percent of your company owned, managed, and controlled by one of the following RACIAL or ETHNIC GROUP(S)?

[REQUIRE ANSWER]

- | | |
|---|---|
| African American or Black | 1 |
| Asian American | 2 |
| Caucasian/White (non-Hispanic) | 3 |
| Hispanic American or Latino | 4 |
| Native American/American Indian | 5 |
| Pacific Islander | 6 |
| Other (Please specify the race or ethnicity of the owner(s)/manager(s)) | 7 |

[S - IF THE ANSWER IS NOT 7, THEN SKIP TO QUESTION 45]

Q.44 Specify Other: RACE OR ETHNICITY

[REQUIRE ANSWER]

Q.45 Does your company hold any of the following CERTIFICATIONS:

READ AND CHECK ALL THAT APPLY.

[REQUIRE ANSWER]

	Yes	No	Unsure
Minority Business Enterprise (MBE)	1	2	3
Woman Business Enterprise (WBE)	1	2	3
Disadvantaged Business Enterprise (DBE)	1	2	3
Disabled Veteran Business Enterprise (DVBE)	1	2	3
LGBTQ Business Enterprise (LGBTQBE)	1	2	3
Other (Please specify)	1	2	3

[A - IF THE ANSWER TO SUB-QUESTION 6 OF QUESTION 45 IS NOT 1, THEN SKIP TO QUESTION 47]

Q.46 Specify Other: CERTIFICATIONS

[REQUIRE ANSWER]

Q.47 Do you have any other FEEDBACK or INFORMATION that you would like to share about the COUNTY OF SANTA CLARA, CONTRACTING, WORKING WITH PRIME FIRMS/DIRECT VENDORS, OR WORKING WITH SUBCONTRACTORS/SUPPLIERS?

BE BRIEF. (PROBE)

If respondent has no feedback to offer, enter NONE.

[REQUIRE ANSWER]

Q.48 This concludes our survey. On behalf of the COUNTY OF SANTA CLARA, thank you for your participation.

ONLY PROVIDE THE INFORMATION BELOW IF ASKED FOR IT!

If you have any questions or would like more information about the Disparity Study, please visit the study website www.countyofsantaclaradisparitystudy.com or contact Vernetta Mitchell at countyofsantaclaradisparitystudy@mgtconsulting.com or call (813) 321-1400 ext. 2131.

Q.49 Interviewer Comments

If no additional comments, put #99 in box.

Q.50 RECODE ETHNICITY AS SHOWN: [ANSWER TO Q. 65]

DO NOT CHANGE STATUS!

[REQUIRE ANSWER]

Asian American	01
Asian Pacific American	02
Asian Pacific American, Native American	03
Black American	04
Caucasian	05
Hispanic American	06
Native American	07
Native American & Black American	08
Native American & Subcontinent Asian American	09
Subcontinent Asian American	10
None Recorded	11

Q.51 RECODE GENDER AS SHOWN: [ANSWER TO Q. 69]

DO NOT CHANGE STATUS!

[REQUIRE ANSWER]

Male	1
Female	2
Transgender	3
Non-binary	4
None Recorded	5

Q.52 RECODE MGT-CERTIFICATION: [ANSWER TO Q. 70]

DO NOT CHANGE STATUS!

[REQUIRE ANSWER]

Yes 1

No 2

- Q.53 Telephone Number _____ (13000-13015)
Q.54 Ref Name _____ (13016-13040)
Q.55 Ref # _____ (13041-13045)
Q.56 Business Name _____ (13046-13145)
Q.57 Contact _____ (13146-13220)
Q.58 Contact Title _____ (13221-13270)
Q.59 Street Address _____ (13271-13320)
Q.60 City _____ (13321-13370)
Q.61 County and State _____ (13371-13470)
Q.62 State _____ (13471-13475)
Q.63 Zip Code _____ (13476-13500)
Q.64 Business Ownership _____ (13501-13525)
Q.65 Ethnicity _____ (13526-13575)
Q.66 Business Category _____ (13576-13625)
Q.67 MGT Vendor ID _____ (13626-13640)
Q.68 DUNS # _____ (13641-13665)
Q.69 Gender _____ (13666-13690)
Q.70 MGT-Certification _____ (13691-13700)
Q.71 M/WBE Certification Type 1 _____ (13701-13850)
Q.72 MWBE Certification Type 2 _____ (13851-14000)
Q.73 MWBE Certification Type 3 _____ (14001-14150)
Q.74 Interviewer _____ (14151-14154)
Q.75 Date _____ (14155-14163)
Q.76 Time _____ (14164-14169)
Q.77 Duration _____ (14170-14175)
Q.78 Call Result _____ (14176-14177)

Appendix G

G. Demographics of Business Survey Results

Q.1 Gender

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.1 Gender	Male	Count	19	30	9	0	5	30	93
		% within Q1	20.43%	32.26%	9.68%	0.00%	5.38%	32.26%	100.00%
		% within ETHNIC GROUP(S)?	67.86%	65.22%	60.00%	0.00%	45.45%	62.50%	47.45%
	Female	Count	9	16	6	48	6	18	103
		% within Q1	8.74%	15.53%	5.83%	46.60%	5.83%	17.48%	100.00%
		% within ETHNIC GROUP(S)?	32.14%	34.78%	40.00%	100.00%	54.55%	37.50%	52.55%
Total		Count	28	46	15	48	11	48	196
		% within Q1	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.3 What is your OFFICIAL TITLE?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.3 What is your OFFICIAL TITLE?	Owner/Principal/ Partner/Founder	Count	21	33	8	23	10	25	120
		% within Q3	17.50%	27.50%	6.67%	19.17%	8.33%	20.83%	100.00%
		% within ETHNIC GROUP(S)?	75.00%	71.74%	53.33%	47.92%	90.91%	52.08%	61.22%
	Chief Executive Officer (CEO)/ President	Count	4	6	6	8	0	13	37
		% within Q3	10.81%	16.22%	16.22%	21.62%	0.00%	35.14%	100.00%
		% within ETHNIC GROUP(S)?	14.29%	13.04%	40.00%	16.67%	0.00%	27.08%	18.88%
	Manager/Financial Officer/COO	Count	2	3	1	9	0	3	18
		% within Q3	11.11%	16.67%	5.56%	50.00%	0.00%	16.67%	100.00%

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
	Other	% within ETHNIC GROUP(S)?	7.14%	6.52%	6.67%	18.75%	0.00%	6.25%	9.18%
		Count	1	4	0	8	1	7	21
		% within Q3	4.76%	19.05%	0.00%	38.10%	4.76%	33.33%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	8.70%	0.00%	16.67%	9.09%	14.58%	10.71%
Total	Count		28	46	15	48	11	48	196
	% within Q3		14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
	% within ETHNIC GROUP(S)?		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.5 Does your company operate PRIMARILY as a PRIME CONTRACTOR/VENDOR/CONSULTANT, SUBCONTRACTOR/SUPPLIER or BOTH?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.5 Does your company operate PRIMARILY as a PRIME CONTRACTOR/VENDOR/CONSULTANT, SUBCONTRACTOR/SUPPLIER or BOTH?	Prime contractor/vendor/consultant	Count	18	36	8	34	11	31	138
		% within Q5	13.04%	26.09%	5.80%	24.64%	7.97%	22.46%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	78.26%	53.33%	70.83%	100.00%	64.58%	70.41%
	Subcontractor/supplier	Count	1	4	1	6	0	8	20
		% within Q5	5.00%	20.00%	5.00%	30.00%	0.00%	40.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	8.70%	6.67%	12.50%	0.00%	16.67%	10.20%
	Both prime and subcontractor	Count	8	5	6	7	0	9	35
		% within Q5	22.86%	14.29%	17.14%	20.00%	0.00%	25.71%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	10.87%	40.00%	14.58%	0.00%	18.75%	17.86%
	Unsure	Count	1	1	0	1	0	0	3
		% within Q5	33.33%	33.33%	0.00%	33.33%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	0.00%	2.08%	0.00%	0.00%	1.53%
Total	Count		28	46	15	48	11	48	196
	% within Q5		14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
	% within ETHNIC GROUP(S)?		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.6 Between 2017 and 2021, has your company SUBMITTED BIDS, QUOTES, or PROPOSALS (attempted to do work) on COUNTY OF SANTA CLARA contracts or BEEN INCLUDED AS A SUBCONTRACTOR on contracts/projects with the COUNTY?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.6 Between 2017 and 2021, has your company SUBMITTED BIDS, QUOTES, or PROPOSALS (attempted to do work) on COUNTY OF SANTA CLARA contracts or BEEN INCLUDED AS A SUBCONTRACTOR on contracts/projects with the COUNTY?	Yes	Count	10	12	6	15	0	20	63
		% within Q6	15.87%	19.05%	9.52%	23.81%	0.00%	31.75%	100.00%
		% within ETHNIC GROUP(S)?	35.71%	26.09%	40.00%	31.25%	0.00%	41.67%	32.14%
	No	Count	17	32	8	30	11	21	119
		% within Q6	14.29%	26.89%	6.72%	25.21%	9.24%	17.65%	100.00%
		% within ETHNIC GROUP(S)?	60.71%	69.57%	53.33%	62.50%	100.00%	43.75%	60.71%
	Not Interested	Count	1	2	1	3	0	0	7
		% within Q6	14.29%	28.57%	14.29%	42.86%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	4.35%	6.67%	6.25%	0.00%	0.00%	3.57%
	Unsure	Count	0	0	0	0	0	2	2
		% within Q6	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	4.17%	1.02%
	Blank	Count	0	0	0	0	0	5	5
		% within Q6	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	10.42%	2.55%
Total		Count	28	46	15	48	11	48	196
		% within Q6	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.7 For which of the following reasons have you NOT ATTEMPTED to do business on SANTA CLARA COUNTY contracts or projects between 2017 and 2021?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.7 For which of the following reasons have you NOT ATTEMPTED to do business on SANTA CLARA COUNTY contracts or projects between 2017 and 2021?	Do not work for public agencies	Count	8	25	4	17	9	5	68
		% within Q7	11.76%	36.76%	5.88%	25.00%	13.24%	7.35%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	10.42%	34.69%
	The County or its prime contractors takes too long to pay its	Count	2	1	1	2	1	0	7
		% within Q7	28.57%	14.29%	14.29%	28.57%	14.29%		100.00%
		% within ETHNIC GROUP(S)?	7.14%	2.17%	6.67%	4.17%	9.09%	0.00%	3.57%
	Unfavorable experience(s) of discriminatory behavior	Count	0	0	1	1	0	0	2
		% within Q7	0.00%	0.00%	50.00%	50.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	2.08%	0.00%	0.00%	1.02%
	Other	Count	8	7	3	12	1	13	44
		% within Q7	18.18%	15.91%	6.82%	27.27%	2.27%	29.55%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	15.22%	20.00%	25.00%	9.09%	27.08%	22.45%
	Unsure	Count	0	0	0	0	0	0	0
		% within Q7	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Blank	Count	10	13	6	16		30	75	
	% within Q7	13.33%	17.33%	8.00%	21.33%	0.00%	40.00%	100.00%	
	% within ETHNIC GROUP(S)?	35.71%	28.26%	40.00%	33.33%	0.00%	62.50%	38.27%	
Total		Count	28	46	15	48	11	48	196
		% within Q7	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.9 Between 2017 and 2021, has your firm BEEN AWARDED a CONTRACT with the COUNTY OF SANTA CLARA, or has your company WORKED on a COUNTY contract or project as a subcontractor?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.9 Between 2017 and 2021, has your firm BEEN AWARDED a CONTRACT with the COUNTY OF SANTA CLARA, or has your company WORKED on a COUNTY contract or project as a subcontractor?	Yes	Count	5	8	2	12	0	13	40
		% within Q9	12.50%	20.00%	5.00%	30.00%	0.00%	32.50%	100.00%
		% within ETHNIC GROUP(S)?	17.86%	17.39%	13.33%	25.00%	0.00%	27.08%	20.41%
	No	Count	6	5	6	6	0	14	37
		% within Q9	16.22%	13.51%	16.22%	16.22%	0.00%	37.84%	100.00%
		% within ETHNIC GROUP(S)?	21.43%	10.87%	40.00%	12.50%	0.00%	29.17%	18.88%
	Unsure	Count	0	0	0	0	0	1	1
		% within Q9	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	2.08%	0.51%
	Blank	Count	17	33	7	30	11	20	118
		% within Q9	14.41%	27.97%	5.93%	25.42%	9.32%	16.95%	100.00%
		% within ETHNIC GROUP(S)?	60.71%	71.74%	46.67%	62.50%	100.00%	41.67%	60.20%
Total		Count	28	46	15	48	11	48	196
		% within Q9	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.10a Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Prequalification requirements

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.10a Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Prequalification requirements	Yes	Count	1	0	5	1	0	1	8
		% within Q10a	5.56%	0.00%	50.00%	3.57%	0.00%	4.35%	8.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	33.33%	2.08%	0.00%	2.08%	4.08%
	No	Count	17	19	5	27	2	22	92
		% within Q10a	18.48%	20.65%	5.43%	29.35%	2.17%	23.91%	100.00%
		% within ETHNIC GROUP(S)?	60.71%	41.30%	33.33%	56.25%	18.18%	45.83%	46.94%
	Unsure	Count	2	2	1	3	0	8	16
		% within Q10a	12.50%	12.50%	6.25%	18.75%	0.00%	50.00%	100.00%
		% within ETHNIC GROUP(S)?	7.14%	4.35%	6.67%	6.25%	0.00%	16.67%	8.16%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10a	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total		Count	28	46	15	48	11	48	196
		% within Q10a	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.10b Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - An informal network of prime contractors and subcontractors that has excluded my company from doing business - An informal network of prime contractors and subcontractors that has excluded my company from doing business

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.10b Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - An informal network of prime contractors and subcontractors that has excluded my company from doing business - An informal network of prime contractors and subcontractors that has excluded my company from doing business	Yes	Count	2	2	4	1	0	1	10
		% within Q10b	10.53%	11.11%	40.00%	3.70%	0.00%	4.55%	10.20%
		% within ETHNIC GROUP(S)?	7.14%	4.35%	26.67%	2.08%	0.00%	2.08%	5.10%
	No	Count	17	16	6	26	2	21	88
		% within Q10b	19.32%	18.18%	6.82%	29.55%	2.27%	23.86%	100.00%
		% within ETHNIC GROUP(S)?	60.71%	34.78%	40.00%	54.17%	18.18%	43.75%	44.90%
	Unsure	Count	1	3	1	4	0	9	18
		% within Q10b	5.56%	16.67%	5.56%	22.22%	0.00%	50.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	6.52%	6.67%	8.33%	0.00%	18.75%	9.18%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10b	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total		Count	28	46	15	48	11	48	196
		% within Q10b	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.10c Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? -Use of racial slurs or workplace violence, intimidation, or sabotage

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.10c Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? -Use of racial slurs or workplace violence, intimidation, or sabotage	Yes	Count	0	0	0	1	0	0	1
		% within Q10c	0.00%	0.00%	0.00%	3.45%	0.00%	0.00%	0.93%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	2.08%	0.00%	0.00%	0.51%
	No	Count	19	21	10	28	2	26	106
		% within Q10c	17.92%	19.81%	9.43%	26.42%	1.89%	24.53%	100.00%
		% within ETHNIC GROUP(S)?	67.86%	45.65%	66.67%	58.33%	18.18%	54.17%	54.08%
	Unsure	Count	1		1	2	0	5	9
		% within Q10c	11.11%	0.00%	11.11%	22.22%	0.00%	55.56%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	4.17%	0.00%	10.42%	4.59%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10c	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total		Count	28	46	15	48	11	48	196
		% within Q10c	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.10d Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Because of your LGBTQ identity

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.10d Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Because of your LGBTQ identity	Yes	Count	0	0	0	0	0	0	0
		% within Q10d	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	No	Count	20	21	8	31	2	27	109
		% within Q10d	18.35%	19.27%	7.34%	28.44%	1.83%	24.77%	100.00%
		% within ETHNIC GROUP(S)?	71.43%	45.65%	53.33%	64.58%	18.18%	56.25%	55.61%
	Unsure	Count	0	0	3	0	0	4	7
		% within Q10d	0.00%	0.00%	42.86%	0.00%	0.00%	57.14%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	20.00%	0.00%	0.00%	8.33%	3.57%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10d	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total	Count	28	46	15	48	11	48	196	
	% within Q10d	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.10e Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Because of your disability status

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.10e Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Because of your disability status	Yes	Count	0	0	0	0	0	0	0
		% within Q10e	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	No	Count	20	21	9	31	2	27	110
		% within Q10e	18.18%	19.09%	8.18%	28.18%	1.82%	24.55%	100.00%
		% within ETHNIC GROUP(S)?	71.43%	45.65%	60.00%	64.58%	18.18%	56.25%	56.12%
	Unsure	Count	0	0	2	0	0	4	6
		% within Q10e	0.00%	0.00%	33.33%	0.00%	0.00%	66.67%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	13.33%	0.00%	0.00%	8.33%	3.06%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10e	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total	Count	28	46	15	48	11	48	196	
	% within Q10e	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.10f Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? -Refusal by agencies, primes, suppliers and/or customers to deal with minorities or women

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.10f Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Refusal by agencies, primes, suppliers and/or customers to deal with minorities or women	Yes	Count	0	0	2	0	0	2	4
		% within Q10f	0.00%	0.00%	20.00%	0.00%	0.00%	8.00%	3.88%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	13.33%	0.00%	0.00%	4.17%	2.04%
	No	Count	17	20	8	29	2	23	99
		% within Q10f	17.17%	20.20%	8.08%	29.29%	2.02%	23.23%	100.00%
		% within ETHNIC GROUP(S)?	60.71%	43.48%	53.33%	60.42%	18.18%	47.92%	50.51%
	Unsure	Count	3	1	1	2	0	6	13
		% within Q10f	23.08%	7.69%	7.69%	15.38%	0.00%	46.15%	100.00%
		% within ETHNIC GROUP(S)?	10.71%	2.17%	6.67%	4.17%	0.00%	12.50%	6.63%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10f	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total		Count	28	46	15	48	11	48	196
		% within Q10f	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.10g Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? -Harassment on the Jobsite

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total
Q.10g Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Harassment on the Jobsite	Yes	Count	0	0	0	1	0	0	1
		% within Q10g	0.00%	0.00%	0.00%	3.33%	0.00%	0.00%	0.91%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	2.08%	0.00%	0.00%	0.51%
	No	Count	20	21	10	29	2	27	109
		% within Q10g	18.35%	19.27%	9.17%	26.61%	1.83%	24.77%	100.00%
		% within ETHNIC GROUP(S)?	71.43%	45.65%	66.67%	60.42%	18.18%	56.25%	55.61%
	Unsure	Count	0	0	1	1	0	4	6
		% within Q10g	0.00%	0.00%	16.67%	16.67%	0.00%	66.67%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	2.08%	0.00%	8.33%	3.06%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10g	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total		Count	28	46	15	48	11	48	196
		% within Q10g	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.10h Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? -Double standards in measuring performance

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.10h Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Double standards in measuring performance	Yes	Count	1	0	1	2	0	1	5
		% within Q10h	5.26%	0.00%	10.00%	7.14%	0.00%	3.85%	4.72%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	4.17%	0.00%	2.08%	2.55%
	No	Count	18	21	9	26	2	25	101
		% within Q10h	17.82%	20.79%	8.91%	25.74%	1.98%	24.75%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	45.65%	60.00%	54.17%	18.18%	52.08%	51.53%
	Unsure	Count	1	0	1	3	0	5	10
		% within Q10h	10.00%	0.00%	10.00%	30.00%	0.00%	50.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	6.25%	0.00%	10.42%	5.10%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10h	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total	Count	28	46	15	48	11	48	196	
	% within Q10h	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.10i Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? -Denial of opportunity to bid

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total
Q.10i Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Denial of opportunity to bid	Yes	Count	2	2	1	1	0	1	7
		% within Q10i	10.53%	10.00%	10.00%	3.45%	0.00%	3.85%	6.60%
		% within ETHNIC GROUP(S)?	7.14%	4.35%	6.67%	2.08%	0.00%	2.08%	3.57%
	No	Count	17	18	9	28	2	25	99
		% within Q10i	17.17%	18.18%	9.09%	28.28%	2.02%	25.25%	100.00%
		% within ETHNIC GROUP(S)?	60.71%	39.13%	60.00%	58.33%	18.18%	52.08%	50.51%
	Unsure	Count	1	1	1	2	0	5	10
		% within Q10i	10.00%	10.00%	10.00%	20.00%	0.00%	50.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	6.67%	4.17%	0.00%	10.42%	5.10%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10i	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total	Count	28	46	15	48	11	48	196	
	% within Q10i	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.10j Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? -Unfair denial of contract award

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.10j Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Unfair denial of contract award	Yes	Count	0	1	2	1	0	2	6
		% within Q10j	0.00%	5.26%	20.00%	3.70%	0.00%	7.69%	5.88%
		% within ETHNIC GROUP(S)?	0.00%	2.17%	13.33%	2.08%	0.00%	4.17%	3.06%
	No	Count	18	18	8	26	2	24	96
		% within Q10j	18.75%	18.75%	8.33%	27.08%	2.08%	25.00%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	39.13%	53.33%	54.17%	18.18%	50.00%	48.98%
	Unsure	Count	2	2	1	4	0	5	14
		% within Q10j	14.29%	14.29%	7.14%	28.57%	0.00%	35.71%	100.00%
		% within ETHNIC GROUP(S)?	7.14%	4.35%	6.67%	8.33%	0.00%	10.42%	7.14%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10j	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total	Count	28	46	15	48	11	48	196	
	% within Q10j	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.10k Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? -Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.10k Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment	Yes	Count	0	0	1	2	0	0	3
		% within Q10k	0.00%	0.00%	11.11%	7.14%	0.00%	0.00%	2.91%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	4.17%	0.00%	0.00%	1.53%
	No	Count	19	20	8	26	2	25	100
		% within Q10k	19.00%	20.00%	8.00%	26.00%	2.00%	25.00%	100.00%
		% within ETHNIC GROUP(S)?	67.86%	43.48%	53.33%	54.17%	18.18%	52.08%	51.02%
	Unsure	Count	1	1	2	3	0	6	13
		% within Q10k	7.69%	7.69%	15.38%	23.08%	0.00%	46.15%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	13.33%	6.25%	0.00%	12.50%	6.63%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10k	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total	Count	28	46	15	48	11	48	196	
	% within Q10k	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.10I Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? -Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.10I Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies	Yes	Count	1	0	1	1	0	0	3
		% within Q10I	5.00%	0.00%	10.00%	3.45%	0.00%	0.00%	2.80%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	2.08%	0.00%	0.00%	1.53%
	No	Count	19	20	9	28	2	26	104
		% within Q10I	18.27%	19.23%	8.65%	26.92%	1.92%	25.00%	100.00%
		% within ETHNIC GROUP(S)?	67.86%	43.48%	60.00%	58.33%	18.18%	54.17%	53.06%
	Unsure	Count	0	1	1	2	0	5	9
		% within Q10I	0.00%	11.11%	11.11%	22.22%	0.00%	55.56%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	2.17%	6.67%	4.17%	0.00%	10.42%	4.59%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10I	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total		Count	28	46	15	48	11	48	196
		% within Q10I	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.10m Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? -Other

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total
Q.10m Have you or your company experienced any of the following DISCRIMINATORY BEHAVIORS when attempting to do work or working on COUNTY OF SANTA CLARA projects? - Other	Yes	Count	0	1	0	2	0	0	3
		% within Q10m	0.00%	5.26%	0.00%	6.45%	0.00%	0.00%	2.91%
		% within ETHNIC GROUP(S)?	0.00%	2.17%	0.00%	4.17%	0.00%	0.00%	1.53%
	No	Count	18	18	8	29	2	25	100
		% within Q10m	18.00%	18.00%	8.00%	29.00%	2.00%	25.00%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	39.13%	53.33%	60.42%	18.18%	52.08%	51.02%
	Unsure	Count	2	2	3	0	0	6	13
		% within Q10m	15.38%	15.38%	23.08%	0.00%	0.00%	46.15%	100.00%
		% within ETHNIC GROUP(S)?	7.14%	4.35%	20.00%	0.00%	0.00%	12.50%	6.63%
	Blank	Count	8	25	4	17	9	17	80
		% within Q10m	10.00%	31.25%	5.00%	21.25%	11.25%	21.25%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	35.42%	40.82%
Total	Count	28	46	15	48	11	48	196	
	% within Q10m	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.12a How did you become AWARE OF THE DISCRIMINATION against your company while working on or attempting to do work on COUNTY OF SANTA CLARA contracts or projects? - Verbal comment

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total
Q.12a How did you become AWARE OF THE DISCRIMINATION against your company while working on or attempting to do work on COUNTY OF SANTA CLARA contracts or projects?- Verbal comment	Yes	Count		2	2			1	5
		% within Q12a	0.00%	40.00%	40.00%	0.00%	0.00%	20.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	4.35%	13.33%	0.00%	0.00%	2.08%	2.55%
	No	Count	5	3	4	8		12	32
		% within Q12a	15.63%	9.38%	12.50%	25.00%	0.00%	37.50%	100.00%
		% within ETHNIC GROUP(S)?	17.86%	6.52%	26.67%	16.67%	0.00%	25.00%	16.33%
	Unsure	Count	1	1	1	2		7	12
		% within Q12a	8.33%	8.33%	8.33%	16.67%	0.00%	58.33%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	6.67%	4.17%	0.00%	14.58%	6.12%
	Blank	Count	22	40	8	38	11	28	147
		% within Q12a	14.97%	27.21%	5.44%	25.85%	7.48%	19.05%	100.00%
		% within ETHNIC GROUP(S)?	78.57%	86.96%	53.33%	79.17%	100.00%	58.33%	75.00%
Total	Count	28	46	15	48	11	48	196	
	% within Q12a	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.12b How did you become AWARE OF THE DISCRIMINATION against your company while working on or attempting to do work on COUNTY OF SANTA CLARA contracts or projects? - Written statement/documents

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.12b How did you become AWARE OF THE DISCRIMINATION against your company while working on or attempting to do work on COUNTY OF SANTA CLARA contracts or projects?- Written statement/documents	Yes	Count			2	2			4
		% within Q12b	0.00%	0.00%	50.00%	50.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	13.33%	4.17%	0.00%	0.00%	2.04%
	No	Count	5	5	4	6		14	34
		% within Q12b	14.71%	14.71%	11.76%	17.65%	0.00%	41.18%	100.00%
		% within ETHNIC GROUP(S)?	17.86%	10.87%	26.67%	12.50%	0.00%	29.17%	17.35%
	Unsure	Count	1	1	1	2		6	11
		% within Q12b	9.09%	9.09%	9.09%	18.18%	0.00%	54.55%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	6.67%	4.17%	0.00%	12.50%	5.61%
	Blank	Count	22	40	8	38	11	28	147
		% within Q12b	14.97%	27.21%	5.44%	25.85%	7.48%	19.05%	100.00%
		% within ETHNIC GROUP(S)?	78.57%	86.96%	53.33%	79.17%	100.00%	58.33%	75.00%
Total	Count	28	46	15	48	11	48	196	
	% within Q12b	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.12c How did you become AWARE OF THE DISCRIMINATION against your company while working on or attempting to do work on COUNTY OF SANTA CLARA contracts or projects? - Action was taken against the company

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.12c How did you become AWARE OF THE DISCRIMINATION against your company while working on or attempting to do work on COUNTY OF SANTA CLARA contracts or projects?- Action was taken against the company	Yes	Count			1				1
		% within Q12c	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	0.00%	0.00%	0.00%	0.51%
	No	Count	5	6	4	6		14	35
		% within Q12c	14.29%	17.14%	11.43%	17.14%	0.00%	40.00%	100.00%
		% within ETHNIC GROUP(S)?	17.86%	13.04%	26.67%	12.50%	0.00%	29.17%	17.86%
	Unsure	Count	1		2	4		6	13
		% within Q12c	7.69%	0.00%	15.38%	30.77%	0.00%	46.15%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	13.33%	8.33%	0.00%	12.50%	6.63%
	Blank	Count	22	40	8	38	11	28	147
		% within Q12c	14.97%	27.21%	5.44%	25.85%	7.48%	19.05%	100.00%
		% within ETHNIC GROUP(S)?	78.57%	86.96%	53.33%	79.17%	100.00%	58.33%	75.00%
Total	Count	28	46	15	48	11	48	196	
	% within Q12c	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.12d How did you become AWARE OF THE DISCRIMINATION against your company while working on or attempting to do work on COUNTY OF SANTA CLARA contracts or projects? - Other action

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total
Q.12d How did you become AWARE OF THE DISCRIMINATION against your company while working on or attempting to do work on COUNTY OF SANTA CLARA contracts or projects?- Other action	Yes	Count	1	1	1	1	0	1	5
		% within Q12d	25.00%	16.67%	25.00%	14.29%	0.00%	7.69%	14.71%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	6.67%	2.08%	0.00%	2.08%	2.55%
	No	Count	3	5	3	6	0	12	29
		% within Q12d	10.34%	17.24%	10.34%	20.69%	0.00%	41.38%	100.00%
		% within ETHNIC GROUP(S)?	10.71%	10.87%	20.00%	12.50%	0.00%	25.00%	14.80%
	Unsure	Count	2	0	3	3	0	7	15
		% within Q12d	13.33%	0.00%	20.00%	20.00%	0.00%	46.67%	100.00%
		% within ETHNIC GROUP(S)?	7.14%	0.00%	20.00%	6.25%	0.00%	14.58%	7.65%
	Blank	Count	22	40	8	38	11	28	147
		% within Q12d	14.97%	27.21%	5.44%	25.85%	7.48%	19.05%	100.00%
		% within ETHNIC GROUP(S)?	78.57%	86.96%	53.33%	79.17%	100.00%	58.33%	75.00%
Total	Count	28	46	15	48	11	48	196	
	% within Q12d	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.14 Which of the following do you consider the PRIMARY REASON for your company BEING DISCRIMINATED AGAINST while attempting to do work or working on COUNTY OF SANTA CLARA contracts or projects as a PRIME CONTRACTOR/VENDOR?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.14 Which of the following do you consider the PRIMARY REASON for your company BEING DISCRIMINATED AGAINST while attempting to do work or working on COUNTY OF SANTA CLARA contracts or projects as a PRIME CONTRACTOR/VENDOR?	Owner's Race or Ethnicity	Count	0	1	2	1	0	0	4
		% within Q14	0.00%	25.00%	50.00%	25.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	2.17%	13.33%	2.08%	0.00%	0.00%	2.04%
	Owner's Gender	Count	0	1	0	0	0	1	2
		% within Q14	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	2.17%	0.00%	0.00%	0.00%	2.08%	1.02%
	Both Owner's Race and Gender	Count	0	0	2	0	0	0	2
		% within Q14	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	13.33%	0.00%	0.00%	0.00%	1.02%
	Other reason	Count	1	1	1	2	0	0	5
		% within Q14	20.00%	20.00%	20.00%	40.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	6.67%	4.17%	0.00%	0.00%	2.55%
	Prefer Not to Answer	Count	22	41	8	40	11	41	163
		% within Q14	13.50%	25.15%	4.91%	24.54%	6.75%	25.15%	100.00%
		% within ETHNIC GROUP(S)?	78.57%	89.13%	53.33%	83.33%	100.00%	85.42%	83.16%
Unsure	Count	5	2	2	5	0	6	20	
	% within Q14	25.00%	10.00%	10.00%	25.00%	0.00%	30.00%	100.00%	
	% within ETHNIC GROUP(S)?	17.86%	4.35%	13.33%	10.42%	0.00%	12.50%	10.20%	
Total		Count	28	46	15	48	11	48	196
		% within Q14	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Remark: Those blank responses has been included in the Prefer Not to Answer category.

Q.16a In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? -Proposal/bid specifications

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.16a In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? - Proposal/bid specifications	Yes	Count	2	2	3	6	0	3	16
		% within Q16a	10.00%	10.00%	37.50%	20.00%	0.00%	23.08%	17.20%
		% within ETHNIC GROUP(S)?	7.14%	4.35%	20.00%	12.50%	0.00%	6.25%	8.16%
	No	Count	18	18	5	24	2	10	77
		% within Q16a	23.38%	23.38%	6.49%	31.17%	2.60%	12.99%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	39.13%	33.33%	50.00%	18.18%	20.83%	39.29%
	Unsure	Count	0	1	3	1	0	1	6
		% within Q16a	0.00%	16.67%	50.00%	16.67%	0.00%	16.67%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	2.17%	20.00%	2.08%	0.00%	2.08%	3.06%
	Blank	Count	8	25	4	17	9	34	97
		% within Q16a	8.25%	25.77%	4.12%	17.53%	9.28%	35.05%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	70.83%	49.49%
Total		Count	28	46	15	48	11	48	196
		% within Q16a	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.16b In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? -Short or limited time given to prepare bid package or quote

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.16b In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? - Short or limited time given to prepare bid package or quote	Yes	Count	1	3	2	3	0	1	10
		% within Q16b	5.00%	14.29%	22.22%	10.00%	0.00%	7.69%	10.53%
		% within ETHNIC GROUP(S)?	3.57%	6.52%	13.33%	6.25%	0.00%	2.08%	5.10%
	No	Count	19	18	7	27	2	12	85
		% within Q16b	22.35%	21.18%	8.24%	31.76%	2.35%	14.12%	100.00%
		% within ETHNIC GROUP(S)?	67.86%	39.13%	46.67%	56.25%	18.18%	25.00%	43.37%
	Unsure	Count	0	0	2	1	0	1	4
		% within Q16b	0.00%	0.00%	50.00%	25.00%	0.00%	25.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	13.33%	2.08%	0.00%	2.08%	2.04%
	Blank	Count	8	25	4	17	9	34	97
		% within Q16b	8.25%	25.77%	4.12%	17.53%	9.28%	35.05%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	70.83%	49.49%
Total		Count	28	46	15	48	11	48	196
		% within Q16b	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.16c In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? -Restrictive contract specifications

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.16c In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? - Restrictive contract specifications	Yes	Count	1	3	4	4	0	3	15
		% within Q16c	5.26%	15.00%	44.44%	14.29%	0.00%	23.08%	16.48%
		% within ETHNIC GROUP(S)?	3.57%	6.52%	26.67%	8.33%	0.00%	6.25%	7.65%
	No	Count	18	17	5	24	2	10	76
		% within Q16c	23.68%	22.37%	6.58%	31.58%	2.63%	13.16%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	36.96%	33.33%	50.00%	18.18%	20.83%	38.78%
	Unsure	Count	1	1	2	3	0	1	8
		% within Q16c	12.50%	12.50%	25.00%	37.50%	0.00%	12.50%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	13.33%	6.25%	0.00%	2.08%	4.08%
	Blank	Count	8	25	4	17	9	34	97
		% within Q16c	8.25%	25.77%	4.12%	17.53%	9.28%	35.05%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	70.83%	49.49%
Total	Count	28	46	15	48	11	48	196	
	% within Q16c	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.16d In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? -Selection process/evaluation criteria

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.16d In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? - Selection process/evaluation criteria	Yes	Count	2	5	4	3	0	3	17
		% within Q16d	10.53%	29.41%	23.53%	17.65%	0.00%	17.65%	98.76%
		% within ETHNIC GROUP(S)?	7.14%	10.87%	26.67%	6.25%	0.00%	6.25%	8.67%
	No	Count	17	16	6	25	2	10	76
		% within Q16d	22.37%	21.05%	7.89%	32.89%	2.63%	13.16%	100.00%
		% within ETHNIC GROUP(S)?	60.71%	34.78%	40.00%	52.08%	18.18%	20.83%	38.78%
	Unsure	Count	1	0	1	3	0	1	6
		% within Q16d	16.67%	0.00%	16.67%	50.00%	0.00%	16.67%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	6.25%	0.00%	2.08%	3.06%
	Blank	Count	8	25	4	17	9	34	97
		% within Q16d	8.25%	25.77%	4.12%	17.53%	9.28%	35.05%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	70.83%	49.49%
Total	Count	28	46	15	48	11	48	196	
	% within Q16d	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.16e In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? - Insurance requirements

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.16e In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects?- Insurance requirements	Yes	Count	1	1	2	3	0	0	7
		% within Q16e	5.26%	5.00%	18.18%	10.34%	0.00%	0.00%	7.45%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	13.33%	6.25%	0.00%	0.00%	3.57%
	No	Count	18	19	9	26	2	13	87
		% within Q16e	20.69%	21.84%	10.34%	29.89%	2.30%	14.94%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	41.30%	60.00%	54.17%	18.18%	27.08%	44.39%
	Unsure	Count	1	1	0	2	0	1	5
		% within Q16e	20.00%	20.00%	0.00%	40.00%	0.00%	20.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	0.00%	4.17%	0.00%	2.08%	2.55%
	Blank	Count	8	25	4	17	9	34	97
		% within Q16e	8.25%	25.77%	4.12%	17.53%	9.28%	35.05%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	70.83%	49.49%
Total		Count	28	46	15	48	11	48	196
		% within Q16e	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.16f In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? -Competing with large companies

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.16f In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? - Competing with large companies	Yes	Count	2	1	6	6	0	3	18
		% within Q16f	10.53%	4.76%	54.55%	20.00%	0.00%	23.08%	18.75%
		% within ETHNIC GROUP(S)?	7.14%	2.17%	40.00%	12.50%	0.00%	6.25%	9.18%
	No	Count	17	20	5	24	2	10	78
		% within Q16f	21.79%	25.64%	6.41%	30.77%	2.56%	12.82%	100.00%
		% within ETHNIC GROUP(S)?	60.71%	43.48%	33.33%	50.00%	18.18%	20.83%	39.80%
	Unsure	Count	1			1	0	1	3
		% within Q16f	33.33%	0.00%	0.00%	33.33%	0.00%	33.33%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	2.08%	0.00%	2.08%	1.53%
	Blank	Count	8	25	4	17	9	34	97
		% within Q16f	8.25%	25.77%	4.12%	17.53%	9.28%	35.05%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	70.83%	49.49%
Total		Count	28	46	15	48	11	48	196
		% within Q16f	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.16g In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? - Contract too large

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total
Q.16g In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? - Contract too large	Yes	Count	0	0	3	3	0	2	8
		% within Q16g	0.00%	0.00%	30.00%	10.00%	0.00%	16.67%	8.60%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	20.00%	6.25%	0.00%	4.17%	4.08%
	No	Count	18	21	7	27	2	10	85
		% within Q16g	21.18%	24.71%	8.24%	31.76%	2.35%	11.76%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	45.65%	46.67%	56.25%	18.18%	20.83%	43.37%
	Unsure	Count	2		1	1	0	2	6
		% within Q16g	33.33%	0.00%	16.67%	16.67%	0.00%	33.33%	100.00%
		% within ETHNIC GROUP(S)?	7.14%	0.00%	6.67%	2.08%	0.00%	4.17%	3.06%
	Blank	Count	8	25	4	17	9	34	97
		% within Q16g	8.25%	25.77%	4.12%	17.53%	9.28%	35.05%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	70.83%	49.49%
Total		Count	28	46	15	48	11	48	196
		% within Q16g	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.16h In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? Changes in the scope of work

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.16h In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? Changes in the scope of work	Yes	Count	0	0	0	3	0	0	3
		% within Q16h	0.00%	0.00%	0.00%	10.00%	0.00%	0.00%	3.26%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	6.25%	0.00%	0.00%	1.53%
	No	Count	18	21	9	27	2	12	89
		% within Q16h	20.22%	23.60%	10.11%	30.34%	2.25%	13.48%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	45.65%	60.00%	56.25%	18.18%	25.00%	45.41%
	Unsure	Count	2	0	2	1	0	2	7
		% within Q16h	28.57%	0.00%	28.57%	14.29%	0.00%	28.57%	100.00%
		% within ETHNIC GROUP(S)?	7.14%	0.00%	13.33%	2.08%	0.00%	4.17%	3.57%
	Blank	Count	8	25	4	17	9	34	97
		% within Q16h	8.25%	25.77%	4.12%	17.53%	9.28%	35.05%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	70.83%	49.49%
Total		Count	28	46	15	48	11	48	196
		% within Q16h	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.16i In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? -Slow payment or non-payment for project work

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.16i In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? - Slow payment or non-payment for project work	Yes	Count	1	0	1	2	0	2	6
		% within Q16i	5.26%	0.00%	12.50%	6.90%	0.00%	14.29%	6.52%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	4.17%	0.00%	4.17%	3.06%
	No	Count	18	20	7	27	2	12	86
		% within Q16i	20.93%	23.26%	8.14%	31.40%	2.33%	13.95%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	43.48%	46.67%	56.25%	18.18%	25.00%	43.88%
	Unsure	Count	1	1	3	2	0	0	7
		% within Q16i	14.29%	14.29%	42.86%	28.57%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	20.00%	4.17%	0.00%	0.00%	3.57%
	Blank	Count	8	25	4	17	9	34	97
		% within Q16i	8.25%	25.77%	4.12%	17.53%	9.28%	35.05%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	70.83%	49.49%
Total	Count	28	46	15	48	11	48	196	
	% within Q16i	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.16j In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? -Other

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.16j In your experience, have any of the following been a BARRIER in attempting to do work or working on COUNTY OF SANTA CLARA projects? -Other	Yes	Count	2	0	2	0	0	2	6
		% within Q16j	10.53%	0.00%	20.00%	0.00%	0.00%	15.38%	6.52%
		% within ETHNIC GROUP(S)?	7.14%	0.00%	13.33%	0.00%	0.00%	4.17%	3.06%
	No	Count	17	20	8	28	2	11	86
		% within Q16j	19.77%	23.26%	9.30%	32.56%	2.33%	12.79%	100.00%
		% within ETHNIC GROUP(S)?	60.71%	43.48%	53.33%	58.33%	18.18%	22.92%	43.88%
	Unsure	Count	1	1	1	3	0	1	7
		% within Q16j	14.29%	14.29%	14.29%	42.86%	0.00%	14.29%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	6.67%	6.25%	0.00%	2.08%	3.57%
	Blank	Count	8	25	4	17	9	34	97
		% within Q16j	8.25%	25.77%	4.12%	17.53%	9.28%	35.05%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	35.42%	81.82%	70.83%	49.49%
Total		Count	28	46	15	48	11	48	196
		% within Q16j	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.18 While working on a COUNTY OF SANTA CLARA contract or project, have you experienced a situation where a PROJECT MANAGER REFUSED TO DEAL WITH MINORITIES OR WOMEN?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.18 While working on a COUNTY OF SANTA CLARA contract or project, have you experienced a situation where a PROJECT MANAGER REFUSED TO DEAL WITH MINORITIES OR WOMEN?	Yes	Count	0	0	0	1	0	0	1
		% within Q18	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	2.08%	0.00%	0.00%	0.51%
	No	Count	18	21	9	26	2	14	90
		% within Q18	20.00%	23.33%	10.00%	28.89%	2.22%	15.56%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	45.65%	60.00%	54.17%	18.18%	29.17%	45.92%
	Prefer Not to Answer	Count	8	25	4	19	9	34	99
		% within Q18	8.08%	25.25%	4.04%	19.19%	9.09%	34.34%	100.00%
		% within ETHNIC GROUP(S)?	28.57%	54.35%	26.67%	39.58%	81.82%	70.83%	50.51%
	Unsure	Count	2	0	2	2	0	0	6
		% within Q18	33.33%	0.00%	33.33%	33.33%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	7.14%	0.00%	13.33%	4.17%	0.00%	0.00%	3.06%
Total		Count	28	46	15	48	11	48	196
		% within Q18	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Remark: Those blank responses has been included in the Prefer Not to Answer category.

Q.20 Does your business require BONDING for the type of work you bid on?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.20 Does your business require BONDING for the type of work you bid on?	Yes	Count	9	4	3	3	0	4	23
		% within Q20	39.13%	17.39%	13.04%	13.04%	0.00%	17.39%	100.00%
		% within ETHNIC GROUP(S)?	32.14%	8.70%	20.00%	6.25%	0.00%	8.33%	11.73%
	No	Count	18	41	11	42	11	13	136
		% within Q20	13.24%	30.15%	8.09%	30.88%	8.09%	9.56%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	89.13%	73.33%	87.50%	100.00%	27.08%	69.39%
	Prefer Not to Answer	Count	0	0	0	1	0	30	31
		% within Q20	0.00%	0.00%	0.00%	3.23%	0.00%	96.77%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	2.08%	0.00%	62.50%	15.82%
	Unsure	Count	1	1	1	2	0	1	6
		% within Q20	16.67%	16.67%	16.67%	33.33%	0.00%	16.67%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	6.67%	4.17%	0.00%	2.08%	3.06%
Total		Count	28	46	15	48	11	48	196
		% within Q20	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Remark: Those blank responses has been included in the Prefer Not to Answer category.

Q.21 What is your current AGGREGATE (TOTAL) BONDING CAPACITY?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total
Q.21 What is your current AGGREGATE (TOTAL) BONDING CAPACITY?	Below \$100,000	Count	0	0	1	0	0	0	1
		% within Q21	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.51%
	100,001 to \$250,000	Count	1	0	1	0	0	1	3
		% within Q21	33.33%	0.00%	33.33%	0.00%	0.00%	33.33%	100.00%
		% within ETHNIC GROUP(S)?	16.67%	0.00%	50.00%	0.00%	0.00%	50.00%	1.53%
	\$250,001 to \$500,000	Count	1	0	0	1	0	1	3
		% within Q21	33.33%	0.00%	0.00%	33.33%	0.00%	33.33%	100.00%
		% within ETHNIC GROUP(S)?	16.67%	0.00%	0.00%	33.33%	0.00%	50.00%	1.53%
	\$500,001 to \$1 million	Count	3	2	0	1	0	0	6
		% within Q21	50.00%	33.33%	0.00%	16.67%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	50.00%	100.00%	0.00%	33.33%	0.00%	0.00%	3.06%
	\$1 million to \$1.5 million	Count	1	0	0	1	0	0	2
		% within Q21	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	16.67%	0.00%	0.00%	33.33%	0.00%	0.00%	1.02%
	\$1.5 million to \$3 million	Count	0	1	0	0	0	2	3
		% within Q21	0.00%	33.33%	0.00%	0.00%	0.00%	66.67%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	50.00%	0.00%	0.00%	0.00%	100.00%	1.53%
	\$3 million to \$5 million	Count	1	0	1	0	0	0	2
		% within Q21	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	16.67%	0.00%	50.00%	0.00%	0.00%	0.00%	1.02%
	Over \$5 million	Count	2	0	0	0	0	0	2
		% within Q21	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	1.02%
	Prefer Not to Answer	Count	19	43	12	45	11	44	174
		% within Q21	10.92%	24.71%	6.90%	25.86%	6.32%	25.29%	100.00%
		% within ETHNIC GROUP(S)?	316.67%	2150.00%	600.00%	1500.00%	0.00%	2200.00%	88.78%

		Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Unsure	Count	0	0	0	0	0	0	0
	% within Q21	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	Count	6	2	2	3	0	2	196
	% within Q21	3.06%	1.02%	1.02%	1.53%	0.00%	1.02%	7.65%
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%

FINAL DRAFT

Q.22 CREDIT ACCESS - Has your company applied for a LOAN or BUSINESS CREDIT in the last 12 months?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.22 CREDIT ACCESS - Has your company applied for a LOAN or BUSINESS CREDIT in the last 12 months?	Yes	Count	3	1	2	4	0	1	11
		% within Q22	27.27%	9.09%	18.18%	36.36%	0.00%	9.09%	100.00%
		% within ETHNIC GROUP(S)?	10.71%	2.17%	13.33%	8.33%	0.00%	2.08%	5.61%
	No	Count	25	45	13	43	11	18	155
		% within Q22	16.13%	29.03%	8.39%	27.74%	7.10%	11.61%	100.00%
		% within ETHNIC GROUP(S)?	89.29%	97.83%	86.67%	89.58%	100.00%	37.50%	79.08%
	Unsure	Count	0	0	0	0	0	0	0
		% within Q22	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Blank	Count	0	0	0	1	0	29	30
		% within Q22	0.00%	0.00%	0.00%	3.33%	0.00%	96.67%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	2.08%	0.00%	60.42%	15.31%
Total		Count	28	46	15	48	11	48	196
		% within Q22	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.23 Was your LOAN or CREDIT APPLICATION APPROVED?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.23 Was your LOAN or CREDIT APPLICATION APPROVED?	Yes	Count	3	0	1	4	0	1	9
		% within Q23	33.33%	0.00%	11.11%	44.44%	0.00%	11.11%	100.00%
		% within ETHNIC GROUP(S)?	10.71%	0.00%	6.67%	8.33%	0.00%	2.08%	4.59%
	No	Count	1	4	4	1	0	2	12
		% within Q23	8.33%	33.33%	33.33%	8.33%	0.00%	16.67%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	8.70%	26.67%	2.08%	0.00%	4.17%	6.12%
	Prefer Not to Answer	Count	23	41	8	42	11	43	168
		% within Q23	13.69%	24.40%	4.76%	25.00%	6.55%	25.60%	100.00%
		% within ETHNIC GROUP(S)?	82.14%	89.13%	53.33%	87.50%	100.00%	89.58%	85.71%
	Unsure	Count	1	1	2	1	0	2	7
		% within Q23	14.29%	14.29%	28.57%	14.29%	0.00%	28.57%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	13.33%	2.08%	0.00%	4.17%	3.57%
Total		Count	28	46	15	48	11	48	196
		% within Q23	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Remark: Those blank responses has been included in the Prefer Not to Answer category.

Q.24 Why do you think your LOAN or CREDIT APPLICATION WAS DENIED?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total	
Q.24 Why do you think your LOAN or CREDIT APPLICATION WAS DENIED?	Race or Ethnicity of Owner	Count	0	0	0	0	0	0	0	
		% within Q24	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	Gender of Owner	Count	0	0	0	0	0	0	0	0
		% within Q24	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Both Race and Gender of Owner	Count	0	0	0	0	0	0	0	0
		% within Q24	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Other	Count	0	2	2	2	0	0	6	
		% within Q24	0.00%	33.33%	33.33%	33.33%	0.00%	0.00%	100.00%	
		% within ETHNIC GROUP(S)?	0.00%	4.35%	13.33%	4.17%	0.00%	0.00%	3.06%	
	Prefer Not to Answer	Count	26	43	11	45	11	46	182	
		% within Q24	14.29%	23.63%	6.04%	24.73%	6.04%	25.27%	100.00%	
		% within ETHNIC GROUP(S)?	92.86%	93.48%	73.33%	93.75%	100.00%	95.83%	92.86%	
	Unsure	Count	2	1	2	1	0	2	8	
		% within Q24	25.00%	12.50%	25.00%	12.50%	0.00%	25.00%	100.00%	
		% within ETHNIC GROUP(S)?	7.14%	2.17%	13.33%	2.08%	0.00%	4.17%	4.08%	
Total	Count	28	46	15	48	11	48	196		
	% within Q24	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%		
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		

Remark: Those blank responses has been included in the Prefer Not to Answer category.

Q.26 Do PRIME CONTRACTORS or DIRECT VENDORS who contract with your company on public sector or government projects with M/WBE CONTRACT GOALS also solicit your company on projects (private or public) WITHOUT M/WBE CONTRACT GOALS?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.26 Do PRIME CONTRACTORS or DIRECT VENDORS who contract with your company on public sector or government projects with M/WBE CONTRACT GOALS also solicit your company on projects (private or public) WITHOUT M/WBE CONTRACT GOALS?	Yes	Count	3	0	1	4	0	1	9
		% within Q26	33.33%	0.00%	11.11%	44.44%	0.00%	11.11%	100.00%
		% within ETHNIC GROUP(S)?	10.71%	0.00%	6.67%	8.33%	0.00%	2.08%	4.59%
	No	Count	22	40	10	34	11	13	130
		% within Q26	16.92%	30.77%	7.69%	26.15%	8.46%	10.00%	100.00%
		% within ETHNIC GROUP(S)?	78.57%	86.96%	66.67%	70.83%	100.00%	27.08%	66.33%
	Prefer Not to Answer	Count	3	3	3	7	0	33	49
		% within Q26	6.12%	6.12%	6.12%	14.29%	0.00%	67.35%	100.00%
		% within ETHNIC GROUP(S)?	10.71%	6.52%	20.00%	14.58%	0.00%	68.75%	25.00%
	Unsure	Count	0	3	1	3	0	1	8
		% within Q26	0.00%	37.50%	12.50%	37.50%	0.00%	12.50%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	6.52%	6.67%	6.25%	0.00%	2.08%	4.08%
Total		Count	28	46	15	48	11	48	196
		% within Q26	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Remark: Those blank responses has been included in the Prefer Not to Answer category.

Q.27 DOING BUSINESS IN THE PRIVATE SECTOR: As a PRIME CONTRACTOR or DIRECT VENDOR, do you SOLICIT QUOTES from MINORITY-OWNED or WOMEN-OWNED BUSINESS ENTERPRISES on private (non-governmental) contracts?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.27 DOING BUSINESS IN THE PRIVATE SECTOR: As a PRIME CONTRACTOR or DIRECT VENDOR, do you SOLICIT QUOTES from MINORITY-OWNED or WOMEN-OWNED BUSINESS ENTERPRISES on private (non-governmental) contracts?	Yes	Count	7	5	4	8	0	6	30
		% within Q27	23.33%	16.67%	13.33%	26.67%	0.00%	20.00%	100.00%
		% within ETHNIC GROUP(S)?	25.00%	10.87%	26.67%	16.67%	0.00%	12.50%	15.31%
	No	Count	18	34	8	29	11	8	108
		% within Q27	16.67%	31.48%	7.41%	26.85%	10.19%	7.41%	100.00%
		% within ETHNIC GROUP(S)?	64.29%	73.91%	53.33%	60.42%	100.00%	16.67%	55.10%
	Not Applicable	Count	1		1	4	0	1	7
		% within Q27	14.29%	0.00%	14.29%	57.14%	0.00%	14.29%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	8.33%	0.00%	2.08%	3.57%
	Unsure	Count	0	2	1	2	0	0	5
		% within Q27	0.00%	40.00%	20.00%	40.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	4.35%	6.67%	4.17%	0.00%	0.00%	2.55%
	Blank	Count	2	5	1	5	0	33	46
		% within Q27	4.35%	10.87%	2.17%	10.87%	0.00%	71.74%	100.00%
		% within ETHNIC GROUP(S)?	7.14%	10.87%	6.67%	10.42%	0.00%	68.75%	23.47%
Total		Count	28	46	15	48	11	48	196
		% within Q27	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.28 Have you or your company experienced any DISCRIMINATORY BEHAVIOR when attempting to do work or working on PRIVATE SECTOR (non-governmental) contracts or projects?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.28 Have you or your company experienced any DISCRIMINATORY BEHAVIOR when attempting to do work or working on PRIVATE SECTOR (non-governmental) contracts or projects?	Yes	Count	2	1	2	1	1	2	9
		% within Q28	22.22%	11.11%	22.22%	11.11%	11.11%	22.22%	100.00%
		% within ETHNIC GROUP(S)?	7.14%	2.17%	13.33%	2.08%	9.09%	4.17%	4.59%
	No	Count	24	45	12	39	10	13	143
		% within Q28	16.78%	31.47%	8.39%	27.27%	6.99%	9.09%	100.00%
		% within ETHNIC GROUP(S)?	85.71%	97.83%	80.00%	81.25%	90.91%	27.08%	72.96%
	Not Applicable	Count	0	0	1	0	0	0	1
		% within Q28	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	0.00%	0.00%	0.00%	0.51%
	Unsure	Count	1	0	0	4	0	0	5
		% within Q28	20.00%	0.00%	0.00%	80.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	8.33%	0.00%	0.00%	2.55%
	Blank	Count	1	0	0	4	0	33	38
		% within Q28	2.63%	0.00%	0.00%	10.53%	0.00%	86.84%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	8.33%	0.00%	68.75%	19.39%
Total		Count	28	46	15	48	11	48	196
		% within Q28	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.29a Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Harassment on the Jobsite

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total
Q.29a Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Harassment on the Jobsite	Yes	Count	1			1		1	3
		% within Q29a	33.33%	0.00%	0.00%	33.33%	0.00%	33.33%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	2.08%	0.00%	2.08%	1.53%
	No	Count	1	1	1		1		4
		% within Q29a	25.00%	25.00%	25.00%	0.00%	25.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	6.67%	0.00%	9.09%	0.00%	2.04%
	Unsure	Count			1			1	2
		% within Q29a	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	0.00%	0.00%	2.08%	1.02%
	Blank	Count	26	45	13	47	10	46	187
		% within Q29a	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
Total	Count	28	46	15	48	11	48	196	
	% within Q29a	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.29b Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Prequalification requirements

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total
Q.29b Which of the following DISCRIMINATORY BEHAVIOR have you experienced when	Yes	Count	1	1	2			1	5
		% within Q29b	20.00%	20.00%	40.00%	0.00%	0.00%	20.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	13.33%	0.00%	0.00%	2.08%	2.55%
	No	Count	1			1	1	1	4

attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Prequalification requirements	Unsure	% within Q29b	25.00%	0.00%	0.00%	25.00%	25.00%	25.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	2.08%	9.09%	2.08%	2.04%
		Count	0	0	0	0	0	0	0
	Blank	% within Q29b	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		Count	26	45	13	47	10	46	187
	Total	% within Q29b	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
		Count	28	46	15	48	11	48	196
		% within Q29b	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.29c Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - An informal network of prime contractors and subcontractors that has excluded my company from doing business

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total	
Q.29c Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - An informal network of prime contractors and subcontractors that has excluded my company from doing business	Yes	Count	1	1	2	1		2	7	
		% within Q29c	14.29%	14.29%	28.57%	14.29%	0.00%	28.57%	100.00%	
		% within ETHNIC GROUP(S)?	3.57%	2.17%	13.33%	2.08%	0.00%	4.17%	3.57%	
	No	Count	1				1			2
		% within Q29c	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	0.00%	9.09%	0.00%	1.02%	
	Unsure	Count	0	0	0	0	0	0	0	0
		% within Q29c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Blank	Count	26	45	13	47	10	46		187
		% within Q29c	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%		100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%		95.41%
Total		Count	28	46	15	48	11	48	196	

	Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
% within Q29c	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.29d Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Use of racial slurs or workplace violence, intimidation, or sabotage

		Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total	
Q.29d Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Use of racial slurs or workplace violence, intimidation, or sabotage	Yes	Count			1		2	3	
		% within Q29d	0.00%	0.00%	0.00%	33.33%	0.00%	66.67%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	2.08%	0.00%	4.17%	1.53%
	No	Count	1	1			1		3
		% within Q29d	33.33%	33.33%	0.00%	0.00%	33.33%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	0.00%	0.00%	9.09%	0.00%	1.53%
	Unsure	Count	1		2				3
		% within Q29d	33.33%	0.00%	66.67%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	13.33%	0.00%	0.00%	0.00%	1.53%
	Blank	Count	26	45	13	47	10	46	187
		% within Q29d	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
Total		Count	28	46	15	48	11	48	196
		% within Q29d	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.29e Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Exclusion from events, organizations, or business networks

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.29e Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Exclusion from events, organizations, or business networks	Yes	Count			1			1	2
		% within Q29e	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	0.00%	0.00%	2.08%	1.02%
	No	Count	1	1		1	1	1	5
		% within Q29e	20.00%	20.00%	0.00%	20.00%	20.00%	20.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	0.00%	2.08%	9.09%	2.08%	2.55%
	Unsure	Count	1		1				2
		% within Q29e	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	0.00%	0.00%	0.00%	1.02%
	Blank	Count	26	45	13	47	10	46	187
		% within Q29e	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
Total			28	46	15	48	11	48	196
% within Q29e			14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
% within ETHNIC GROUP(S)?			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.29f Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Collusion and conspiracy by trade by competitors and suppliers

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.29f Which of the following DISCRIMINATORY BEHAVIOR have you experienced when	Yes	Count		1	2				3
		% within Q29f	0.00%	33.33%	66.67%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	2.17%	13.33%	0.00%	0.00%	0.00%	1.53%
	No	Count	1			1	1	1	4

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total	
attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Collusion and conspiracy by trade by competitors and suppliers	Unsure	% within Q29f	25.00%	0.00%	0.00%	25.00%	25.00%	25.00%	100.00%	
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	2.08%	9.09%	2.08%	2.04%	
		Count	1					1	2	
	Blank	% within Q29f	50.00%	0.00%	0.00%	0.00%	0.00%	50.00%	100.00%	
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	0.00%	0.00%	2.08%	1.02%	
		Count	26	45	13	47	10	46	187	
	Total	% within Q29f	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%	
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%	
		Count	28	46	15	48	11	48	196	
			% within Q29f	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
			% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.29g Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Refusal by agencies, primes, suppliers and/or customers to deal with minorities or women

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total	
Q.29g Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Refusal by agencies, primes, suppliers and/or customers to deal with minorities or women	Yes	Count			1	1		1	3	
		% within Q29g	0.00%	0.00%	33.33%	33.33%	0.00%	33.33%	100.00%	
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	2.08%	0.00%	2.08%	1.53%	
	No	Count	1	1				1		3
		% within Q29g	33.33%	33.33%	0.00%	0.00%	33.33%	0.00%	100.00%	
		% within ETHNIC GROUP(S)?	3.57%	2.17%	0.00%	0.00%	9.09%	0.00%	1.53%	
	Unsure	Count	1		1				1	3
		% within Q29g	33.33%	0.00%	33.33%	0.00%	0.00%	33.33%	100.00%	
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	0.00%	0.00%	2.08%	1.53%	
	Blank	Count	26	45	13	47	10	46	187	
		% within Q29g	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%	

		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
Total		Count	28	46	15	48	11	48	196
		% within Q29g	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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Q.29h Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Obtaining Insurance

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.29h Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Obtaining Insurance	Yes	Count	1						1
		% within Q29h	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.51%
	No	Count	1	1	2	1	1	1	7
		% within Q29h	14.29%	14.29%	28.57%	14.29%	14.29%	14.29%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	13.33%	2.08%	9.09%	2.08%	3.57%
	Unsure	Count						1	1
		% within Q29h	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	2.08%	0.51%
	Blank	Count	26	45	13	47	10	46	187
		% within Q29h	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
Total		Count	28	46	15	48	11	48	196
		% within Q29h	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.29i Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Double standards in measuring performance

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.29i Which of the following DISCRIMINATORY BEHAVIOR have you experienced when	Yes	Count	1			1		2	4
		% within Q29i	25.00%	0.00%	0.00%	25.00%	0.00%	50.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	2.08%	0.00%	4.17%	2.04%
	No	Count	1	1				1	3

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Double standards in measuring performance	Unsure	% within Q29i	33.33%	33.33%	0.00%	0.00%	33.33%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	0.00%	0.00%	9.09%	0.00%	1.53%
		Count			2				2
	Blank	% within Q29i	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	13.33%	0.00%	0.00%	0.00%	1.02%
		Count	26	45	13	47	10	46	187
		% within Q29i	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
		Total	Count	28	46	15	48	11	48
% within Q29i	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%		
% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		

Q.29j Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Denial of the opportunity to bid

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.29j Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Denial of the opportunity to bid	Yes	Count		1	1	1		2	5
		% within Q29j	0.00%	20.00%	20.00%	20.00%	0.00%	40.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	2.17%	6.67%	2.08%	0.00%	4.17%	2.55%
	No	Count	1		1		1		3
		% within Q29j	33.33%	0.00%	33.33%	0.00%	33.33%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	0.00%	9.09%	0.00%	1.53%
	Unsure	Count	1						1
		% within Q29j	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.51%
	Blank	Count	26	45	13	47	10	46	187
		% within Q29j	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%

		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
Total		Count	28	46	15	48	11	48	196
		% within Q29j	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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Q.29k Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Unfair denial of contract award

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.29k Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Unfair denial of contract award	Yes	Count				1		2	3
		% within Q29k	0.00%	0.00%	0.00%	33.33%	0.00%	66.67%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	2.08%	0.00%	4.17%	1.53%
	No	Count	1	1			1		3
		% within Q29k	33.33%	33.33%	0.00%	0.00%	33.33%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	0.00%	0.00%	9.09%	0.00%	1.53%
	Unsure	Count	1		2				3
		% within Q29k	33.33%	0.00%	66.67%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	13.33%	0.00%	0.00%	0.00%	1.53%
	Blank	Count	26	45	13	47	10	46	187
		% within Q29k	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
Total		Count	28	46	15	48	11	48	196
		% within Q29k	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.29I Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Slow payment or non-payment for project work

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.29I Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Slow payment or non-payment for project work	Yes	Count	1	1	0	0	0	1	3
		% within Q29I	33.33%	33.33%	0.00%	0.00%	0.00%	33.33%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	0.00%	0.00%	0.00%	2.08%	1.53%
	No	Count	1		1	1	1	1	5
		% within Q29I	20.00%	0.00%	20.00%	20.00%	20.00%	20.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	2.08%	9.09%	2.08%	2.55%
	Unsure	Count	0	0	1	0	0	0	1
		% within Q29I	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	0.00%	0.00%	0.00%	0.51%
	Blank	Count	26	45	13	47	10	46	187
		% within Q29I	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
Total		Count	28	46	15	48	11	48	196
		% within Q29I	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.29m Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Unfair contract termination

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.29m Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Unfair contract termination	Yes	Count	0	0	0	0	0	2	2
		% within Q29m	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	4.17%	1.02%
	No	Count	1	1	1	0	1		4
		% within Q29m	25.00%	25.00%	25.00%	0.00%	25.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	6.67%	0.00%	9.09%	0.00%	2.04%
	Unsure	Count	1	0	1	1	0	0	3
		% within Q29m	33.33%	0.00%	33.33%	33.33%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	2.08%	0.00%	0.00%	1.53%
	Blank	Count	26	45	13	47	10	46	187
		% within Q29m	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
Total		Count	28	46	15	48	11	48	196
		% within Q29m	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.29n Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.29n Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment	Yes	Count	0	1	0	0	0	2	3
		% within Q29n	0.00%	33.33%	0.00%	0.00%	0.00%	66.67%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	2.17%	0.00%	0.00%	0.00%	4.17%	1.53%
	No	Count	1	0	0	1	1	0	3
		% within Q29n	33.33%	0.00%	0.00%	33.33%	33.33%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	2.08%	9.09%	0.00%	1.53%
	Unsure	Count	1	0	2	0	0	0	3
		% within Q29n	33.33%	0.00%	66.67%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	13.33%	0.00%	0.00%	0.00%	1.53%
	Blank	Count	26	45	13	47	10	46	187
		% within Q29n	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
Total		Count	28	46	15	48	11	48	196
		% within Q29n	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.29o Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.29o Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies	Yes	Count	1	0	0	1	0	2	4
		% within Q29o	25.00%	0.00%	0.00%	25.00%	0.00%	50.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	0.00%	2.08%	0.00%	4.17%	2.04%
	No	Count	1	1	1	0	1	0	4
		% within Q29o	25.00%	25.00%	25.00%	0.00%	25.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	6.67%	0.00%	9.09%	0.00%	2.04%
	Unsure	Count	0	0	1	0	0	0	1
		% within Q29o	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	0.00%	0.00%	0.00%	0.51%
	Blank	Count	26	45	13	47	10	46	187
		% within Q29o	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
Total		Count	28	46	15	48	11	48	196
		% within Q29o	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.29p Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Other

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.29p Which of the following DISCRIMINATORY BEHAVIOR have you experienced when attempting to do work or working in the PRIVATE SECTOR market (non-governmental)? - Other	Yes	Count	0	0	0	0	0	1	1
		% within Q29p	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	2.08%	0.51%
	No	Count	1	1	1	1	1	0	5
		% within Q29p	20.00%	20.00%	20.00%	20.00%	20.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	6.67%	2.08%	9.09%	0.00%	2.55%
	Unsure	Count	1	0	1	0	0	1	3
		% within Q29p	33.33%	0.00%	33.33%	0.00%	0.00%	33.33%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	0.00%	0.00%	2.08%	1.53%
	Blank	Count	26	45	13	47	10	46	187
		% within Q29p	13.90%	24.06%	6.95%	25.13%	5.35%	24.60%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	90.91%	95.83%	95.41%
Total		Count	28	46	15	48	11	48	196
		% within Q29p	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.31a How did you become AWARE OF THE DISCRIMINATION against your company in the PRIVATE SECTOR? -Verbal comment

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total	
Q.31a How did you become AWARE OF THE DISCRIMINATION against your company in the PRIVATE SECTOR? -Verbal comment	Yes	Count	2	1	2	1	0	1	7	
		% within Q31a	28.57%	14.29%	28.57%	14.29%	0.00%	14.29%	100.00%	
		% within ETHNIC GROUP(S)?	7.14%	2.17%	13.33%	2.08%	0.00%	2.08%	3.57%	
	No	Count	0	0	0	0	0	0	0	0
		% within Q31a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Unsure	Count	0	0	0	0	0	0	1	1
		% within Q31a	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.08%	0.51%
	Blank	Count	26	45	13	47	11	46		188
		% within Q31a	13.83%	23.94%	6.91%	25.00%	5.85%	24.47%		100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	100.00%	95.83%		95.92%
Total		Count	28	46	15	48	11	48	196	
		% within Q31a	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.31b How did you become AWARE OF THE DISCRIMINATION against your company in the PRIVATE SECTOR? -Written statement/documents

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.31b How did you become AWARE OF THE DISCRIMINATION against your company in the PRIVATE SECTOR? - Written statement/documents	Yes	Count	0	1	0	0	0	1	2
		% within Q31b	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	2.17%	0.00%	0.00%	0.00%	2.08%	1.02%
	No	Count	2	0	1	1	0	0	4
		% within Q31b	50.00%	0.00%	25.00%	25.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	7.14%	0.00%	6.67%	2.08%	0.00%	0.00%	2.04%
	Unsure	Count	0	0	1	0	0	1	2
		% within Q31b	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	0.00%	0.00%	2.08%	1.02%
	Blank	Count	26	45	13	47	11	46	188
		% within Q31b	13.83%	23.94%	6.91%	25.00%	5.85%	24.47%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	100.00%	95.83%	95.92%
Total		Count	28	46	15	48	11	48	196
		% within Q31b	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.31c How did you become AWARE OF THE DISCRIMINATION against your company in the PRIVATE SECTOR? -Action was taken against the company

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total
Q.31c How did you become AWARE OF THE DISCRIMINATION against your company in the PRIVATE SECTOR? -Action was taken against the company	Yes	Count	0	1	1	0	0	0	2
		% within Q31c	0.00%	50.00%	50.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	2.17%	6.67%	0.00%	0.00%	0.00%	1.02%
	No	Count	2	0	1	1	0	2	6
		% within Q31c	33.33%	0.00%	16.67%	16.67%	0.00%	33.33%	100.00%
		% within ETHNIC GROUP(S)?	7.14%	0.00%	6.67%	2.08%	0.00%	4.17%	3.06%
	Unsure	Count	0	0	0	0	0	0	0
		% within Q31c	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Blank	Count	26	45	13	47	11	46	188
		% within Q31c	13.83%	23.94%	6.91%	25.00%	5.85%	24.47%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	100.00%	95.83%	95.92%
Total		Count	28	46	15	48	11	48	196
		% within Q31c	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.31d How did you become AWARE OF THE DISCRIMINATION against your company in the PRIVATE SECTOR? -Other action

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/ American Indian	Other	Total
Q.31d How did you become AWARE OF THE DISCRIMINATION against your company in the PRIVATE SECTOR? -Other action	Yes	Count	1	0	1	0	0	2	4
		% within Q31d	25.00%	0.00%	25.00%	0.00%	0.00%	50.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	0.00%	0.00%	4.17%	2.04%
	No	Count	1	1	0	0	0	0	2
		% within Q31d	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	0.00%	0.00%	0.00%	0.00%	1.02%
	Unsure	Count	0	0	1	1	0	0	2
		% within Q31d	0.00%	0.00%	50.00%	50.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	2.08%	0.00%	0.00%	1.02%
	Blank	Count	26	45	13	47	11	46	188
		% within Q31d	13.83%	23.94%	6.91%	25.00%	5.85%	24.47%	100.00%
		% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	100.00%	95.83%	95.92%
Total		Count	28	46	15	48	11	48	196
		% within Q31d	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.33 Which of the following do you consider the PRIMARY REASON for your company BEING DISCRIMINATED AGAINST in the PRIVATE SECTOR?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.33 Which of the following do you consider the PRIMARY REASON for your company BEING DISCRIMINATED AGAINST in the PRIVATE SECTOR?	Owner's Race or Ethnicity	Count	0	0	1	1	0	1	3
		% within Q33	0.00%	0.00%	33.33%	33.33%	0.00%	33.33%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	6.67%	2.08%	0.00%	2.08%	1.53%
	Owner's Gender	Count	0	0	0	0	0	0	0
		% within Q33	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Both Race and Gender	Count	1	0	1	0	0	1	3
		% within Q33	33.33%	0.00%	33.33%	0.00%	0.00%	33.33%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	0.00%	0.00%	2.08%	1.53%
	Other	Count	1	1	0	0	0	0	2
		% within Q33	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	2.17%	0.00%	0.00%	0.00%	0.00%	1.02%
	Unsure	Count	0	0	0	0	0	0	0
		% within Q33	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Blank	Count	26	45	13	47	11	46	188	
	% within Q33	13.83%	23.94%	6.91%	25.00%	5.85%	24.47%	100.00%	
	% within ETHNIC GROUP(S)?	92.86%	97.83%	86.67%	97.92%	100.00%	95.83%	95.92%	
Total	Count	28	46	15	48	11	48	196	
	% within Q33	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Q.35 Have you experienced or observed a situation in which a prime contractor or direct vendor INCLUDES MINORITY OR WOMEN SUBCONTRACTORS on a bid or proposal (to satisfy the "good faith effort" requirements) and then DROPS AND/OR REPLACES the company as a subcontractor after winning the award for no legitimate reason?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	Other	Total
Q.35 Have you experienced or observed a situation in which a prime contractor or direct vendor INCLUDES MINORITY OR WOMEN SUBCONTRACTORS on a bid or proposal (to satisfy the "good faith effort" requirements) and then DROPS AND/OR REPLACES the company as a subcontractor after winning the award for no legitimate reason?	Yes	Count	1	0	1	3	0	1	6
		% within Q35	16.67%	0.00%	16.67%	50.00%	0.00%	16.67%	100.00%
		% within ETHNIC GROUP(S)?	3.57%	0.00%	6.67%	6.25%	0.00%	2.08%	3.06%
	No	Count	25	44	12	42	11	15	149
		% within Q35	16.78%	29.53%	8.05%	28.19%	7.38%	10.07%	100.00%
		% within ETHNIC GROUP(S)?	89.29%	95.65%	80.00%	87.50%	100.00%	31.25%	76.02%
	Unsure	Count	2	2	2	2	0	0	8
		% within Q35	25.00%	25.00%	25.00%	25.00%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	7.14%	4.35%	13.33%	4.17%	0.00%	0.00%	4.08%
	Blank	Count	0	0	0	1	0	32	33
		% within Q35	0.00%	0.00%	0.00%	3.03%	0.00%	96.97%	100.00%
		% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	2.08%	0.00%	66.67%	16.84%
Total		Count	28	46	15	48	11	48	196
		% within Q35	14.29%	23.47%	7.65%	24.49%	5.61%	24.49%	100.00%
		% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Q.39 What is your company's PRIMARY LINE OF BUSINESS?

			Hispanic American or Latino	Asian American	African American or Black	Nonminority Women	Native American/American Indian	NonMWBE	Total
Q.39 What is your company's PRIMARY LINE OF BUSINESS?	Public Works & Construction-Related Services:	Count	9	2	2	8	1	2	24
		% within Q39	37.50%	8.33%	8.33%	33.33%	4.17%	8.33%	100.00%
		% within ETHNIC GROUP(S)?	30.00%	4.26%	12.50%	16.00%	9.09%	4.17%	11.88%
	Non-Professional Services	Count	3	2	2	6	0	2	15
		% within Q39	20.00%	13.33%	13.33%	40.00%	0.00%	13.33%	100.00%
		% within ETHNIC GROUP(S)?	10.00%	4.26%	12.50%	12.00%	0.00%	4.17%	7.43%
	Professional Services	Count	5	28	7	18	5	5	68
		% within Q39	7.35%	41.18%	10.29%	26.47%	7.35%	7.35%	100.00%
		% within ETHNIC GROUP(S)?	16.67%	59.57%	43.75%	36.00%	45.45%	10.42%	33.66%
	Goods and Related Services	Count	11	12	3	14	5	4	49
		% within Q39	22.45%	24.49%	6.12%	28.57%	10.20%	8.16%	100.00%
		% within ETHNIC GROUP(S)?	36.67%	25.53%	18.75%	28.00%	45.45%	8.33%	24.26%
	Other	Count	2	3	2	4	0	0	11
		% within Q39	18.18%	27.27%	18.18%	36.36%	0.00%	0.00%	100.00%
		% within ETHNIC GROUP(S)?	6.67%	6.38%	12.50%	8.00%	0.00%	0.00%	5.45%
Blank	Count	0	0	0	0	0	35	35	
	% within Q39	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	
	% within ETHNIC GROUP(S)?	0.00%	0.00%	0.00%	0.00%	0.00%	72.92%	17.33%	
Total	Count	30	47	16	50	11	48	202	
	% within Q39	14.85%	23.27%	7.92%	24.75%	5.45%	23.76%	100.00%	
	% within ETHNIC GROUP(S)?	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

Appendix H

H. In-Depth Interview Guide

County of Santa Clara In-Depth Interview Qualitative Data Collection

Hello. My name is _____ and I am calling on behalf of the County of Santa Clara to speak with businesses that do business or has attempted to do business on County contracts or projects.

Is this _____ (Company's name)? IF THE COMPANY NAME IS VERIFIED, CONTINUE.

Are you the owner or an authorized decision-maker in your company? [IF NO] May I speak with that person? [IF NO, SCHEDULE CALL-BACK]?

IF TRANSFERRED TO ANOTHER PARTY (CFO, MANAGER, ETC): READ INTRO AGAIN then ask Are you able to answer questions concerning the business practices of this company? IF YES, CONTINUE.

The County of Santa Clara has retained MGT Consulting Group to conduct a research study that helps to determine whether there is racial and/or gender business discrimination in the markets in which the County does business – both public and private sectors. We understand that this may be a difficult topic to discuss. Your feedback is important to address if discrimination has an effect on County contracting for minority and women businesses.

The interview will last approximately 45 minutes.

When can we schedule your interview to receive your input and recommendations on doing business on County projects or contracts?

Pre-Interview Questions via Qualtrics – Firms that agree to participate in an interview will be provided a link to complete pre-interview questions. The pre-interview will provide clarity and focus on specific questions for the interviewee.

Survey Introduction

The County of Santa Clara has retained MGT Consulting Group to conduct a Disparity Study. The overall purpose of the Disparity Study is to determine whether there is racial and/or gender business discrimination in the markets in which the County does business – both public and private sectors. The purpose of this pre-interview survey is to learn more about your firm and streamline the interview to questions about your specific business experiences with the County. Your responses to this research survey and interview responses will be aggregated for the overall analysis and used only for the disparity study. Individual information is kept confidential.

Your firm has been randomly selected to participate in an interview of businesses to ascertain experiences of discrimination towards businesses in the County's procurement of goods and services; the subcontracting practices of prime contractors/vendors who do business with the County; and information about doing business or attempting to do business with the County and/or prime contracting.

The survey and subsequent interview should be completed by the company's Owner, CEO, President, Vice President, or other decision-making authority with in-depth knowledge of the

company. Questions in this survey relate to company ownership, contracting, and experience in doing business with the County.

This is a great opportunity for you to provide feedback regarding your experience doing business with or attempting to do business with the County. The survey can be completed in 10 minutes or less.

1. Please provide Company Name
 - a. _____
2. What is your title?
 - a. Owner
 - b. CEO/President
 - c. Manager/Financial Officer
 - d. Other (What is your official title?)
 - e. _____
3. Please provide your name just in case we have any further questions.
 - a. _____
4. Is at least 51 percent of your company owned, managed, and controlled by a woman or women?
 - a. Yes
 - b. No
 - c. Don't know
5. Is at least 51 percent of your company owned, managed, and controlled by a person or people of one of the following racial or ethnic group(s)?
 - a. African American
 - b. Asian American
 - c. Caucasian/White (non-Hispanic)
 - d. Hispanic American or Latino
 - e. Native American/American Indian
 - f. Pacific Islander
 - g. Other - (Please specify the race or ethnicity of the owner(s)/manager(s):

6. What is the highest level of education completed by the primary owner of your company?
 - a. Some high school
 - b. High school graduate
 - c. Trade or technical education
 - d. Associate Degree (AA, AS, etc.)
 - e. Bachelor's Degree (BA, BS, etc.)
 - f. Graduate or Professional Degree (MA, PhD, JD, etc.)
 - g. Don't know
7. What is your company's primary line of business?
 - a. Construction

- b. Architecture, Engineering, and Construction-Related Services
- c. Services
- d. Maintenance
- e. Information Technology
- f. Commodities, Goods, and Equipment
- g. Other Please explain your company's primary line of business.
- h. _____

8. What is the age of the company?

- a. 0-2 years
- b. 3-5 years
- c. 6-10 years
- d. 11-15 years
- e. 16-20 years
- f. 21+ years

9. What is the average annual revenue of the company?

- a. <\$100k
- b. \$100k-\$500k
- c. \$500k-\$1M
- d. \$1M-\$5M
- e. \$5M-\$10M
- f. >\$10M

10. Do you bid or propose as:

- a. A prime
- b. A subcontractor
- c. Both

11. Between July 2015 and June 2021, have you been awarded a contract, subcontract, work order, or purchase order on a project or projects for:

- a. Yes
- b. No
- c. Unsure

12. Does your company hold any of the following certifications?

	Yes	No	Prefer not to answer	Unsure
1. Minority Business Enterprise (MBE)	1	2	3	4
2. Woman Business Enterprise (WBE)	1	2	3	4
3. Disadvantaged Business Enterprise (DBE)	1	2	3	4
4. Disabled-owned Veteran Owned Enterprise (DOVBE)	1	2	3	4

5. LGBTQ Business Enterprise (LGBTQBE)	1	2	3	4
6. Other (Please specify other certifications)	1	2	3	4

13. Do you feel like any of the following discriminatory behaviors have been a barrier to attempting to do work or working on the County contracts or projects? And have those barriers been due to race/ethnicity/gender?

	Yes	No	Don't know
Harassment on the Jobsite			
Prequalification requirements			
An informal network of prime contractors and subcontractors that has excluded my company from doing business ("good ole boy" network)			
Use of racial slurs or workplace violence, intimidation, or sabotage			
Exclusion from events, organizations, or business networks			
Collusion and conspiracy by trade by competitors and suppliers			
Refusal by agencies, primes, suppliers and/or customers to deal with minorities or women			
Obtaining Insurance (general liability, professional liability, etc.)			
Double standards in measuring performance			
Denial of the opportunity to bid			
Unfair denial of contract award			
Slow payment or non-payment for project work			
Unfair contract termination			
Predatory business practices such as price discrimination by suppliers/inspectors, bid shopping, slow payment, or non-payment			
Unequal access to bonding, credit, or financing as compared to nonminority- or nonwoman-owned companies			
Other: (Please describe other discriminatory behaviors experienced)			

14. Have you ever witnessed or experienced any of the following based on race/ethnicity/gender?

- Slow or non-payment.
- Denial of opportunity to bid.
- Unfair rejection of bid.
- Bid shopping.
- Bid manipulation.
- Double standards for minority- or women-owned firms when performing work.
- Unfair treatment regarding approval of work for minorities or women-owned firms.

- Unfavorable work environment for minorities or women (e.g., harassment based on race or gender on jobsites).
- Any “fronts” or false reporting of good faith efforts or use of certified subs.
- Unfair treatment by the County.

Thank you. We look forward to speaking with you during your interview.

FINAL DRAFT

Day of In-Depth Interview

Introduction

Thank you for agreeing to participate. Your input is very important to the outcome of the Disparity Study. Your responses to this interview will be aggregated for the overall analysis and used only for this research study. Individual information or identifying characteristics about your company will not be published.

If you have any questions regarding the disparity study or this interview, I will be happy to provide you with the contact information of the MGT representative at the end of the interview.

By participating in this interview, you acknowledge that:

The opinions and perceptions you will provide are given freely and represent an accurate reflection of your experience doing business or attempting to do business with the County.

- You have not been coerced or received any remuneration for your comments.
- You understand that neither your name nor your firm's name will be published in the report.
- Your participation in this interview has no direct benefits to your firm or to MGT.

Thank you for your participation!

In-Depth Interview Questionnaire

COMPANY INFORMATION

1. First, please tell me about your company. Tell me about the type of work you do, etc.
2. Have you or others experienced any discriminatory barriers to entering your industry?
3. Have you experienced discrimination when trying to work or working on County contracts?
 - a. If yes, please tell me about what happened and by whom.
4. How do you learn about bid opportunities with County agencies?
 - a. Are there barriers to learning about prime or subcontract bidding opportunities?
5. Tell me about your experience bidding on County projects or contracts. Have you won?
 - a. If not, why do you think you were not awarded the project? Do you feel it was due to race/ethnicity/gender?

6. Did you experience discrimination during the bidding process?
 - a. If not, please tell me about that.
7. Tell me about your experience working on County projects or contracts. *(be specific about the agencies)*
8. Did you experience discrimination when you were working on the project or contract?
 - a. If not, please tell me what happened.
9. Do you think minority- or women-owned firms face challenges not faced by non-minority businesses? Why or why not?
10. Have you applied for credit in the last year?
 - a. If, yes, why did you apply for a loan?
 - b. If, yes, were you approved? Did you receive the full amount requested?
 - c. If you were not approved, why do you think that is? Was it due to discrimination based on race/ethnicity/gender
11. Did you experience any discrimination in the loan application process?
 - a. If yes, please tell me about it.
12. If you did not apply, did you feel discouraged from applying? If yes, why?
13. Do you work on both public sector and private sector work? Tell me more about your choice.

FOR PRIMES:

14. How do you hire firms as subcontractors? How are they selected?
15. Do you make any efforts to include certified firms in public contracts?
 - a. If so, why?
 - b. How?

16. Describe challenges or barriers that you might have faced when hiring and/or working with small, minority- or woman-owned businesses.

PRIVATE MARKET EXPERIENCES

FOR PRIME FIRMS:

17. Do you make any efforts to include minority- and women-owned firms on private contracts?
- If so, why? How?
 - If not, why?
18. Do you use the same subcontractors when you bid on private market contracts as you do on your bids for public projects?
- If no, why?
19. **FOR SUBS:** Do primes who solicit bids from you on their public projects solicit bids from you for their private contract work?
- If no, why do you think that is?

FOR ALL FIRMS:

20. Have you experienced discrimination when trying to work or working in the private market?
- If yes, please tell me about what happened.
21. Do you think there is a “good ole’ boy” network operating in the marketplace?
- If so, how does it manifest?
 - How does it impact competition?

This concludes the interview. On behalf of the County, thank you for your participation.

If you have any questions or would like more information about the Disparity study, please contact Vernetta Mitchell at (850) 386-3191 ext. 2131 or vmitchell@mgtconsulting.com, or visit the study website at <https://countyofsantaclaradisparitystudy.com/>

Appendix I

I. Professional Organizations Interview Guide

County of Santa Clara Professional Organizations Interview Guide

Introduction

Hello, my name is _____ and I am calling on behalf of the County of Santa Clara to gather input from area trade associations and business organizations regarding diverse businesses' ability to do business in the County. Diverse businesses include:

- Minority-Owned Businesses;
- Women-owned Businesses;
- LGBT-Owned Businesses; and,
- Disabled Veteran-Owned Businesses.

MGT Consulting Group is conducting a disparity study to examine the County's procurement of goods and services from diverse business enterprises, the implementation of its supplier diversity policies, and information about doing business in the public and private markets. It is important to the potential outcomes to include insight from local professional organizations that serve the business community, hence why we are contacting (NAME OF ORGANIZATION).

Can we count on (NAME OF ORGANIZATION) to participate in this study by scheduling time to have a conversation about the business climate for diverse businesses in the County? During our conversation I will ask you to share information regarding:

- 1) services your organization provide to its members or the general business community,
- 2) the organization's relationship or interactions with the County,
- 3) issues or concerns held by the organization or your membership's experience and observations regarding doing business or attempting to do business with the County or their primes, and
- 4) suggested improvements to the County's procurement process or supplier diversity policies and programs.

When can we schedule a date and time to discuss these very important topics? Our meeting should last about an hour. When can we schedule your interview?

Name of Organization:		Industry Type:	
Date of Confirmation Call:		Interview Date:	

Thank you for scheduling time to provide your input on this very important study. To learn more about the County’s disparity study, we invite you to visit countyofsantaclaradisparitystudy.com.

Date of Interview _____
Interviewer’s Name _____

Interviewee Information	
Organization Name	
Interviewee Name	
Interviewee Title	
Interviewee Phone #	
Interviewee Email	

1. Please describe your organization’s mission and strategic objectives.
5-year contract with sustainability corporate, nonprofit event planners

Re-design 6 chamber websites in county area.

Dennis king – HCC Executive Director

2. How would you describe the economic mobility of diverse businesses in the County, such as minority, LGBTQ, veteran, etc.?

3. Are you seeing any trends in business growth or decline?
a. If so, what is happening?

4. What professional or business development program or services, if any, does your organization provide for your members that address:
a. industry best practices
b. economic growth
c. business sustainability

5. What is your general knowledge about the County's procurement and contracting practices?
6. What are some of the most challenging aspects of the County's contracting practices your members face?
7. What barriers do you feel your members face when doing business or trying to do business with the County or their primes?
 - a. What are your recommendations on how firms can overcome these barriers?
 - b. What actions do you think the County can take to minimize barriers?
8. Have you observed or are you aware of discriminatory behavior targeted towards diverse businesses that prevent them from competing, winning, or completing projects for the County or in the marketplace overall?
9. What recommendations do you have for improvements to the County's procurement and contracting practices?
10. Does your organization have a working relationship or partnership with the County? For example, do you work together to host events or share information, are staff members of any boards or committees, etc?
 - a. If so, how do you work with the County?
 - b. Which department(s) do you work with? (*this includes any committees, councils, etc.*)
11. **[IF NON-MWBE ORG]** Does your organization recruit diverse businesses as a part of your membership campaigns?
 - a. If so, what would you say is the percentage of members that are diverse-owned businesses?
12. In the industry your organization represents, what barriers are there to entry into self-employment?
 - a. Are the barriers different for firms that are owned by minorities or women than for firms owned by non-minorities?
13. Do you feel that minority and women firms face greater challenges to operating and being competitive than non-minority firms? (*Receiving and maintaining insurance, bonding, and financing, cost of materials, etc.*)
 - a. Please tell me more about that.

14. What do you consider to most interfere with your members' ability to do business in the **private sector**? (*Barriers to doing business, such as licensing, "good old boy" network, financing, etc.*)

a. What recommendations would you suggest on ways firms may overcome these barriers?

15. Are you familiar with the supplier diversity outreach program administered by the County?

a. If so, what is your general knowledge about the program?

b. Are you aware of any services offered to your members under this program?

c. What recommendations do you have for improvement of the supplier diversity outreach program?

1. No personal touch with county to meet small businesses.

2. Process of getting to understanding and getting county contracts is the problem.

16. Are there any other issues that you think are important for the study to address? Why is the issue significant?

Recommendation: orientation to assist with newly formed entrepreneurs.

On behalf of the County, thank you for your participation in this interview. If you would like more information on the Study, visit countyofsantaclaradisparitystudy.com or contact Ms. Vernetta Mitchell with the MGT Consulting Group via email at countyofsantaclaradisparitystudy@mgtconsulting.com or at (813) 321-1400 ext. 2131.

Appendix J

J. Master Vendor Database Sources

Source
CalProcure_All firms in California
CalProcure_All firms in California, Caltrans_All firms in California
SBA_Search_Results_Santa Clara County_All Firms No DBE_NAICS_BizCat_Columns , CalProcure_All firms in California
SCC_All Data_12.9.22_RGMA_NAICS
SCC_All Data_12.9.22_RGMA_NAICS, CalProcure_All firms in California
CUP LGBTQ_DVBE Directory_2023-07-19.xls
VetBiz_Directory_091622
VTA_Directory_091622
SAP Transactional Vendors

Appendix K

K. Examples of Excluded Utilization Transactions

Mark for Exclusion (MFE) Category	Type of Item
Government Entity	Payments to other government agencies. For example, IRS, US Postal Service, and other public governments.
Utilities Related	Payments for utilities like gas, electric, or telephone companies including cellular service.
Real Estate Related	Payments for rent and mortgages, land acquisitions, or leased property.
Insurance Related	Payments for insurance including healthcare premiums.
Banking Transactions	Payments to banking institutions or credit card payments.
Travel Related	Payments for travel, parking, lodging, rental cars, or conference fees.
Out of Study Period	Transactions that are outside of the established study period dates.
Postage	Cost of postage or mailing charges.
Subscriptions	Magazine, newspaper, & journal subscriptions.
Membership	Memberships to professional organizations, annual fees/dues for memberships to an organization, etc.
Education	Universities, vocational schools, public schools, internships, trade schools, training institutes, etc.
Nonprofits	Community or neighborhood-based organizations or nonprofit.
Shipping Charges	Shipping charges such as FOB, FedEx, UPS, etc.
Fees	Annual Licenses, Errors Charges, Cancellations.
COVID Expenses	Vaccination-related charges, outreach, etc.
Individual	Payments to individuals (i.e., reimbursements to residents, students, employees, etc.) and not to companies or sole proprietors.

Appendix L

L. List of Area Professional Organizations

Organizations
Silicon Valley Minority Business Consortium
Silicon Valley Organization (SVO)
San Jose Asian Chamber of Commerce
Chinese American Chamber of Commerce Silicon Valley
Filipino American Chamber of Commerce Silicon Valley
Industry Council for Small Business Development
La Raza Roundtable
Minority Business Consortium
National Association of Women Business Owners - Silicon Valley
Rainbow Chamber of Commerce Silicon Valley
San Jose Chamber of Commerce (Silicon Valley Organization)
Silicon Valley Black Chamber of Commerce
Silicon Valley Latino
Silicon Valley Vietnamese American Chamber
South Bay Labor Council
Hispanic Chamber of Commerce of Silicon Valley
100 Black Men of Silicon Valley
A Black Education Network (ABEN)
African Advocacy Network
African American Community Services Agency
African American Employee Network (Bay Area)
African Diaspora Network
Alliance for Community Development
Alum Rock Business Association
Alum Rock Santa Clara Street Business Association
American Indian Alliance of Santa Clara County
Amigos de Guadalupe
Anew America Community Corporation
Asia America Multi-Technology Association
Asian American Center for Santa Clara County
Asian Americans for Community Involvement Santa Clara County
Asian Americans/Pacific Islanders in Philanthropy
Asian Business League - San Francisco
Asian Pacific Environmental Network
Associated General Contractors
Assyrian American Association of San Jose
Bay Area Tamil Manram
Bay Brazil

Organizations
Behavioral Health Contractors' Association
Berryessa Business Association
Black Leadership Kitchen Cabinet
Brazil California Chamber of Commerce
Builders' Exchange of Santa Clara County
Building & Construction Trades Council (now South Bay Labor Council)
California Asian Chamber of Commerce
California Black Chamber of Commerce
California Hispanic Chamber of Commerce
California Hmong Chamber of Commerce
Camara de Comercio Agrupación de Comerciantes
Campbell Chamber of Commerce
CANAL Alliance
Central American Resource Center
Chamber of Commerce International Consortium For Entrepreneurs (CCICE)
Hispanic Chamber of Commerce of Contra Costa County
Cupertino Chamber of Commerce
Downtown Campbell Business Association
East Bay Asian Local Development Corporation
East County NAACP
East Santa Clara Street Business Association
Eritrean Community Cultural Civic Center
Eritrean Community in Santa Clara
Ethiopian Community Services, Inc. (ECS)
Federation of Philippine American Chambers of Commerce
Fil-Am Chamber of Commerce Silicon Valley
Filipino Advocates for Justice
Filipino Americans of Northern California Organization
Filipino Community Center of Santa Clara County
Filipino-American Chamber of Commerce of Solano County
Fremont Chamber of Commerce
German American Chamber of Commerce California
Gilroy Chamber of Commerce
Gilroy Downtown Business Association
Greater San Jose Hispanic Chamber of Commerce
Hawaii Chamber of Commerce of Northern California
Hispanic Chambers of Commerce of San Francisco
Hispanic Foundation of Silicon Valley
ICAN
Indo-American Chamber of Commerce
Indonesian Professional Association
Intertribal Friendship House
Japanese American Citizens League

Organizations
Japanese Chamber of Commerce of Northern California
Japantown Business Association
Korean American Community Services
La Pena Cultural Center
Lao Family Community Development, Inc.
Lao Lu Mien Cultural Association Inc. (LIMCA)
Latin Business Foundation of Silicon Valley
Latin SF
Latino Community Foundation
Latino Startup Alliance
LEAD Filipino
Los Altos Chamber of Commerce
Los Gatos Chamber of Commerce
Luna Park Business Association
Macla
Malaysian Professional and Business Association
Milpitas Chamber of Commerce
Mission College
Morgan Hill Chamber of Commerce
Morgan Hill Downtown Business Association
Mountain View Central Business Association
Mountain View Chamber of Commerce
Muslim Community Association of The San Francisco Bay Area
Muwekma Ohlone Tribe of the San Francisco Bay Area
Myanmar Community and Cultural Center
NAACP Bay Area
Napa County Hispanic Chamber of Commerce
National Asian Pacific Islander Prosecutors Association
National Association of Asian American Professionals-San Francisco
National Association of Minority Contractors
National Association of Women in Construction - Silicon Valley
National Electrical Contractors Association
Nepal Association of Northern California
New Zealand American Association of San Francisco
Nicaraguan American Chamber of Commerce Northern California
North Bay Black Chamber of Commerce
Oakland African American Chamber of Commerce
Oakland Chinatown Chamber of Commerce
Oakland Latino Chamber of Commerce
Pacific Islanders' Cultural Association
Pakistani American Community Center
Palo Alto Chamber of Commerce & Visitor Center
PARS Equality Center

Organizations
Persian Culture Club
Rainbow Community Center of Contra Costas County
San Benito County Chamber of Commerce
San Benito County Community Services Development Corporation
San Francisco African American Chamber of Commerce
San Francisco Bay Hispanic Chamber of Commerce
San Francisco Filipino American Chamber of Commerce
San Jose Downtown Association
San Jose Entrepreneur Center
San Jose Minority Business Development Agency Business Center
San Jose State University
San Jose State University -Silicon Valley Small Business Development Center
San Mateo NAACP
Santa Clara County Building Trades Council
Santa Clara Valley Contractors Association
Saratoga Chamber of Commerce
SCORE Silicon Valley
Scotts Valley Chamber of Commerce
Silicon Valley Central Chamber of Commerce
Silicon Valley Chamber Coalition
Silicon Valley Chinese Technology & Business Association
Silicon Valley Small Business Development Center
Silicon Valley Council of Nonprofits
Silicon Valley Leadership Group
Small Business Exchange
Solano County Black Chamber of Commerce
Solano Hispanic Chamber of Commerce
SOMOS Mayfair
South Bay Chinese Club
Southeast Asian Community Center
Spanish Speaking Citizens' Foundation
Sunnyvale Chamber of Commerce
SURJ Marin
Taiwanese American Chamber of Commerce
Tauluma
Teatro Vision
The Arab American Cultural Center
The Silicon Valley Organization
Tibetan Association of Northern California
Vietnamese American Chamber of Commerce of Northern California
Vietnamese Chamber of Commerce San Jose
Vietnamese Voluntary Foundation
West Bay Pilipino Multi-Service Center

Organizations
Willow Glen Business Association
Winchester Business Association
Your Filipino Professionals Association

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Appendix M

M. Strategic Implementation Plan

A Strategic Implementation Plan (SIP) is a practical tool for turning strategic vision into action. It ensures that an organization's strategic goals are effectively executed, monitored, and adjusted as needed to achieve success. The primary objectives of a strategic implementation plan are:

1. **Translate strategy into action:** A SIP takes the high-level strategic goals and objectives developed during the strategic planning process and breaks them down into specific, actionable tasks and projects. It outlines what needs to be done, who is responsible, and when it should be accomplished.
2. **Alignment:** It helps ensure that all levels of an organization are aligned with the strategic direction. This includes departments, teams, and individuals, so that everyone is working towards common goals and objectives.
3. **Resource allocation:** The SIP provides a framework for allocating resources such as budget, personnel, and time to support the strategic initiatives. It helps in identifying what resources are needed and where they should be allocated to achieve the strategic goals effectively.
4. **Accountability:** A well-crafted SIP assigns responsibility for each action or initiative to specific individuals or teams. This promotes accountability and ensures that progress is monitored and reported on regularly.
5. **Monitoring and evaluation:** The SIP sets out key performance indicators (KPIs) and milestones, allowing organizations to track their progress and make necessary adjustments to stay on course. Regular monitoring and evaluation are critical for adapting to changing circumstances and ensuring the strategy remains relevant.
6. **Communication:** It serves as a communication tool to inform stakeholders, employees, and other relevant parties about the organization's strategic direction and how it plans to achieve its objectives. Clear communication is essential for garnering support and buy-in from all stakeholders.

Where applicable, other California program examples are indicated.

STRATEGIC PRIORITY 1: Increase the Participation of Small Businesses in County Contracts

IMPLEMENTATION LEADERS

Name, Title

GOAL 1: Establish a Small Business Enterprise Program

PERFORMANCE MEASURES / INDICATORS

STRATEGIC PLAN ACTION STEPS	SELECTED PRACTICE EXAMPLE	ESSENTIAL ACTIVITIES
1. Develop policies and procedures	Orange County (California)	<ul style="list-style-type: none"> • Develop policies and procedures that explicitly support supplier diversity objectives. • Ensure the policies are integrated into the organization’s procurement processes. • Ensure the policies are communicated effectively to all internal and external stakeholders. • Provide clear guidelines on how to identify, engage, and evaluate small businesses. • Ensure the program complies with all relevant state laws and standards.
2. Identify the size standards to be required for SBEs in the program	County of Alameda City of San Diego	<ul style="list-style-type: none"> • Research size standards of other SBE programs in the State and nationally. • Develop options for size standards. • Finalize size and incorporate it into policies and procedures.
3. Determine if SCC will administer certification or accept reciprocal certification	Orange County (California)	<ul style="list-style-type: none"> • Research other agencies' certification programs. • Analyze the application process, and length of time to complete an application. • Finalize the application process and incorporate it into the policies and procedures.

		<ul style="list-style-type: none"> • Provide vendor access to the application process and the documentation required to submit a completed application.
4. Assemble a task force	Practiced in various agencies across the US	<ul style="list-style-type: none"> • Charge the task force with researching other agencies that have SBE programs to identify policies that the County should consider adopting. • Assemble a group of County staff, organizations, and businesses to provide input on program elements. • The task force should research the effectiveness of recommended policies, e.g., the number of firms in the program, the annual spending of firms in the program, the certification process, the number of firms in the program compared to total businesses in the marketplace, etc.
5. Resource Allocation	Administrative Practice	<ul style="list-style-type: none"> • Research other agencies to identify the number of staff needed to administer the program. • Determine if some of the program elements can be administered by other staff within the County. • Research average budgets to support the programs.
6. Reporting Metrics	Administrative Practice	<ul style="list-style-type: none"> • Establish reporting metrics on the impact of the program that reports: <ul style="list-style-type: none"> ○ The number of firms certified. ○ Industries of certified firms ○ Contracts awarded. ○ Total amount paid ○ Total amount paid by business categories of certified firms
7. Program Measurement	Practiced in various agencies across the US	<ul style="list-style-type: none"> • Evaluate the program's impact on the communities where small businesses are located. This can include job creation, community development, and economic empowerment. • Monitor the growth in market share for small businesses to include diverse suppliers within your industry or sector.

		<ul style="list-style-type: none">• Compare your supplier diversity program's performance to industry benchmarks and best practices.• Gather feedback from program participants to gauge their satisfaction with the program and identify areas of improvement.
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STRATEGIC PRIORITY 3: Improve Vendor Management

GOAL 1: Improve Data Collection Process

**PERFORMANCE MEASURES /
INDICATORS**

STRATEGIC PLAN ACTION STEPS	SELECTED PRACTICE EXAMPLE	ESSENTIAL ACTIVITIES
<p>1. Identify data system(s) and processes to monitor and track procurement data.</p>	<p>San Diego Association of Governments (SANDAG)⁸ SANDAG utilizes BidNet for vendor registration and B2GNow to track contract spending</p>	<ul style="list-style-type: none"> • Research existing data storage and collections systems to identify where detailed procurement data can be housed. • Ensure the system can connect with the County’s financial system for efficiency and accuracy. • Data should include, but not limited to: <ul style="list-style-type: none"> ○ Vendor name ○ Vendor address ○ Vendor email ○ Vendor phone ○ Diverse business classification ○ Certification status ○ Contract award amount ○ Contract payments ○ Subcontractor utilization ○ Subcontractor contact information ○ Subcontractor work performed ○ Subcontractor award amount ○ Subcontractor paid amount ○ Subcontractor diverse classification ○ Subcontractor certification status

⁸ <https://www.sandag.org/about/work-with-us/doing-business-with-SANDAG>

2. Identify the critical data elements to be collected and reported		Determine which system can maintain critical elements such as diverse business classification, subcontractor information
3. Refine current vendor registration		<ul style="list-style-type: none"> • Identify a single source for vendors to register their interest in working with the County. • Registration information should collaborate with financial or contract systems so vendors only need to register once.

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STRATEGIC PRIORITY 4: Expand Professional and Technical Resources

GOAL 1: Establish Relationships with Professional Organizations

**PERFORMANCE MEASURES /
INDICATORS**

STRATEGIC PLAN ACTION STEPS	SELECTED PRACTICE EXAMPLE	ESSENTIAL ACTIVITIES
1. Collaborate with area professional organizations	City of Oakland (California)	<ul style="list-style-type: none"> • Identify the goals and objectives of what the County seeks from the organizations. • Determine the organization's target audience. Ensure their mission aligns with the County's objectives. • Identify what business development the organizations provide that will be beneficial for County's targeted businesses. • Propose collaborative projects or initiatives that align with both the County and the organizations.
2. Develop a partnership agreement		<ul style="list-style-type: none"> • Create a list of ways the County and the organizations will work to meet the objectives of the program. • Regularly assess the outcomes and benefits of the year relationship.
3. Create information-sharing strategies		<ul style="list-style-type: none"> • Offer to provide presentations showcasing the services offered by both. • Work with the organizations to share upcoming procurements, vendor outreach, and program updates. • Develop an engagement plan to include communication techniques and dates of planned workshops.
4. Scale businesses	Santa Clara University (California)	<ul style="list-style-type: none"> • Offer resources and support to help diverse suppliers enhance their capabilities and competitiveness.

	Riverside County (California)	<ul style="list-style-type: none">• Consider mentor/protege programs, training workshops, access to financing options, and technical assistance.
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STRATEGIC PRIORITY 5: Create Opportunities to Increase SBE Participation on County Contracts

GOAL 1: Implement a Process to Calculate SBE Goals

**PERFORMANCE MEASURES /
INDICATORS**

STRATEGIC PLAN ACTION STEPS	SELECTED PRACTICE EXAMPLE	ESSENTIAL ACTIVITIES
1. Identify contracts that may be eligible for SBE goals.	California Department of Transportation	<ul style="list-style-type: none"> • Use the USDOT goal-setting methodology to calculate project-specific goals.
2. Establish a goal-setting protocol		<ul style="list-style-type: none"> • Work with departments to understand the scope of work. • Identify a process where solicitations are reviewed by program staff. • Incorporate the process and submit contract-specific goals for inclusion.
3. Measure the number of program participants engaged		<ul style="list-style-type: none"> • Monitor the growth in the number of program participants engaged in your program. • Measure the outcome of contracts with goals. • Measure the percentage of diverse suppliers participating in competitive bidding processes.

STRATEGIC PRIORITY 6: Expand Communication of Procurement Opportunities

GOAL 1: Establish a Procurement Forecast

**PERFORMANCE MEASURES
/ INDICATORS**

STRATEGIC PLAN ACTION STEPS	SELECTED PRACTICE EXAMPLE	ESSENTIAL ACTIVITIES
1. Create a forecast of upcoming opportunities		<ul style="list-style-type: none"> • Work with departments and procurement to identify future contracts/purchases. • Forecast may include <ul style="list-style-type: none"> ○ Project title ○ Project scope ○ User department ○ Estimated bid date ○ Purchasing or department contact • Establish the frequency of forecast information to be submitted.
2. Post the procurement forecast		<ul style="list-style-type: none"> • Work with the County’s web developers to identify a location to post the procurement forecast. • Establish a process on how forecast information will be submitted. • Establish a schedule on when the forecast will be updated.
3. Communicate to the business community		<ul style="list-style-type: none"> • Develop and execute a communication plan to inform the business community of the forecast location.

STRATEGIC PRIORITY 7: Measure the Outcomes of the Program

GOAL 1: Continuous Improvement

**PERFORMANCE MEASURES /
INDICATORS**

STRATEGIC PLAN ACTION STEPS	SELECTED PRACTICE EXAMPLE	ESSENTIAL ACTIVITIES
1. Evaluate program effectiveness		<ul style="list-style-type: none"> • Regularly evaluate and update supplier diversity programs to adapt to changing business needs, industry trends, and best practices. • Track the procurement spend with program participants as a percentage of the County’s total spend.
2. Solicit feedback		<ul style="list-style-type: none"> • Seek feedback from internal and external stakeholders, and external experts to identify areas for enhancement and innovation.

Appendix N

N. Custom Census Survey Instrument

ENTER THE D&B D-U-N-S NUMBER _____

Hi, I'm {NAME} calling from Skybase7 to conduct a survey for the County of Santa Clara to understand whom the County buys goods and services from in the marketplace.

Can I have 5 minutes of your time to answer nine questions?

IF YES CONTINUE

This survey will assist the County in learning more about businesses located in the County of Santa Clara County marketplace. The survey results could impact changes in procurement policy and programs for years to come. **Your responses to this research survey will be combined with all other businesses that respond for the overall analysis and used only for this research study. Individual information and your identity are kept private.**

IF NO, THANK YOU AND CAN WE CALL YOU LATER?

Is this _____ (Company's name)? IF COMPANY NAME VERIFIED, CONTINUE.

Are you the owner or an authorized decision maker in your company? [IF NO] May I speak with that person? [IF NO, SCHEDULE CALL-BACK]?

IF TRANSFERRED TO ANOTHER PARTY (CFO, MANAGER, ETC): READ INTRO AGAIN then ask Are you able to answer questions concerning the business practices of this company? IF YES, CONTINUE.

Thank you for agreeing to participate in this research study. Your input is very important to the outcome of this research study. Your responses to this survey will be aggregated for the overall analysis and used only for this research study. Individual information or identifying characteristics about your company will not be published.

If you have any questions regarding the survey, I will be happy to provide your contact information at the end of the survey.

Q1. DO NOT ASK; JUST NOTE

Gender: [REQUIRE ANSWER]

Male 1
Female 2

Q2. May I please have your NAME just in case we have any further questions?

[REQUIRE ANSWER]

Q3. What is your OFFICIAL TITLE?

[REQUIRE ANSWER]

Owner	1
CEO/President	2
Manager/Financial Officer	3
Other	4

[S - IF THE ANSWER TO Q3 IS NOT 4, THEN SKIP TO QUESTION 5]

Q4. Specify Other: OFFICIAL TITLE

[REQUIRE ANSWER]

Q5. Based on the information we have, I want to confirm this is a **FOR-PROFIT** company, as opposed to a nonprofit, foundation, or government office.

(If the respondent says they are a NON-Profit Business, PLEASE VERIFY THEIR RESPONSE.)

Only local, state, and federal government offices and other foundations such as your local Girls & Boys Clubs, United Way and Churches are considered non-profit.

[REQUIRE ANSWER]

Yes	1
No	2

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION Q11]

Q6. Let me confirm that, based on the information we have from Dun and Bradstreet, the company's PRIMARY LINE OF BUSINESS is :

(READ CORRESPONDING DESCRIPTIVE TEXT IN BOLD) [REQUIRE ANSWER]

Yes	1
No	2

[S - IF THE ANSWER TO Q6 IS 1, THEN SKIP TO QUESTION 8]

[S - IF THE ANSWER TO Q6 IS NOT 1, THEN CONTINUE TO QUESTION 7]

Q7. Please SPECIFY your company's Primary Type of Work.

(Very Brief Description)

Q8. Thinking about your company's operations, does your company bid or perform work primarily as a prime contractor or consultant? Subcontractor or subconsultant? OR both? [REQUIRE ANSWER]

- | | |
|--------------------------------|---|
| Prime Contractor or Consultant | 1 |
| Subcontractor or subconsultant | 2 |
| Both | 3 |

Q9. Is at least 51 percent of your company owned, managed, and controlled by a woman or women? [REQUIRE ANSWER]

- | | |
|-----|---|
| Yes | 1 |
| No | 2 |

Q9. Is at least 51 percent of your company owned, managed, and controlled by a person or people of one of the following racial or ethnic group(s)? [REQUIRE ANSWER]

- | | |
|-----------------------------------|---|
| American Indian or Alaska Native | 1 |
| Asian | 2 |
| Black or African American | 3 |
| Caucasian or White (non-Hispanic) | 4 |
| Hispanic or Latino | 5 |
| Pacific Islander | 6 |
| Other | 7 |

[S - IF THE ANSWER IS 7, THEN SKIP TO QUESTION 10]

Q10. Please specify Other: RACE OR ETHNICITY of the owner(s)/manager(s)

Q11. Is at least 51 percent of your company owned, managed, and controlled by a person or people of the following groups: [REQUIRE ANSWER]

- | | |
|----------|---|
| LGBTQ | 1 |
| Disabled | 2 |
| Veteran | 3 |

This concludes the survey. On behalf of Santa Clara County, thank you for your participation.

If you have any questions or would like more information about the disparity study, please contact Vernetta Mitchell at (813) 321-1400 ext. 2131 or vmitchell@mgtconsulting.com, or visit the study website at <https://countyofsantaclaradisparitystudy.com/>

DISQUALIFICATION STATEMENT

Q12. Thank you for your input; however, based on your answers, it appears that you do not qualify for this survey because we are only seeking input from for-profit companies.

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